

santa monica land use & circulation element

Maintaining the character of Santa Monica while enhancing the lifestyle of all who live here.

PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT

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acknowledgements

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executive summary

The Land Use and Circulation Element (LUCE) encompasses the community's vision for Santa Monica's future. The Plan is designed to maintain our City's character, protect our neighborhoods, manage our transportation systems, and encourage additional housing in a sustainable manner that ensures a high quality of life for all Santa Monicans now and in the future.

How should Santa Monica look, feel and function 20 years from now? This update of the City's Land Use and Circulation Element (LUCE) of the General Plan addresses this crucial question. Based on the goals and values of the community, the LUCE provides a long-term framework for good decision making far into the future. It provides flexibility for changes in the City's economy and land use, and establishes criteria and measurements for periodically assessing how well the community's goals are being met and if adjustments to the policies are necessary.

Cities fundamentally define themselves by creating housing and social connectivity, ensuring mobility, assuring open space and public services, and facilitating a vibrant economy celebrating arts and culture. How a city addresses these factors reflects its attitude toward the dignity of its residents and the importance it assigns to creating social equity. This Plan is about enhancing our already fantastic and unique City, and creating



a Santa Monica that is sustainable in social, environmental and economic terms—a community that is equitable, and offers opportunities to everyone.

CREATING A SUSTAINABLE FUTURE

The LUCE places Santa Monica at the forefront of sustainable planning practices. It translates the community's desire to preserve the City's unique character into programs which carefully limit and control growth, engage the natural beauty of the beach and surrounding environment, and re-create the City's historic settlement patterns along the boulevards.

The LUCE conserves the City's neighborhoods and historic resources, expands open space, and creates new opportunities for housing where few or none currently exist. It reduces the amount of regional commercial growth and encourages smaller-scale local-serving uses and housing. It encourages new development connected directly to transit, creating a multi-modal transportation system that incentivizes walking, biking and transit. It also encourages local-serving retail within walking distance of existing and new neighborhoods, serving to reduce greenhouse gas (GHG) emissions.

The LUCE transforms the City's auto-oriented boulevards into inviting avenues with improved transit, wider sidewalks, distinctive architecture, landscaping and neighborhood-friendly services. It requires new development to respect Santa Monica's heritage with compatible and quality design, ensuring a



The LUCE emphasizes a sustainable future and reshapes traditional planning approaches to focus on neighborhood conservation, increased housing opportunities, transit and stewardship of our precious natural, social and cultural resources.

sense of "place" where local residents will be attracted to shop, work and live. It seeks to eliminate net new evening peak period vehicle trips in order to achieve the City's overarching goal of reducing congestion and carbon emissions. The Plan celebrates the beach and the creative arts, recognizing their contribution to the recreational and cultural experience in Santa Monica. It also provides a monitoring program and measures for controlling growth, allowing the community to adjust the Plan over the years.

In endorsing this approach, the community addresses the most challenging aspect of

The LUCE places Santa Monica at the forefront of sustainable planning practices. It translates the community's desire to preserve the City's unique character into programs which carefully limit and control growth, engage the natural beauty of the beach and surrounding environment, and recreate the City's historic settlement patterns along the boulevards.

achieving the aims of the Sustainable City Plan and State of California climate change legislation—embracing the challenges of today as an opportunity to forge a better tomorrow.

COMMUNITY VALUES ARE THE BASIS OF THE LUCE

The Planning Process

The process of engaging the community started in 2004 and was extensive, far-reaching and inclusive. The public involvement intensified starting in the spring of 2007. It involved thousands of residents in constructive dialogue through dozens of community workshops, reports, Internet and phone surveys, walking tours, PowerPoint

presentations, and televised discussions at the Planning Commission and before the City Council. Community meetings and events were held across the City in classrooms, club rooms, civic associations, schools, libraries, parks, farmer's markets, the Santa Monica Pier and City Hall. In total, it is estimated that over 4,000 residents of all ages participated in the LUCE planning process.

The energy the community has shown to preserve, enhance and sustain Santa Monica was matched by the dedication of the City's Boards, Commissions and Council which, at each stage of the planning process, reviewed the findings, comments and suggestions offered by the public. During countless evening sessions, the Planning Commission and the City Council engaged in vigorous debate over the proposals of the LUCE, balancing the passions of single-interest speakers with the broad, encompassing values of the community at large. During more than 25 public hearings, these official bodies played a critical and consistent role in the development of the LUCE, steering the Plan toward completion.

WHAT THE COMMUNITY SAID IS IMPORTANT

During this process, the community expressed its vision for a City in which the best of the past is not only preserved but enhanced for current and future generations. The community's core values form the basis of the LUCE. The community identified the following core values:



- **Preserve Existing Neighborhoods.** The highest priority of the community was the preservation of the existing character and scale of Santa Monica's neighborhoods.
- **Manage Traffic and Congestion.** There is a compelling need to proactively manage congestion, reduce automobile dependence and enhance alternative modes of transportation.
- **Preserve the City's Unique Character.** The community identified the necessity of maintaining and enhancing the City's unique attributes, ensuring the creation of a "sense of place" and preserving the City's historic resources.
- **Create Housing Choices for All.** The City must continue to ensure that residents have a range of housing choices to meet the needs of people of all ages and income levels.
- **Increase Open Space and Connectivity.** Additional usable open space and vital community gathering places are necessary, as are safe, walkable and bike-friendly environments and easy connective "green" paths and routes.
- **Provide Community Benefits.** Change must result in a better Santa Monica for everyone—contributing directly to the community's core needs, particularly the creation of new affordable and workforce housing opportunities and healthy, complete neighborhoods.
- **Ensure a Sustainable Santa Monica.** Planning must ensure that the community of today thrives without compromising the ability of future generations to meet their own needs.

The LUCE translates these community values and the City's commitment to think, act and plan sustainably into specific policies and programs.

THE NEED TO UPDATE THE 1984 GENERAL PLAN

The last quarter of a century—since 1984, when Santa Monica last updated the Land Use and Circulation Element of its General Plan—has brought substantial change to the City and the region. Such rapidly changing circumstances require that the City look again at the land use and circulation policies and programs proposed in the 1980s for their relevance to the major challenges the City faces today. Additionally, periodic updating of the General Plan is a State of California legal requirement.

A Regulatory Approach

The 1984 Land Use and Circulation Element of the General Plan reflects the techniques and land use approaches considered state-of-the-art in the 1980s. It relies on conventional regulatory analysis and zoning initiatives of its time, which focus on individual buildings, and treats them as solitary structures rather than as important contributors to the City's identity. This approach largely overlooks the critical importance of ensuring that quality development contributes to the character of Santa Monica—giving physical form and functional reality to the community ideals of creating a sense of place, ensuring social interaction, and responding to the City's historical development patterns.



Photo courtesy of R. Landau

Regional growth over the last 30 years has placed increasing pressure on the City's transportation system—its corridors and its streets—leading to congestion and a lack of mobility. While the City cannot solve the region's traffic and circulation problems, it can directly address its own. Simply put, the number of motorists exceeds the roadway capacity to accommodate them. As a result, the City has experienced congestion, development with limited community benefit and little incentive for good design, and a transportation system that was planned and operated separately from land use.

Along with these challenges is the fact that Santa Monica's desirability as a place to live, work and play has resulted in increasing market pressures on the City's neighborhoods, boulevards and streets.

Current Challenges

Over the last 25 years, since the adoption of the 1984 LUCE, unanticipated issues have resulted, including:

- Increased traffic congestion
- Commercial buildings that do not transition well to adjacent residential neighborhoods

- The loss of existing affordable and workforce housing in multi-family neighborhoods
- Infill residential buildings which are out of scale with their existing neighborhoods
- Architectural design that does not contribute to the City's rich urban character
- The lack of green space, open space and landscaped boulevards

Taken together, these factors demonstrate the urgent need to reshape traditional planning practices to ensure a future in which the character of the City is not only maintained, but enhanced.

THE 2009 LUCE GENERAL PLAN UPDATE

A Comprehensive, Integrated Strategy

The LUCE differs from the previous General Plan in significant ways. It makes profound changes in the way the City addresses its critical land use and transportation policy. It provides a platform where the community's most fundamental values, the City's official land use and transportation policies and the tools necessary to implement them interact in an exciting and innovative way. It incorporates the City's existing sustainability policies and provides the means to implement them.

The strategy proposed by the LUCE is a comprehensive, proactive one. It breaks with past planning practice, by linking land use

and transportation policies and programs. It carefully focuses and manages change by specifying clear criteria for where and how new development should be located along the City's transit-rich corridors and in the districts served by the Expo Light Rail line. The LUCE proposes aggressive trip reduction measures and enhancements to alternative modes of travel. It actively seeks desired local-serving uses and for the first time requires new measures to monitor and ensure that transportation improvements and land use changes progress in tandem. It conserves the scale and character of the City's neighborhoods and provides incentives for historic preservation. It weighs the long-term benefits of its integrated recommendations, requiring that any changes make the City better. In essence, it is a holistic approach to create a truly sustainable community.

MAIN COMPONENTS OF THE LUCE

The following summary provides the major LUCE goals and policies at a glance.

Conserve Existing Neighborhoods

The LUCE protects the character of the City's residential neighborhoods and their local-serving commercial areas such as Main Street and Montana Avenue, as well as the City's institutions and parks, the beach and oceanfront, and the light industrial areas.

WHAT MAKES THE LUCE DIFFERENT?

The LUCE is different from the policy direction of the 1984 LUCE:

- It is a conservation plan that provides for an overall reduction in building height.
- It represents a paradigm shift in the way the City assesses traffic, providing aggressive transportation management tools to reduce congestion and new vehicle trips.
- It ensures that a sustainable city is the overarching principle.

The community's greatest concerns are the loss of neighborhood character and existing affordable units, and the construction of larger-scale, insensitive infill buildings. Intense investment pressure on the City's single family and multi-family areas is the result of two forces: (1) the attractiveness of the neighborhoods which invites investment, and (2) the lack of alternative locations for residential investment due to scarce undeveloped land within the City.

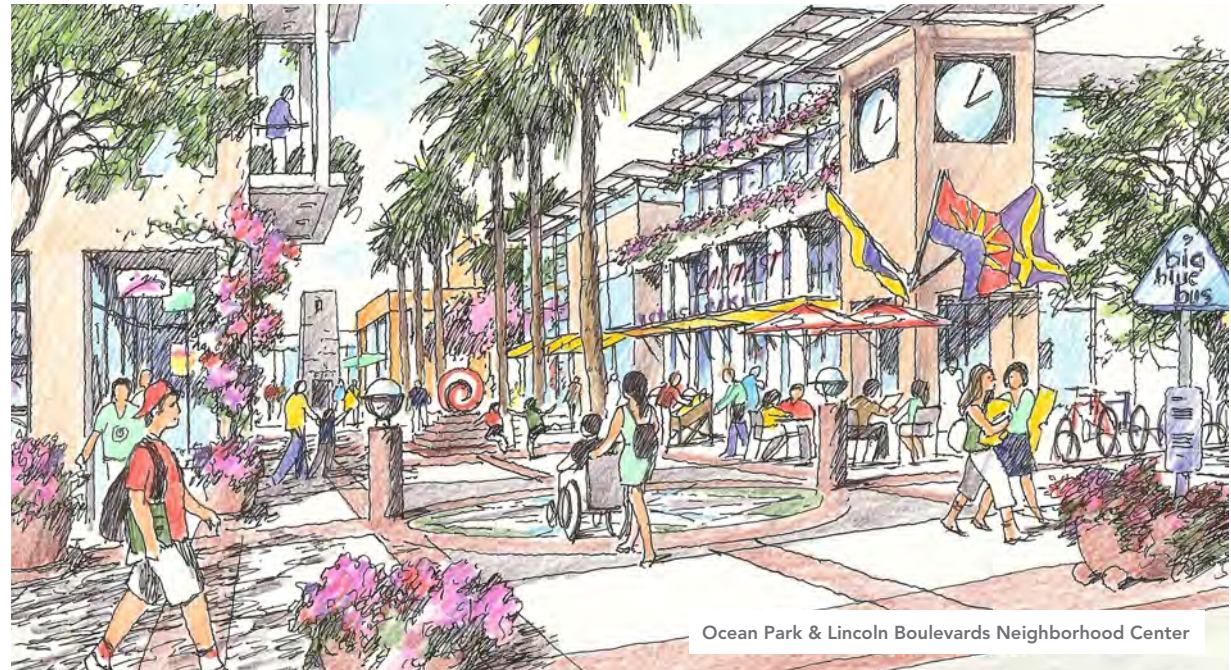
The LUCE addresses these issues by combining incentives and disincentives. The Plan redirects residential market pressure away from existing

neighborhoods by transforming existing commercial investment potential, at specific locations along transit corridors and districts, into incentives for new housing opportunities. These new opportunities play a highly important strategic role in the preservation of existing neighborhoods by acting as a pressure-release valve for the extraordinary residential market forces.

As a disincentive, the LUCE proposes policies and programs to control the rate and type of change occurring within existing neighborhoods. It does this through a series of conservation programs designed to act as a restraint on inappropriate investment. These programs include:

- Neighborhood Conservation Overlay Districts
- Measures for the Retention of Courtyard Housing
- Modification of Demolition Regulations
- Modification of Development Standards
- Neighborhood Coordinated Parking Management Programs

(See chapter 2.2 Neighborhood Conservation for further information.)



Ocean Park & Lincoln Boulevards Neighborhood Center

The LUCE is an integrated land use and transportation plan that unites new housing and job opportunities with expanded transportation options. A key component is the Expo Light Rail, which connects Santa Monica to the greater Los Angeles region.

Transition Regional-Serving Commercial Growth into Local-Serving Uses and Housing

Most significantly, the LUCE reduces the amount of regional-serving commercial growth permitted under the 1984 General Plan and encourages in its place smaller-scale, local-serving uses and the creation of complete neighborhoods with new housing opportunities located within walking distance of public gathering places and local services.

The LUCE shifts the City's land use policy from the strong commercial emphasis of the earlier

1984 General Plan to a balanced policy of requirements and incentives for constructing a significant number of additional housing units (particularly affordable housing units) to accompany new investment. It also offers incentives for employee housing. It transforms some of the City's existing industrial and regional commercial land along the Expo Light Rail line into new transit-oriented neighborhoods at Bergamot Station (26th Street and Olympic Boulevard), Memorial Park (17th Street and Colorado Avenue) and Downtown (4th Street and Colorado Avenue).

HOW THE LUCE IMPLEMENTS THE COMMUNITY'S CORE VALUES

- Preserves the scale and character of all residential neighborhoods, the Beach and Oceanfront District, and neighborhood commercial areas such as Main Street and Montana Avenue.
- Incentivizes the production of new housing opportunities and local-serving uses, in place of regional-serving commercial growth, in a small number of areas linked to transit.
- Encourages complete neighborhoods with shopping, services, and gathering places within walking distance of new and existing housing.
- Integrates traffic management and land use through a target of No Net New Evening Peak Period Vehicle Trips.
- Seeks new opportunities to enhance and create green spaces including: improvements to pedestrian and bicycle connections, freeway capping, beach greening, and ground floor open spaces as parts of new development.
- Creates a diverse economic base that supports the fiscal health of the City, ensuring a high-quality of public services.
- Requires community benefits such as open space, historic preservation, arts, and affordable and workforce housing for development above the ministerial base height.
- Provides for a greater community role in determining the physical nature and urban form of the City to ensure that Santa Monica maintains its unique “beach town” culture.
- Provides tools, including financial incentives, to preserve historic buildings.
- Phases development over the twenty-year length of the plan, keeping change in sync with transportation improvements.
- Ties long-term programs and policies to the *Sustainable City Plan* to reduce GHG emissions, per capita carbon footprint, and overall impact on the environment.



Preserving Santa Monica's distinctive residential neighborhoods is important to the health of the community. The LUCE seeks to provide additional benefits to the neighborhoods for current and future generations to enjoy.



Locating neighborhood services and amenities within walking distance of housing increases the vitality and overall sustainability of a city. The LUCE encourages new housing opportunities near existing and planned neighborhood centers.

Image courtesy of Metro©2009



Expo Light Rail

These new transit villages will be complete neighborhoods that provide a balance of jobs and housing, exemplifying sustainable living practices with open spaces, green connections, quality pedestrian environments and enhanced bicycle facilities. New residential development will be designed to reflect the community's values of appropriate scale and height, well-designed buildings and landscaping and a range of circulation and transportation improvements.

(See chapters 2.4 Boulevards, 2.5 Activity Centers and 2.6 Districts for further information.)

Create Livable Places with Housing Choices for All

The City has long been committed to ensuring a range of housing choices for all ages and income levels. The goal of the LUCE housing policies is to preserve existing housing



Olympic Boulevard

Shifting away from the commercial emphasis of the 1984 General Plan, the LUCE focuses on relieving development pressure in the residential neighborhoods and directing it to areas served by transit, particularly along the Expo Light Rail line.

units and create new housing opportunities throughout the City in a way that enhances sustainability, and creates complete neighborhoods and offers easy connections to transit.

The LUCE incorporates a dual approach for preserving existing housing and creating new housing opportunities. The first is accomplished through conservation programs for existing housing within neighborhoods, especially character-defining multi-family housing, such as courtyard housing. These programs include Neighborhood Conservation

Overlay Districts with stronger, more transparent demolition requirements as well as incentives such as the Transfer of Development Rights and Conservation Easements.

The second approach, the creation of new housing opportunities, is accomplished by designating additional land along the City's commercial transit corridors, in the creative arts districts and along the Expo Light Rail line for mixed-use residential development. This creates significant new affordable housing opportunities where few or none currently exist, locating housing within walking distance

The highest priority of the LUCE Framework is to preserve the character and scale of Santa Monica's neighborhoods. It maintains the scale and character of 96% of the City.

of jobs, services and transit. The LUCE encourages the private sector to produce more housing through new land use designations that offer incentives for providing housing in concert with lively and attractive open spaces, green pedestrian paths, bicycle facilities and local-serving uses within walking distance of amenities such as cafes, restaurants and retail.

(See chapter 2.1 Land Use Policy and Designations for further information.)

Manage Transportation/Reduce Congestion

To reduce congestion, the LUCE treats the entire City as an integrated transportation management sphere with aggressive requirements for trip reduction, transit enhancements, pedestrian and bike improvements, shared parking and appropriate impact fees, designed to reduce GHG emissions.

The Plan directly addresses the challenging issue of future congestion. It is one of the



Weaving land use and transportation strategies into a single framework is a key concept put forward by the LUCE, as is creating new housing opportunities on commercial transit corridors and along the Expo Light Rail line.

most urgent and difficult issues for the City to address. Some of this difficulty is due to expanding growth throughout the region where land use and travel pattern decisions are beyond the City's control. Even if Santa Monica were to entirely stop all new development over the next 20 years, the local transportation system would continue to deteriorate at a steady rate. This is due to growth outside the City's borders, which generates trips to and through the City. The community identified the compelling need to make major changes in how the City manages traffic and transportation.

The LUCE proposes the creation of a complete multi-modal transportation system which builds upon the City's major investment in transit and the extraordinary opportunity offered by the coming of the Expo Light Rail line. A significant innovation of the Plan is the requirement that land use policy and transportation policy be linked. It recommends strategically focusing new development at a few specific locations along the boulevards as well as in the districts to be served by the Expo Light Rail line in order to substantially reduce future work, shopping and residential vehicle trips. It provides for enhancement of pedestrian and bicycle

EXPANDED OPEN SPACE TIED TO TRANSIT

The LUCE builds on the opportunity of Expo Light Rail to expand green and open space at its three station area sites.

- At Bergamot Station, there is an opportunity to create new parkland/green corridors throughout the Bergamot Transit Village.
- At Memorial Park, there is an opportunity to create a central park with additional passive and active recreation space for large City events and celebrations, with transit access for the community. There is also the potential for decking over the I-10 Freeway to create significant new park open space and reconnect the Pico neighborhood with central City.
- At Downtown, there is an opportunity to create a pedestrian concourse/green street between the light rail station, the Civic Center, the Pier and the Beach. The potential for decking over the I-10 Freeway provides for expansion of the Palisades Garden Walk.

(See chapters 2.1 Land Use Policy, 1.3 Urban Form and 3.5 Community Enrichment for further information.)



Linking open spaces to enhanced transit systems has the potential to yield major benefits. The LUCE proposes decking over the I-10 Freeway at the nexus of Downtown and the Civic Center to create additional usable open space (pictured above).

facilities and improved connectivity among neighborhoods.

The Plan establishes the goal of achieving No Net New Evening Peak Period Vehicle Trips, which addresses the major contributing factor of transportation emissions in climate change. The LUCE requires implementation of Transportation Demand Management (TDM) programs that reduce automobile travel demand and incentivize shared parking and alternative modes of travel, such as carpools, vanpools, shuttles, walking and

bicycling. Proactive demand management for new employee trips will be implemented in concert with large employers such as schools, hospitals and Santa Monica College to incentivize the reduction in vehicle trips. (See chapter 4.0 Circulation for further information.)

Increase Open Space

Future buildings will be required to provide ground level open space and landscaping, trees and green connections. Auto-dominated boulevards will be reconfigured into more bicycle- and pedestrian-friendly routes with

wider sidewalks, trees and landscaping.

In the LUCE approach, the City's streets are regarded as green corridors that contribute not only to mobility and accessibility, but to the public health of Santa Monicans. Outdoor spaces such as streets, parks, plazas and pathways will provide opportunities for physical, social and cultural interaction—a shared public environment available to everyone. Future development will be required to enhance the City's inventory of open space and green connections. The Plan encourages improved connections and

pedestrian and bicycle pathways to local services and community amenities such as cafes and shops. It endorses the creation of additional parks, connecting civic spaces to the beach, and “beach greening” projects for the beachfront. It endorses the *Community Forest Management Plan*, which is designed to optimize tree canopy coverage throughout the City.

Create a Sustainable Economy

The City recognizes that its residents’ sense of well-being comes from the quality of its municipal services, its beautiful environment, and its ideal location. The City acknowledges the importance of a fiscally healthy city with a strong economy.

The LUCE’s principal land use and transportation recommendations are designed to support economically sound and sustainable growth into the future. They specifically encourage the economic sectors which support community services, healthcare, visitor-serving and creative arts industries, and local-serving businesses that contribute to the City’s identity and to its uniqueness as a beach and retail destination.

The continued support and expansion of these uses at key locations adjacent to transit will serve to ensure accessibility, maximize efficiency of urban infrastructure and services,



Santa Monica contains a high concentration of creative industries, from film and music production, to art galleries, studios and complexes. Remaining a center of creativity is a community value.

decrease reliance on automobile use and reduce GHG emissions. The LUCE goals and policies are designed in concert with the principles for a sustainable economy identified in the City’s Strategy for a Sustainable Local Economy, particularly encouraging sectors that generate high revenues relative to their use of land, such as information, professional, accommodation and food services, arts, entertainment, recreation, health, social and education services and neighborhood-serving retail.

The City’s employment expansion and increasing land values over the years have provided and will continue to provide the City with additional revenue that give it a significant amount of fiscal flexibility relative



The LUCE emphasizes local-serving, small business opportunities. The LUCE recommends small floor plate design, which caters to local enterprises, as well as having neighborhood-serving uses.

to other cities. Reflecting these trends, a feasibility analysis found that there is sufficient site value within the City to require community benefits for projects that rise above a base height on the boulevards and in the districts. (See chapter 3.4 *Diversified and Sustainable Economy* for further information.)

Require Community Benefits

Traditional planning has long required development to meet minimum community benefit standards. The LUCE proposes a comprehensive approach to benefits designed to serve the community’s core needs—new affordable housing opportunities, cultural and social facilities, employee housing, preservation of historic resources, and the creation of quality “places.”

URBAN FORM

The LUCE addresses the following questions about development projects:

- Does the project protect and enhance the neighborhoods?
- Is the project in the right location to reduce automobile dependence?
- Does the project contribute to the City's overall traffic reduction and management strategy?
- Is the project consistent with City design standards and principles?
- Does the project contribute to the City's long-term sustainability?



The Third Street Promenade, one of Santa Monica's main attractions, is a model of quality urban form. Pedestrian in nature, the Promenade caters to human-scaled development and high-quality design and architecture. As an open space, the Promenade is a

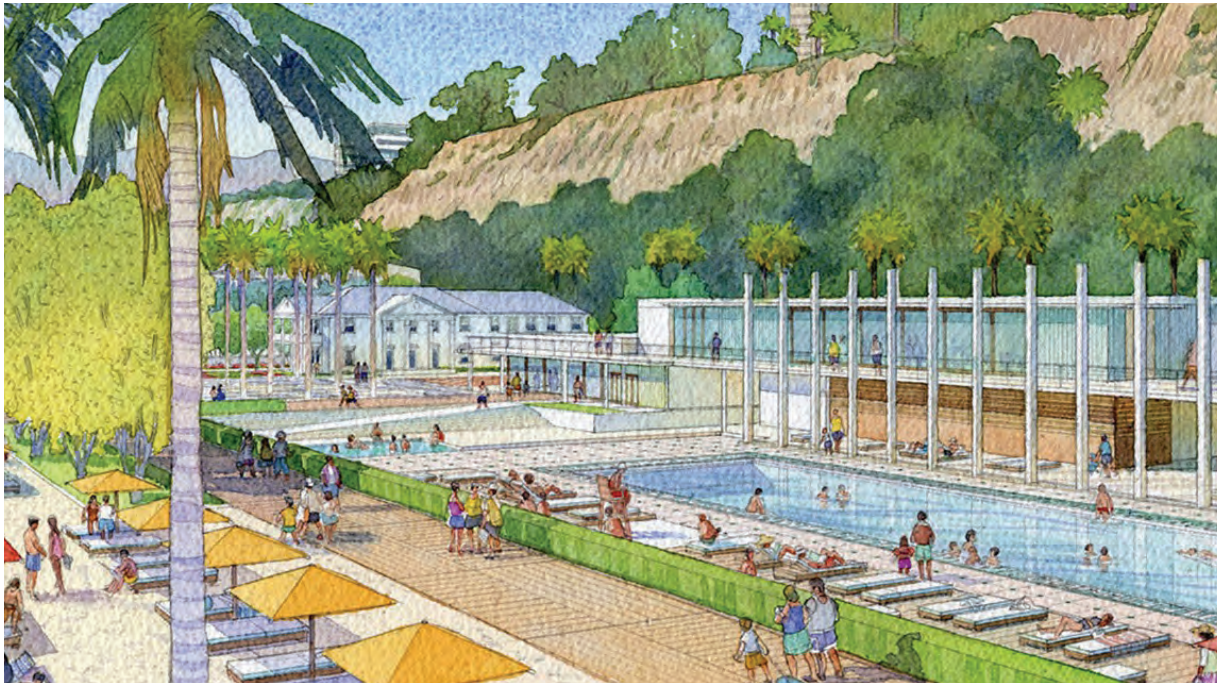
The LUCE establishes a review process which conditions new development above a base height to provide community benefits. This approach provides the City and the community with the capability to shape how individual projects contribute to the City as a whole. This will ensure that new buildings will be rich additions to the urban fabric while creating special places in the City that enhance its unique character and quality of life.

To accomplish this, the Plan establishes a base height of 32 feet for new development

(ministerial up to the discretionary review thresholds established by the Zoning Ordinance), initiating a Development Review Permit or Development Agreement process for development beyond this height. This approach incentivizes certain major projects to create benefits for the City, such as affordable and employee housing, historic preservation, quality pedestrian and biking connections, new gathering places, neighborhood-oriented retail, shared parking solutions, or space for social services such as child or senior care. Future projects must also exhibit compatibility in scale, setting and transitions to residential neighborhoods.

Ensure Quality Design and Urban Form

The urban character and form of Santa Monica is shaped by a combination of geographic features, historic development patterns, economic forces, and community values. The defining physical features of the Beach and the Santa Monica Canyon ensured that the early settlement patterns evolved along the bay and edged gradually eastward over the years. The City's form and character are derived from its physical and cultural relationship with the Pacific Ocean. The original town site, laid out in a uniform large-scale rectangular grid, identified the area's major boulevards



The preservation of historic structures is not only sustainable, but vital to retaining Santa Monica's identity and character. The adaptive reuse of the Marion Davies estate into the Annenberg Community Beach House is a sterling example of the City's ongoing commitment to historic preservation.

of today and made provision for early rail and transit lines. Early investors created a famed resort with flamboyant visitor attractions and buildings of elegance and style.

The LUCE enhances the Beach and the Downtown by recommending new green connections between the Downtown Light Rail Station and the Beach with a new plaza to celebrate the sense of arrival, and new paths and walkways to the Civic Center. It directs the location of new development above the base to be focused on the City's major transit

corridors and on the new rail line which follows the historic Pacific Electric Railroad alignment. For the development of the new transit villages, the LUCE requires the replication of the City's original grid system, providing connectivity among neighborhoods as well as the creation of wide, welcoming sidewalks and pedestrian amenities. Finally, the LUCE requires that through good urban design and architecture, new buildings and development will be rich additions to the urban fabric, reflecting the community values while creating new special places within the City. New

buildings will respect their settings through step backs which ensure the play of light and air along the boulevards, as well as step downs to adjacent residential neighborhoods. (See chapter 1.3 Urban Form for further information.)

The LUCE ensures that as the community grows and evolves over time, it will continue the rich heritage of its founding.

Preserve Historic Resources

Santa Monica is one of California's most architecturally, culturally and historically significant communities. The City has been a careful conservator of this rich historic heritage. It has designated 89 individual City Landmarks, four Structures of Merit and two Historic Districts. While these structures are major contributors to the City's character, their maintenance and preservation often present challenges. In addition to these architecturally or historically significant structures and neighborhoods, other character-defining structures and neighborhoods also merit careful conservation. The benefits of historic preservation are widely recognized in terms of aesthetic, cultural and social results, but the inherent sustainability aspects of the conservation approach are not always fully appreciated.

The LUCE embraces historic preservation not only for its important role in preserving the features that make Santa Monica unique, but also for the critical contribution it makes in helping the community achieve its sustainability goals. The LUCE proposes a program of economic incentives to assist in the preservation of historic resources. It identifies historic preservation as a core value of the community and a key community benefit—making Landmark structures eligible for the Transfer of Development Rights Program. It also recommends the establishment of a “conservation easement” program for owners of historic properties to earn a one-time income tax deduction through the donation of a property easement to a qualified preservation organization.

Additionally, through a Neighborhood Conservation Overlay District program, the LUCE provides new protections for character-defining structures which may not meet the landmark designation threshold. For example, it recommends a program of special protections for the conservation and retention of the City’s inventory of courtyard housing—a southern California architectural type. It also proposes that a new definition of “demolition” be developed along with a process for implementation that allows for consideration of the full range of issues

that define a neighborhood’s character.

(See chapters 2.3 Historic Preservation and 2.2 Neighborhood Conservation for further information.)

Manage Change

One of the most powerful new tools provided in the LUCE is its comprehensive adaptive management of growth. Designed to implement many of the *Sustainable City Plan’s* central components, the LUCE incorporates five key strategies which allow the City to control and direct future conditions to achieve community goals:

- 1. The Location of Uses.** The LUCE directs new development to transit corridors and around future light rail stations to capitalize on existing and future infrastructure and services. Coupled with TDM and new housing, these areas will be complete neighborhoods where residents can walk and bike to nearby locations to meet their daily needs.
- 2. The Type of Uses.** The LUCE reduces regional office as well as regional-serving commercial uses, encouraging local-serving businesses, offices with small floor plates and neighborhood retail within walking distance of surrounding neighborhoods.
- 3. The Amount of Change.** The LUCE sets the framework for sustainable change paced with community facilities. It establishes a base height above which projects must include community benefits, and also carefully reduces pressures for extensive change in existing neighborhoods.

The LUCE Framework introduces the requirement that new development must contribute to, not detract from, the community. Each future project must exhibit extraordinary community benefits as well as compatibility in scale, setting and transitions to residential neighborhoods.

4. The Rate of Change. The LUCE provides for monitoring through regular review of performance measures to ensure that change is occurring in concert with improvements to schools, roadways, transit and open space and is fiscally sound.

5. The Quality of the Built Environment. The LUCE establishes design policies and guidelines to shape new projects so that they enhance the City’s character. The LUCE establishes an urban design vision and policies for each district and boulevard that include identifying a building envelope that is compatible with its residential neighbors in scale, mass, step backs and step downs.

The LUCE, in addition to addressing the amount, rate, type, location and quality of change, also outlines a concept for periodic monitoring through review of a range of trends and indicators tied to crucial LUCE goals. This approach recognizes that solutions to the

evolution of an organic city require oversight and fluidity to respond to changing conditions. This approach also allows the City to “put on the brakes” as appropriate.

After the Plan’s adoption, the community will have a central role in the Plan’s implementation. Residents will be actively engaged in the:

- Development of a series of area plans and specific plans
- Development of neighborhood conservation programs
- Review of proposed activity center development
- Review of proposed community benefits for new development
- Development of historic preservation programs
- Early review of development applications
- Monitoring of the Plan’s progress

THE LUCE’S APPROACH TO SUSTAINABILITY AND CLIMATE CHANGE

The essence of the LUCE is to unite environmental, land use, economic, transportation and social concerns into a single, flexible, long-term plan for the City. The LUCE is the tool necessary to implement the goals outlined in the *Sustainable City Plan*. More specifically, the LUCE enables the City to achieve climate change goals through its

land use and transportation decisions, such as focusing development near transit, creating complete neighborhoods and supporting transit and nonmotorized travel. The Plan includes the social aspects of sustainable development by addressing affordable housing and access to jobs. It provides guidance to reduce the consumption of natural resources like water and energy. And it helps to create a long-term sustainable economy with a focus on green jobs and technology. The LUCE expands Santa Monica’s role as a leader in sustainability in the region and the nation.

(See chapter 3.1 Sustainability and Climate Change for further information.)

The LUCE links land use to transportation, directing development toward specific areas served by transit, including the Expo Light Rail stations at Bergamot Station, Memorial Park and the Downtown, and Metro Rapid Bus transit corridors such as Wilshire and Lincoln Boulevards. Focusing development near transit reduces reliance on the automobile, reduces per-capita vehicle miles traveled in the City and reduces energy use and GHG emissions. This approach addresses overall traffic congestion in the City and the region, and promotes a more walkable, healthy and physically active community.



Santa Monica is a national leader in environmental, economic and social sustainability. *The LUCE promotes community values associated with neighborhood preservation, affordable and workforce housing, transportation, open space, creative arts, and green building, among others.*

The LUCE provides the City its greatest opportunity for implementing long-term programs to reduce its per capita carbon footprint and its overall impact on the environment. State legislation addressing the need to reduce GHG emissions (AB 32, SB 375) requires local jurisdictions to take an active role in meeting the goals of regional sustainability plans based on land use and transportation. Guidance¹ has been provided for the ways in which a jurisdiction can plan and work toward reducing the growth in vehicle travel.

¹ California Air Pollution Control Officers Association (CAPCOA), Model Policies for Greenhouse Gases in General Plans, June, 2009

CLIMATE CHANGE

The LUCE integrates land use and transportation to create sustainability and enables the community to:

- Reduce automobile reliance – clustering housing and employment on transit corridors
- Reduce vehicle trips – implementing TDM programs and enhancing alternative modes of arrival
- Reduce per capita vehicle miles traveled – locating local services within walking distance, creating complete neighborhoods
- Reduce heat gain and increase carbon dioxide capture – encouraging green streets, parkways, parks, and building practices
- Reduce water and energy use and solid waste generation – preserving existing neighborhoods, controlling demolition, and encouraging LEED construction standards

These ways include:

- Instituting aggressive land use and transportation planning policies, including more compact, mixed-use development with residential and employment densities served by transit
- Increasing opportunities for more affordable and workforce housing strategically located in mixed-use sites near employment or public transportation
- Instituting programs to reduce vehicle trips, like employee transit incentives, car-sharing, vanpooling, parking policies and public education programs
- Creating complete neighborhoods with local services within walking distance

The LUCE embraces these strategies, and tailors them to Santa Monica's community vision and local opportunities, through:

- Establishing the goal of No Net New Trips through aggressive trip reduction measures and incentivizing alternative modes of travel, such as carpools, shuttles, walking, bicycling and shared parking
- Clustering housing and employment near transit to reduce trips
- Creating changes in travel and land development likely to result from passenger rail expansion
- Supporting a sustainable economy with an emphasis on local-serving businesses, healthcare, creative arts and other services that support the community



The goals, policies and programs included in the LUCE reflect the values and aspirations of the Santa Monica community. It unites preservation with evolution, sustainability with accountability and seeks to ensure that the quality and character of everyday life is perpetuated for future generations to enjoy.

The Framework encompasses the community's vision for the City's future. It is a way to actively manage the City and all of its components—housing, transportation, cultural elements, economics, natural environments—in an integrative and holistic manner that ensures a great quality of life for all Santa Monicans.

- Increasing open space and expanding the urban forest by “greening” the boulevards, capping the I-10 Freeway, creating new park-land and increasing ground-level open space
- Developing a Climate Action Plan with implementation strategies for reducing GHG emissions and mechanisms for monitoring emissions

The LUCE incorporates land use, transportation, economic and environmental issues into a flexible, long-term plan for the City. It focuses development near transit, guides the location of local-serving land uses to create complete neighborhoods and encourages alternatives to the automobile. The Plan addresses the social aspects of sustainable development with goals and policies to significantly increase the amount of affordable and workforce housing that is accessible to local jobs, improving the jobs to housing ratio and supporting the creation of complete neighborhoods. It endorses a long-term sustainable economy with a focus on green jobs and technology, and encourages the expansion of its creative arts industry. It focuses on creating expanded bicycle and pedestrian networks throughout the City, seeking to make walking and biking safe and pleasurable for everyone at all times of the day. It requires congestion management programs for new development and establishes the goal of No Net New Trips. Finally, the LUCE provides the



Photo courtesy of R. Friday

community with measures to ensure that the goals of the Plan are being met, and with the ability to adjust to changing conditions.

LOOKING TO THE FUTURE

As we look to the future, the test of our progress on this comprehensive set of goals and initiatives will be how well we have cared for and managed the magnificent resources we have inherited: the Beach, the Downtown, our neighborhoods and our place within the global environment. The LUCE was developed to preserve our City’s character; enhance transportation systems; maintain our quality of life; support a sustainable economy; expand healthcare services; encourage creative arts

and small businesses; increase mobility for all who live, work and visit here; and ensure the long-term social, economic and environmental sustainability of our community. The Plan provides for the careful conservation of our neighborhoods and commercial areas, and calls for public amenities to increase livability and sociability for all community members.

The LUCE includes cautious phasing over time, establishes monitoring programs, and incorporates an innovative approach to manage our challenging transportation problems. The decisions the community has made on these broad issues will help determine how those who live and work in Santa Monica will flourish.

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introduction and purpose

In the summer of 1875, Colonel Baker and Senator John P. Jones were well aware of the extraordinary opportunity they were presenting to the public when they offered the first lots in what was to become the City of Santa Monica.

The town that evolved along this golden coast attracted early visionary investors who created a famed resort with national visitor attractions including the beach, the piers, the Palisades and the Looff Hippodrome. They also created a vibrant downtown, which today is ringed by distinctive and diverse neighborhoods that are unmatched in the region.

“Today, we sell to the highest bidder, the Pacific Ocean...a bay filled with white-winged ships; a southern horizon rimmed with...purple mountains...and, languid air...odored with the breath of flowers.”¹

- TOM FITCH, 1875



¹ From *Looking at Santa Monica*, James W. Lunsford, 1983.

A CITY OF NEIGHBORHOODS

Santa Monica, with its 88,700 residents, is remarkable within the region for its unique neighborhoods, each with its own character and featuring its own mix of housing, shopping, dining and entertainment options. This diversity provides for a wide range of housing choices, from single family homes on large lots, to small scale bungalows, courtyard apartments, condominiums and larger mixed-use apartments. Shopping opportunities vary from local neighborhood retail areas, such as those along Pico and Ocean Park, to the eclectic mix on Main Street and Montana Avenue.

The City combines a rich historic, cultural, and residential heritage with the vigor of a balanced economy. Professional, medical, scientific, technical, and creative arts services are leading sectors of the City's business base, along with major hotels, guest accommodations, food and retail, and a variety of small businesses. Santa Monica is known for its arts and entertainment professions and is home to the movie industry and over 120 museums and art galleries, including the arts complexes of Bergamot Station, Broadway Gallery Complex and the 18th Street Arts Complex.² Much of this diversity was envisioned in the General Plan developed in 1984.



A greener, more sustainable environment can be created if Santa Monicans work together, as they did for the opening of the Annenberg Community Beach Club, the first public beach club in the United States.

Santa Monicans tend to be socially progressive and have a national reputation for innovation and leadership. The City is committed to supporting social services, providing affordable housing and creating a lifelong learning community. The community is also acknowledged as one of the nation's leaders in the sustainability movement with a renowned green building program and a *Sustainable City Plan* which guides decision makers and ensures that Santa Monica's natural, economic and social attributes are preserved for future generations to enjoy.

² See *Creative Capital: A Plan for the Development of Santa Monica's Arts & Culture*, 2006.

Challenges and Opportunities

To some degree, Santa Monica is a victim of its own success. Given its regional location, natural beauty, inviting neighborhoods and progressive policies, the City has attracted workers and visitors from all over the region, not only in seasonal surges but on a daily basis for work, school, and shopping. Despite the City's extensive investment in transit, automobiles remain the primary mode of transportation and congestion is one of the community's major challenges.

The City's attractiveness as a place to live, work and play, combined with the increasing scarcity of land within its borders, has resulted in some of the highest housing prices in the nation. This challenges the community to use new methods to tackle the difficult issues of providing adequate affordable and workforce housing units and identifying ways to finance them.

The City will benefit from the planned Expo Light Rail line, anticipated to open in 2015. Significant investment interest in some of the large parcels in the City's industrial areas adjacent to the proposed Expo Light Rail stations, and along its major boulevards such as Wilshire and Colorado offers the City an exciting opportunity to promote new affordable and workforce housing where only regional commercial potential now exists. In facilitating transit-oriented development, the City benefits from integrating land use and transportation in a more efficient and sustainable way. This integrated approach decreases reliance on the automobile, which reduces greenhouse gas (GHG) emissions.

PURPOSE AND STATUTORY REQUIREMENTS

The purpose of the Land Use and Circulation Element (LUCE) of the City's General Plan is to establish the community's vision for the future. Its goal is to provide a flexible framework for



Image courtesy of Metro © 2009.

The Expo Light Rail is a key component in the LUCE strategy, which encourages more use of transit, bicycling, and walking. The Light Rail enables the creation of new complete neighborhoods near stations that include new housing units and open spaces.

long-term decision making that will determine how the community will look and function as it evolves over time.

State of California law requires that every city and county within the state shall, "adopt a comprehensive, long-term general plan for the physical development of the county or city,"⁴ and must be periodically updated. California code requires that a general plan be comprehensive, internally consistent and long-term. General plans must address certain key topics or elements which include: land use, circulation, housing, noise, open space, conservation and safety. Although required to address these specific issues, a general plan may be organized in a way that best suits the

jurisdiction and may also include any topics relevant to the specific local circumstances. The plan must also be clearly written, available to all those concerned with the community's development, and easy for the City to administer.⁵

The LUCE is the City of Santa Monica's fundamental land use and circulation policy document, and it provides the basic policy direction for the City's development and conservation for the next 20 years. The additional elements required by state law are already adopted and in force.

⁴ Government Code § 65300.

⁵ CA Governor's Office of Planning and Research.

EIGHT FRAMEWORK ELEMENTS FORM THE CORE OF LUCE SUSTAINABLE PLANNING

1. Neighborhood Conservation and Enhancement

Protect and conserve the character and scale of Santa Monica's neighborhoods.



2. Integrated Land Use and Transportation

Incentivize housing over regional-serving commercial growth at activity centers on existing and proposed transit corridors.



3. Proactive Congestion Management

Proactively address congestion and climate change through programs that will result in vehicle trip reduction.



4. Complete Neighborhoods with Increased Open Space

Create complete neighborhoods with jobs, housing, and retail linked by green connections and increased open space.



5. Require Community Benefits

Meet the community's values and expectations by defining how new projects contribute to Santa Monica.



6. Quality Urban Character and Form

Shape key elements of the public and private realm to be livable and green while contributing to the City's sense of place.



7. Preservation of Historic Resources

Promote a variety of financial incentives, adaptive reuse, and conservation programs to ensure the preservation of historic resources.



8. Managing Change and Measuring Our Success

Adaptive growth management through regular evaluation of trends, allowing the community to "put on the brakes."



Developed out of an extensive public outreach and participation process, the Framework Elements are a direct reflection of the community's hopes, desires and aspirations, and they ensure the City's commitment to think, act, and plan sustainably.

The current state-required General Plan Elements adopted in Santa Monica are: Housing Element, Open Space Element, Conservation Element, Noise Element, and Safety Element. Santa Monica has also adopted a Historic Preservation Element. In addition to the General Plan, the City has also adopted the *Sustainable City Plan*, *Creative Capital* (Santa Monica’s cultural arts master plan), the *Parks and Recreation Master Plan*, and the *Community Forest Management Plan*.

The Need to Update the 1984 General Plan

Santa Monica’s current General Plan was last updated in 1984, over a quarter of a century ago. This earlier plan reflected the state-of-the-art techniques and approaches of its time. It has served the City well over the years and meets legal requirements. However, the last 25 years have brought substantial change to the City and the region. During this time, fluctuating economic cycles, regional population growth, a tripling of Santa Monica’s office space and rising land values have brought benefits along with social and environmental challenges. Community needs, values and lifestyles have also evolved along with these changes. Such a rapidly changing world requires that the City review the land use and circulation policies and programs proposed in the 1980’s for their relevance to the major



In the past 25 years since the 1984 LUCE there has been increased employment opportunities in Santa Monica. Above, The Water Garden and Yahoo! Center are two major employment centers that are home to thousands of workers engaged in a wide range of professional industries.

challenges the City faces today. It is clear that planning in those years never anticipated the environmental issues that the City and state as a whole confront today. The LUCE responds to the state’s recent direction with respect to climate change—integrating land use and transportation to protect and conserve our future and reduce our impact on the environment.

Reshaping Traditional Planning Approaches

Since the completion of the General Plan in 1984, two directives have been adopted which have great importance for the future of Santa Monica and great impact on how it plans for that future. The first directive is found in the 1994 Santa Monica Sustainable City Plan, which encouraged the City to plan in a

new way, taking environmental impacts into account. The second directive is the State of California’s recent adoption of major climate change legislation aimed at reducing GHG emissions. The Governor’s Office Fact Sheet on the legislation states: “In order to reach California’s greenhouse gas goals, we must rethink how we design our communities.”

Sustainable City Plan (SCP): Since 1994, the City of Santa Monica, with the adoption of the *SCP*, has moved aggressively to help the community think, plan and act more sustainably, leaving the flawed practices of the past behind. The *SCP* specifically charges the City with meeting its guiding principles regarding transportation, transit, open space, land use, housing and human dignity. To accomplish this, the City endorsed two

important guiding principles: first, the City must begin to address root causes, rather than symptoms, of problems, and second, the City must provide criteria for evaluating the long-term, rather than the short-term, impacts of its decisions.

AB 32 and SB 375: The State of California, beginning in 2006, adopted two pieces of landmark climate change legislation (AB 32 and SB 375) that commit the state to reduce GHG emissions to 1990 levels by 2020, and to 80 percent below 1990 levels by 2050. To begin to achieve this goal, the California Attorney General's Office has taken the position that local governments must take emission reduction targets into consideration when updating their general plans, particularly with regard to land use and transportation policy. This approach ties state transportation funding decisions to land use policy and links transportation to housing in regional planning efforts.

THE LUCE PLANNING APPROACH: CREATING A SUSTAINABLE FUTURE

Responding to the two directives, the LUCE differs from the 1984 General Plan in several significant ways. It provides the platform for the community's most fundamental values to interact with the City's official land use and



The 2003 Sustainable City Plan established guiding principles that helped to inform the LUCE.

transportation policies in a sustainable and innovative manner. In doing so, the LUCE implements the policies of the SCP and responds directly to the state's climate change legislation for reduction of GHG emissions. Most importantly, the LUCE clearly identifies the tools the City requires to meet state GHG emission goals and the community's desire to preserve and enhance the City. It outlines specific measures to conserve residential neighborhoods. It also directs change to occur in selected areas along the transit-rich boulevards and in the districts, ensuring that new development improves the City for all who live here.

Addressing Climate Change

The LUCE provides long-term programs to reduce the City's carbon footprint and its overall impact on the environment.

Reshaping traditional planning approaches, the LUCE translates the community's desire for preserving the City's unique character and identity into programs which carefully limit and control growth, directing investment pressures away from the neighborhoods to the City's historic transit corridors. Its goal is to preserve neighborhoods, enhance historic preservation, reduce GHG emissions and create new housing opportunities along the City's boulevards and in carefully located districts. It unites the creation of new housing with accessibility to transit. It establishes aggressive vehicle trip reduction measures and enhances alternative forms of transportation, including shuttles, carpools, walking and bicycling. It creates new open space and supports enhancements to the City's urban forest. By doing all these things simultaneously, the LUCE fosters complete neighborhoods where Santa Monicans can meet their needs within walking distance of their homes.

The LUCE reorients the City's auto-dependent boulevards into inviting avenues with improved transit, distinctive architecture, landscaping, trees, planted medians and neighborhood friendly services, defining a new sense of place where local residents will be attracted to shop, work, live and play. The Plan provides direct support for the City's vigorous cultural and creative arts programs, and designs new



The LUCE includes innovative strategies to reduce the City's impact on the environment including stringent vehicle trip reduction and neighborhood conservation measures that will ensure sustainable living practices and the preservation of some of Santa Monica's unique resources for generations to come.

urban neighborhoods exemplifying sustainable living practices with green connections, transit, improved pedestrian and bike access and attractive public places.

This holistic planning approach unites environmental, land use, economic, transportation and social concerns into a single, flexible framework for decision making, providing the City its greatest opportunity for implementing long-term programs to reduce its carbon footprint, GHG emissions and its overall impact on the environment well into the future. In doing so, this Plan places Santa Monica at the forefront of sustainable planning practices in the nation.

Key Principles of Sustainable Planning

The key principles of the LUCE are provided below. A brief explanation of these principles can be found in the Executive Summary, and greater detail follows in subsequent chapters. The key principles are:

- Conserving and Enhancing Neighborhoods
- Integrating Land Use and Transportation by Transitioning Regional-Serving Commercial Growth into New Housing Opportunities on Transit Corridors
- Managing Transportation/Reducing Congestion
- Creating Complete Neighborhoods with Increased Open Space and an Expanded Urban Forest

WHAT DOES THE LEAF SYMBOL MEAN?



The leaf symbol denotes LUCE policies that support key sustainability strategies aimed at preserving and enhancing the City, and achieving GHG emission reduction. These policies and their associated actions target each of the *Sustainable City Plan's* eight goal areas.

- Providing Community Benefits
- Ensuring Quality Design and Urban Form
- Incentivizing Historic Resources
- Controlling and Monitoring Growth

The Community is the Steward of the Future

As the following pages demonstrate, the residents of Santa Monica today are the stewards of the future. The choices made now will create a legacy for generations to come. Through the LUCE, the community can take assertive steps to manage and reduce congestion and the City's per capita carbon footprint by better managing its streets. The community can now require that all new buildings are of high architectural quality and

contribute to the City's rich urban fabric. By establishing a ministerial base height for new development, the City can incentivize new opportunities for affordable and workforce housing associated with transit, requiring stringent vehicle trip reduction, pedestrian and bicycle improvements, shared parking and transit improvements. New neighborhood protections are provided through a dual program of incentives and constraints designed to direct investment pressure away from existing neighborhoods and toward transit-rich corridors. These incentives and constraints will discourage inappropriate investment pressures through Neighborhood Conservation Overlay Districts, measures for retention of courtyard housing, demolition regulations, development standards, and neighborhood coordinated parking management programs.

Function of the LUCE

This Plan is a set of policies and actions for land use and circulation decisions that result in a blueprint for physical development throughout the community. The LUCE achieves the following:

- Defines a realistic long-term vision for Santa Monica through the year 2030.
- Expresses the desires of Santa Monica residents regarding the physical, social, economic, cultural and environmental character of the City.



The comprehensive nature of the LUCE serves as a guide for land use and urban design, circulation, economic development and other important components of the Santa Monica experience like open space, sustainability, and the preservation of the City's character.

- Serves as a comprehensive guide for making decisions about land use, urban design, economic development, circulation, and related topics such as public facilities and services, parks and open space, sustainability and the preservation of the quality of life in the community.
- Charts the course for coordinated development and conservation that will preserve the natural beauty, unique character, diversity and heritage of Santa Monica.
- Serves as the City's framework for land use and community development decisions, and the foundation for zoning, subdivisions, development plans and facilities plans. All plans and policies related to development, conservation and circulation should be consistent with the LUCE.

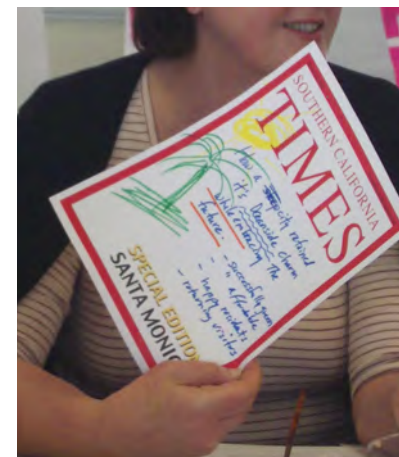
Structure and Content of the LUCE

The LUCE has been carefully structured to provide an easily accessible and thorough inventory of issues, analyses and recommendations. Detailed recommendations are provided where specific approaches are necessary to achieve public objectives, and more general recommendations are provided where multiple approaches should be considered. Each recommendation within the Plan should be weighed for its ability to accomplish the overall goals of the LUCE and whether it strengthens and reinforces the other recommendations.

a history of the process

The original nineteenth century investors and homeowners in Santa Monica made no small plans. From the beginning, they were captivated by the magnificence of the location and responded with buildings of grandeur and scale. They made it their business to invite families and vacationers to share the natural wonders of the beach and the mountains. To keep them here, they began laying out enticing neighborhoods, building grand hotels and broad boulevards. They approached this task with exuberance and panache.

It is important to understand Santa Monica's history when planning for the future, because strong residential neighborhoods were the basis for the early development of the City. Throughout the extensive planning process for this 2009 update to the Land Use and Circulation Element of the General Plan, the deep commitment of the City's residents to the preservation of their heritage has been evident. The values expressed during the process reflect the same sense of broad vision and daring that characterized the original founders.





Public Participation: Workshop participants envision Santa Monica's land use and transportation future.



Motion Money: Throughout the process, residents and business members advocated for a better, more integrated pattern of land uses and transportation services that promoted economic, environmental and social sustainability.

THE COMMUNITY VISION

The community expressed its vision for a City in which the best of the past is not only preserved but enhanced—the neighborhoods must not only be protected, but respected. The City, the community has said, must regain control of its streets and reduce congestion. Harkening back to the early days of the highly successful Pacific Electric Railroad, which easily transported people to and through the City, residents identified the urgent need for a comprehensive transportation system, including Expo Light Rail, Metro Rapid Buses, vanpools and significant improvements for bicyclists and pedestrians.

The foundation of Santa Monica's economy has always been the successful mixing of business with pleasure and the creative linking of splendid natural resources with structures and events. It is no accident that the creative arts community feels at home in Santa Monica.

However, the community also expressed clear concern about the larger vision and elegance of the architecture that characterizes Santa Monica being muted. In this planning process, residents stated their deep desire to enjoy the visual aspects of Santa Monica and the need to create streetscapes in which buildings are not individual objects, but rather are planned together to create public spaces and a "sense of place." The buildings, especially those along Santa Monica's boulevards, define the extent of the "public realm" or streetscape, a major

component of Santa Monica's open space. These same buildings must recognize their relationship to the neighborhoods by stepping down in height to appropriately interface with adjacent residential neighborhoods. Buildings, the community stated, must be of the highest architectural quality and contribute to the rich fabric of the City neighborhoods. The neighborhoods should be "complete" with a mix of uses, activities and central gathering places.

Throughout the years of discussion about creating a sustainable future, the themes of diversity, preservation of neighborhoods, inclusiveness and environmental responsibility provided the organizing framework for the recommendations which emerged.

COMMUNITY OUTREACH

The process of engaging the community was extensive, far-reaching, and inclusive. It involved workshops, dialogue, voting, reports, Internet and phone surveys, walking tours, PowerPoint presentations and televised discussions at the Planning Commission and before the City Council. Community meetings and events were held in classrooms, club rooms, civic associations, schools, parks, farmer's markets, libraries, the Santa Monica Festival, the Pier and City Hall. In total, it is estimated that over 4,000 residents of all ages participated in the LUCE planning effort.

Community outreach began in 2004. An invitation to "update the General Plan" is typically not one to stir the blood and attract the multitudes. But the reality is that in Santa Monica, it did. This was both an expression of the residents' love of their City, and a testament to the creative outreach efforts that were employed.

Aimed at involving a wide spectrum of the community, and at fostering an interactive and transparent process, several innovative outreach techniques were employed in an extensive series of meetings with community and business groups; Parent-Teacher-Student Associations; City boards and commissions; farmer's markets; the Santa Monica Pier Twilight Dance Series; 10fest and the Santa Monica

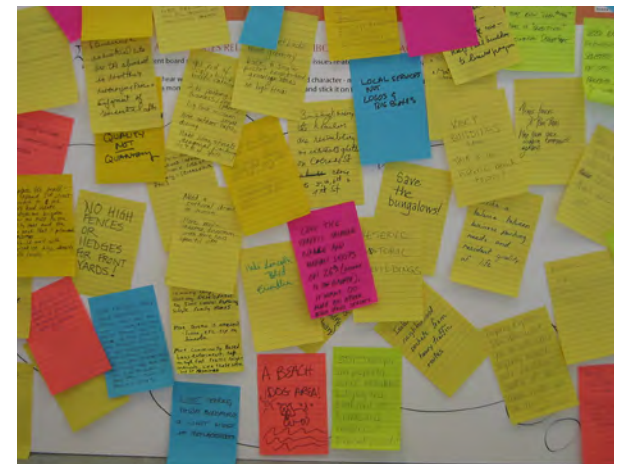


Workshop participants voted on transportation principles that seek to reduce congestion and traffic on Santa Monica's streets.

Festival; and a Youth Planning Program.

A summary of this public input was prepared and published in the April 2005 *Emerging Themes Report*. The second step was to prepare a detailed analysis of what the themes meant for planning for the next 20 years in the July 2005 *Opportunities and Challenges Report*.

In early 2006, following extensive discussions of the two reports, the City Council directed that draft goals be developed to guide the policy vision for the plan. The public was invited to debate these goals in a series of workshops.



Thousands of comments and suggestions were received throughout the public outreach process.



“Building block” workshops gave hundreds of participants a chance to learn and contribute through hands-on exercises.



Reaching group consensus, although not always easy, was a key part of the public process and the foundation for partnership within the community.

The draft goals were approved by the Planning Commission in June 2006 and adopted by the City Council in November 2006.

COMMUNITY WORKSHOPS: THE “BUILDING BLOCK” APPROACH

The most intensive phase of the LUCE process began in early 2007 as the City shifted focus from research and analysis to hands-on workshops. In these workshops, community members rolled up their sleeves, vigorously debated issues and priorities, and tackled the difficult and controversial questions about congestion, preservation, development, economics and sustainability. This “building block” approach builds the plan from the bottom up, directly engaging the community.

Sacrificing Saturdays and evenings, community members and representatives of businesses and organizations, City Council members and Planning Commissioners met in a continuing series of well-publicized neighborhood-focused and citywide sessions that examined how neighborhoods should look and feel, how large industrial land parcels should change over time, and how to approach issues of transportation alternatives and congestion.

Participants sat in classrooms and cafeterias, in day-long meetings and nighttime sessions. They asked questions of consultants, broke into smaller groups, identified priorities and

reported their findings. Larger sessions voted on issues, and later meetings ranked priorities and the tangible trade-offs needed to achieve the goals and values of the community.

There was participation by homeowners and renters, small business owners, educational institutions (including Santa Monica College and the Santa Monica-Malibu Unified School District), healthcare representatives (including Saint John’s Health Center and Santa Monica-UCLA Medical Center), Civic association members, preservationists, architects and developers, along with representatives of the bicycling community, the recreational community, artists and those in film production, and advocates for green and sustainable practices. Representatives from the L.A. Conservancy, the Santa Monica Chamber of Commerce, the L.A. Bicycle Coalition and Commissioners from the City’s Housing Commission and Task Force on the Environment participated. The City’s other boards, commissions and task forces were directly involved, including the Architectural Review Board, the Landmarks Commission, the Recreation and Parks Commission, the Arts Commission, the Sustainable City Task force, and the Child Care & Early Education Task Force.

Throughout the two-and-a-half-year process, the Planning Commission and the City Council engaged in vigorous debate over the tenets of the LUCE proposals, balancing the passions

of single-interest speakers with the broad, encompassing values of the community at large. Along with the boards, commissions and the community, these two official bodies played a critical and consistent role in the development of the LUCE recommendations.

COMMUNITY VALUES ARE THE BASIS OF KEY LUCE PRINCIPLES

Beneath the myriad details of land use, transportation, urban design and placemaking, this Plan is truly about the benefits of life in Santa Monica and how to protect and preserve the City now and for future generations in a sustainable way.

Neighborhood Conservation and Placemaking Workshop

In 2007, the community began with neighborhood workshops and a community-wide meeting. Over 1,000 participants from the Pico, Wilshire-Montana, Mid-City, Downtown and Sunset Park/Ocean Park neighborhoods attended the initial Placemaking workshops. They conceptualized opportunities for neighborhood benefits with new “places” at strategic locations along Wilshire, Pico and Lincoln Boulevards. Community members also participated in a citywide workshop expressing strong support for the principles of neighborhood conservation and quality landscaped streets.

Please Join the City of Santa Monica for a Citywide **Community Workshop** to identify ways to strengthen and protect residential neighborhoods.

NEIGHBORHOOD CONSERVATION

Tuesday, June 2 at 6:30 pm
Santa Monica Main Public Library
601 Santa Monica Blvd.

The Neighborhood Conservation workshop laid the foundation for protecting the residential neighborhoods and identified the attributes most in need of protection or enhancement. Among the top priorities were scale and character, open space and local services.

Preserve Neighborhoods and City Values

Participants identified neighborhood preservation as the highest priority of the planning process. They were concerned about the gradual loss of neighborhood character and open space as existing buildings are torn down and replaced with new infill development that is larger and out of scale with its surroundings. They endorsed the principles of maintaining the scale and character of existing buildings, requiring new buildings to be well designed and compatible with the established neighborhood context, encouraging greener landscaped streets, creating more open space, minimizing the impact of vehicles, improving the pedestrian and biking experience and creating welcoming gathering places.

Together, we create our

FUTURE

Hear how your input is coming together with the Land Use & Circulation Element to make Santa Monica a better, more vibrant place to live, work and play.

Monday, May 7 at 7:00 pm
Civic Auditorium, East Annex, 1885 Main Street
Bike & car parking available.
Bus 1, 2, 3, 5, 7, 9 & 10 serve Civic Center

Placemaking workshop: Residents turned out en masse to endorse citywide placemaking principles that preserve the quality and character of the City.

Creating Community Places

These workshops began the process of identifying principles for incorporating urban design principles into developments and public improvements. These principles require that new projects be shaped through design standards and guidelines. They ensure that future change will enhance and create community benefits by encouraging a mix of uses, activities and central gathering places, and providing local services and green connections.

Provide Community Benefits

Through this workshop series, the concept that new development in Santa Monica should be judged on its ability to provide community benefits—leaving the urban fabric better than it was and improving the day-to-day lives of residents—became an organizing principle of the LUCE. To ensure that future private development contributes to the City and the community, it was determined that any proposed development that would exceed the base height of 32 feet would be subject to a development agreement or a discretionary process depending on the project. Although these additional requirements can reasonably be related to addressing any additional burdens placed on the City and thus could be characterized as additional mitigation requirements, they can also be characterized



Planning the industrial lands: A significant factor in the discussion of the City's industrial lands was the Expo Light Rail and how to best capitalize on the opportunity it provides for new housing, jobs and services.

as community benefits. For ease of reference, these are referred to as community benefits throughout the remainder of the LUCE. Principal among the benefits identified by the community are the creation of new affordable and workforce housing, participation in rigorous vehicle trip reduction measures, impact fees, and shared parking programs, the creation of quality open spaces and green streets, historic preservation, facilities for child care and early education, facilities for youth and seniors as well as for arts and cultural events.

Industrial Lands Workshops

Over the summer and autumn of 2007, in a two-part workshop series, the community began a close analysis of the City's industrial lands—listening to results of research, working with facilitators at small group discussion tables and voting on guiding principles. These principles addressed issues of land use, urban design and transportation, making profound changes in the way the City addresses its critical land use and transportation policy.

Locate New Neighborhood Centers in Areas Served by Transit

Endorsing an environmentally sustainable approach, workshop participants agreed that new enhanced development must be associated with transit. This policy aims at reducing future congestion and greenhouse gas emissions and providing more effective control over where new development may occur and how it must look and function. The workshops endorsed the concept that growth must be balanced with specific initiatives to calm traffic, reduce congestion and promote biking and walking. There was also general agreement that the Expo Light Rail was an unmatched opportunity for the community to implement this policy. Participants discussed two areas along the Expo Light Rail line: the Bergamot Station area and Memorial Park.



Expo Light Rail: *Three stations and an alignment down Colorado Avenue create unmatched possibilities for new urban neighborhoods, the benefits of which will be felt citywide.*

Create Transit Oriented Centers: Complete Neighborhoods

The community endorsed the creation of new mixed-use residential neighborhoods to capitalize on the enormous transit opportunity offered by the proposed Expo Light Rail. Community members regarded this light rail alignment, following the former railroad right-of-way, as an opportunity for the creation of new transit-oriented neighborhoods. These neighborhoods are designed to replicate the historical street grid pattern of development in the City with a lively mix of residential and local-serving retail uses, gathering places, landscaping and new affordable and workforce housing. Bergamot Station was the priority area identified within the planning process as



The community's vision for the Bergamot Station area included retaining the creative and cultural arts component while programming new residential and commercial opportunities and creating an urban neighborhood centered around the light rail station.

suitable for this opportunity. Memorial Park was envisioned at a smaller scale as a residential neighborhood with large and generous open space. These new neighborhoods will be complete neighborhoods served by a variety of local retail and services within walking distance, and attractive gathering places for social interaction, with required vehicle trip reduction programs and incentivized shared parking programs.

Focus on the Arts and Sustainability: Bergamot Transit Village

The community endorsed the concept that as the industrial lands change over time, it should become a living-working-playing community with a focus on arts, culture and creative employment. The area was identified within the Light Manufacturing Studio District toward the eastern edge of the City, centered on Olympic Boulevard and to be served by a new Expo Light Rail station. Workshop participants envisioned the new Bergamot Transit Village as a mixed-use creative arts/residential

neighborhood centered around the rail station. The transit village provides an opportunity for the City to grow its creative arts job base by designating an area to attract a wide variety of creative arts and entertainment industry uses, such as graphic arts, film and music production, post production, animation and special effects. The transit village would also establish residential balance by providing incentives to significantly increase housing, especially affordable and artists' lofts.

A Central Park within a New Urban Neighborhood: Memorial Park

Memorial Park offers the City the opportunity to create a park with a geographically central location for Santa Monica within a new urban neighborhood focused around an Expo Light Rail station. The expanded Memorial Park will have additional passive and active recreation space and become a transit-served location for large City events and celebrations. It also offers the opportunity for a potential public/private partnership to provide mixed-use buildings for school district offices, local-serving retail, restaurants and affordable and workforce housing which could serve the many healthcare professionals in the area. The community also delighted in the larger vision for expanding the park by decking over the I-10 Freeway and reconnecting the Pico neighborhood with the central City.



Transportation and Parking Workshops

During the fall and winter months of 2007–2008, a series of citywide workshops on the major issues of transportation and parking. The workshops focused on the opportunities for transportation improvements along the boulevards and in the industrial areas, and on analysis of the City's extensive network of streets. Minimizing congestion and regaining control over the City's streets were identified as two of the most important priorities. Participants agreed that reducing dependence on the automobile and bolstering walking and biking are paramount goals.

A Proactive, Integrated Strategy

There was agreement that conventional methods of managing congestion were not working. A new comprehensive strategy of linking land use to transportation, aggressively reducing vehicle trips, targeting sources of congestion, locating development on transit and improving pedestrian and bike access was critically needed. Participants endorsed a comprehensive, proactive strategy, including clustering new housing opportunities on transit, providing connections to and through complete neighborhoods and requiring aggressive trip reduction measures.

Reduce Existing and New Vehicle Trips: Transportation Demand Management

The community endorsed the goal of No Net New Trips. To advance sustainability, the community agreed the City should take proactive steps to meet its CO₂, air quality, quality of life and congestion management goals. A citywide standard of no net increase in vehicle trips during the evening peak period can be achieved through Transportation Demand Management (TDM) approaches. TDM reduces vehicle travel demand and redistributes this demand to alternative modes of travel through a series of incentives and programs such as shuttles, carpools and vanpools, subsidized transit usage and shared parking. These programs actually reduce existing trips by providing alternatives such as improved transit service, bike paths and pedestrian connections.

Define New Street Classifications

Analysis of the City's streets and boulevards resulted in new street classifications. Each classification acknowledges that streets do more than just move cars. Streets also provide networks for moving pedestrians, bicycles, transit and goods. In addition, they provide open space for gatherings and recreation.

COMMUNITY VOICES ON TRANSPORTATION

There was accord on the guiding principles for managing mobility and congestion:

- Locate future activity centers on existing or proposed transit corridors.
- Create comprehensive transportation alternatives, with incentives for mass transit, car-sharing, and parking reduction programs.
- Prioritize the movement of bicyclists and pedestrians.
- Reduce vehicle trips by targeting sources of congestions and by working with large employers and schools.
- Locate local retail and services within walking distance of existing neighborhoods, enhancing pedestrian access and improving bike facilities.
- Establish Transportation Demand Management Districts citywide to significantly reduce vehicle trips, manage parking, and incentivize alternative modes of arrival such as transit, vanpools, walking and biking.



Pouring over maps and diagrams, transportation workshop participants worked with staff to develop new street classifications that promote equality among all modes of transit.

- Refine parking requirements appropriate to land use, and creating a shared parking approach.
- Require connectivity between and among neighborhoods with a network of bike trails and safe, attractive pedestrian walks.
- Develop management tools to implement and monitor these recommendations.

Land Use Designations: Guiding Principles

Additional workshops in late winter and early spring 2008 knit together the key elements discussed in the workshops on transportation and the boulevards. Participants discussed the importance of modifying land use designations to apply performance standards and create incentives for projects to benefit the community. The community reviewed five broad land use categories and their goals:

A. Neighborhoods

Neighborhoods are the areas of the City where the majority of residents live. The LUCE vision is to protect the residential neighborhoods from encroaching commercial uses and incompatible development that would compromise the quality of life and character of these areas. It redirects residential investment pressure away from the neighborhoods to transit corridors and districts, and provides a broad array of neighborhood conservation measures to control the pace and type of change within existing residential areas. It also requires sensitive transitions between uses and adjacent structures, provides opportunities for increased open space and promotes adaptive reuse.

B. Boulevards

These designations define the activity along the existing corridors of the City. The designations allow for the transformation of the auto-oriented boulevards into vibrant, diverse and attractive boulevards that support local-serving retail, open spaces and a diversity of housing types.

C. Mixed-Use Centers

The mixed-use center overlays allow for the creation of a vibrant concentration of goods and services, multi-family housing, and community gathering spaces at strategic locations served by high-frequency transit lines and/or the Expo Light Rail line. This new designation represents a transition from former regional-serving commercial uses to a mix of residential and local-serving uses, accompanied by community benefits such as wider sidewalks, landscaping, trees and open space. Some mixed-use centers are small-scale, draw from the surrounding neighborhoods and have limited amounts of housing, while others may take on a more citywide character.

D. Employment and Commerce

The LUCE land use designations allow for the continuation of existing employment activities. The Plan proposes a reduction in regional commercial uses, with the exception of healthcare, in favor of local-serving uses, typically with smaller floor plates. Land use



Workshops were hands-on. Maps were designed to be marked up with community members' ideas and concerns.

designations in this category include industrial conservation and healthcare mixed-use.

E. Community and Public Uses

These designations allow for a wide range of public facilities, including parks and open space, educational facilities, municipal offices, the Civic Center, museums or performance spaces, City yards and other public or quasi-public facilities.

Integrating the Plan Workshop

In the final workshop before the LUCE Strategy Framework, the community met to discuss economic feasibility, housing opportunities and ways to integrate these issues with the emerging LUCE Framework for sustainability. The emphasis was on incentivizing and finding opportunities for new affordable and workforce housing.

Balance Key Economic Sectors with Community Benefits

An evaluation of the City's key economic sectors was provided to ensure that the LUCE's principal land use and transportation recommendations are economically sound and designed to support future sustainable growth well into the future. An important element of discussion was the revenue these sectors generated, their potential for revenue growth and the need for this income to fund the City's extensive public services. Commercial and industrial uses are recognized as important components of the City's diversity and rich heritage, providing a source of local jobs and generating a significant portion of the City's municipal revenues. Those sectors considered to play a critical role in the economic future of the City were identified as: hotels/tourism; retail, including cinemas; automobile dealers; creative employment, including both information-related and cultural occupations; local-serving office employment, and medical facilities. These uses also contribute to a sense of neighborhood and provide convenient shopping opportunities that enhance the City's image and livability. A separate feasibility analysis found that there is sufficient site value within the City to require community benefits for additional building height above a base height on the boulevards and in the districts.

Creating New Housing Opportunities

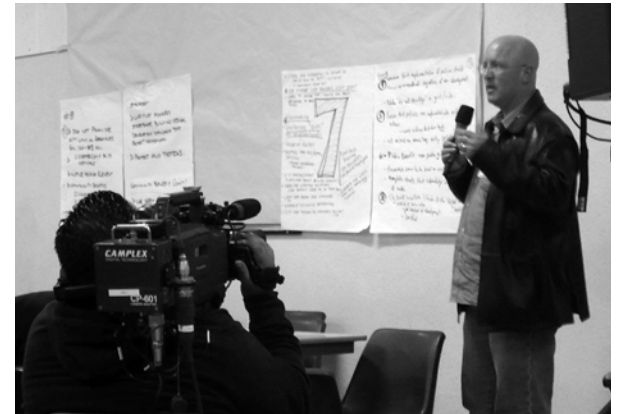
A report from the City's Workforce Housing Committee discussed possible approaches to the creation and funding of additional workforce housing. This report focuses on the need to use public lands more creatively to accomplish new housing opportunities, as well as the need to ensure long-term affordability opportunities for Santa Monica workers. Diversity should be accomplished through having a full range of housing choices, not only affordable and workforce housing, but also family, senior and congregate housing. There should be diversity in the employment base, ensuring the continued vitality of small businesses and local merchants. The Workforce Housing Committee demonstrated that a strong economy could be the basis for funding a range of housing choices.

Publication of the LUCE Strategy Framework and Refinement

After the series of 18 public hearings, the LUCE Strategy Framework was published in June 2008, and resulted in direction from the City Council to proceed with the environmental, economic and transportation analysis necessary for preparation of the LUCE. The summer and fall provided the community the opportunity to review and assess the vision, key principles and recommendations in the Strategy Framework before proceeding on to



The LUCE Strategy Framework was published and reviewed by the City Council in June 2008.



You're on TV! Workshops were often televised in order to reach the at-home audience. Here, a local Ocean Park resident "reports back" to the larger workshop group.

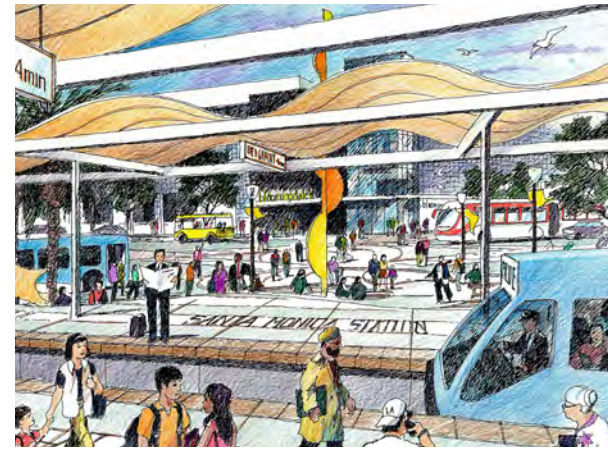
the next stage of analysis. In this next phase, the community engaged in decision making on the exciting opportunities provided by the arrival of the Expo Light Rail line. The Strategy Framework was also refined based on City Council direction, including the development of a travel demand model, and undertaking special studies on neighborhood conservation strategies, community benefits, affordable/workforce housing strategies, and an economic feasibility analysis of lower FAR and heights.

Expo Light Rail Planning and Design Workshop

The Expo Light Rail is a key component of the LUCE integrated land use and transportation strategy. It provides an unparalleled opportunity to reverse the past trends of automobile dependence and unlock the potential to create new complete neighborhoods, including jobs and housing associated with transit at stations along the alignment. The Downtown Light Rail station offers the exciting opportunity to create a gateway to the Downtown, the Civic Center and the Beach.

Preferred Alignment

The community met in winter and spring 2009 to participate in determining the City's preferred alignment of the Expo Light Rail line. The options considered were an elevated alignment along Olympic Boulevard or an at-grade alignment along Colorado Avenue. Each option was analyzed for consistency with the principles of the LUCE. Community members expressed concern regarding the impact of an elevated structure on Olympic and the potential loss of coral trees, a character-defining feature of this important corridor. For the Colorado alignment, the community voiced concern over the potential loss of on-street parking. The City Council recommended the at-grade Colorado Avenue alignment to foster a more integrated, pedestrian-friendly environment and provide an opportunity to reclaim Colorado as a mixed-use boulevard.



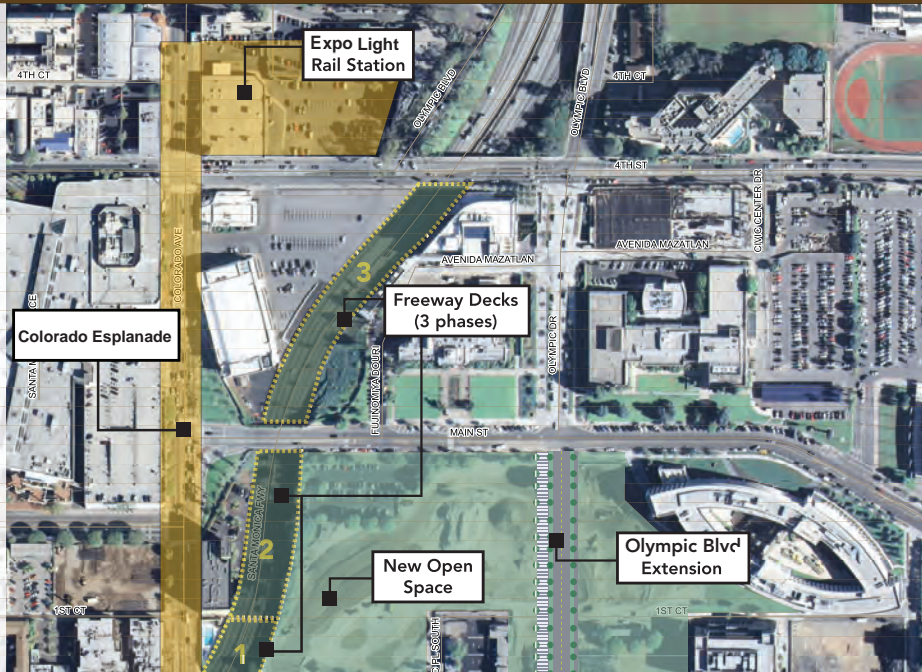
The Colorado alignment for the Expo Light Rail was determined by the community in spring 2009.

Station Area Planning

The three Expo Light Rail station areas—Bergamot, Memorial Park and Downtown—were assessed for their ability to provide easy access, create distinct places with open space and connections to neighborhoods, construct an exciting arts center incorporating housing and jobs, and locate services and retail near transit. Initial work is focusing on pedestrian and bicycle linkages, transit and shuttle connections and a regional bike path to accompany the Expo Light Rail alignment.

WHAT OPPORTUNITIES WOULD DECKING THE FREEWAY PROVIDE?

- Enlarge open space up to 6 acres
- Provide opportunity to reconfigure the hotel at 120 Colorado Avenue
- Provide opportunity for joint development
- Consolidate city facilities
- Create a more sustainable city
 - Reduce air pollution
 - Provide more plants
 - Reduce noise



Downtown/Civic Center: The location of the Expo Light Rail station in Santa Monica's Downtown resulted in the consideration to deck over the I-10 Freeway to provide new open space, circulation and connections.

Downtown/Civic Center Workshop

In May 2009, the community participated in a workshop that discussed the transformative power of the Downtown Light Rail Station to create a legacy world-class park and cultural facility for the community, connected to the new Downtown Light Rail Station. Participants reviewed the innovative and exciting proposal to cap the I-10 Freeway, expand the Palisades Garden Walk and connect the Downtown to

the Civic Center. They listened to testimony on how such an effort would help resolve circulation issues for pedestrians, bicycles and transit, and endorse shared parking and shared uses that encourage walking between the Downtown and Civic Center.

Identifying Issues for Environmental Review: Scoping Meeting

The purpose of the Environmental Impact Report (EIR) is to provide the analysis required by California's Environmental Quality Act (CEQA) with an objective evaluation of the physical environmental effects of a proposed action, and to identify feasible ways to mitigate potentially significant impacts. In preparation for moving ahead on the environmental analysis of the recommendations in the LUCE, the community met again in May 2009 to discuss the scope of the issues to be analyzed in the draft EIR.

The EIR analyzes land use and planning; population and housing; visual and cultural resources; transportation and circulation; air quality and climate change; noise; biological resources; geology and soils; hydrology and water quality; public services; and utilities and recreation. The draft EIR will provide the community with opportunities to comment. The final EIR will be certified prior to the final adoption of the LUCE.



Please join the City of Santa Monica for a **Community Workshop** to ensure the Land Use and Circulation Element achieves the community's needs and priorities

TAKING CHARGE OF OUR FUTURE

Tuesday, July 7, 6:30 pm - 9:30 pm
Civic Auditorium, East Wing
1855 Main Street, Santa Monica 90401



The Taking Charge of Our Future Workshop identified and prioritized community needs by neighborhood and geographic area. Affordable housing ranked highest in all areas of the City, while historic preservation, open space, creative arts, streetscape and urban design were also popular.

Preserving and Protecting Residential Neighborhoods Workshop

In June 2009, the community engaged in a lively discussion about their highest priority—the preservation and enhancement of the existing residential neighborhoods. Earlier in the planning process, the community made clear their concerns about the need to protect and respect the existing housing stock, the need for appropriate transition in scale and height between buildings, the inappropriate demolition of affordable units and courtyard apartment buildings and the issues of parking demand and cut-through traffic. As part of a neighborhood conservation approach, a menu of potential solutions was discussed by each of the eight neighborhood groups. These

solutions included Neighborhood Conservation Overlay Districts; modification of demolition standards and changes to development standards; policy changes regarding the management of traffic and parking; process changes including incentives (such as the transfer of development rights), disincentives and educational programs.

Taking Charge of the Future

A community discussion of the major recommendations of the LUCE was held in July 2009. Pulling from years of dialogue and expert recommendations, a detailed presentation of the key principles and recommendations that formed the bedrock of the Plan was provided. Through small group discussions, participants

prioritized community needs and benefits by geographic areas, as well as citywide. From these talks emerged the firm conviction that affordable and workforce housing, open space, creative arts, historic preservation, traffic demand management and programs ranging from child care, teen activities, and to senior care should be elevated and confirmed as City priorities. Most importantly, participants endorsed the central principle that any change must result in a better Santa Monica for everyone. They backed policies to reduce future traffic and to establish the ability to measure the Plan's progress by specifying five key controls for the City to monitor: (1) the location of uses, (2) the type of uses, (3) the amount of change, (4) the rate of change, and (5) quality controls. These controls provide the City with the tools to ensure that transportation improvements and land use changes progress together. They allow the City to adjust the plan in response to future conditions and “put on the brakes” if appropriate.

CONCLUSION

Over the course of the planning process, the community has worked tirelessly to author a LUCE document that reflects the identity, values and vision of this singular beach community. Since 2007, through a variety of public formats that included dozens of broad and inclusive workshops, residents and members of the business community have reiterated their concerns about environmental sustainability, the need to manage traffic and end the peak-period gridlock in defined areas of the City. The community has voiced its support for Placemaking, transit-based development opportunities, and for providing a wide range of community benefits — particularly affordable and workforce housing for the greatest number of people. They also stated the economy must be balanced, diverse and sustainable, which provides for people of all ages and skill levels.

The energy the community has shown to preserve, enhance and sustain Santa Monica was matched by the dedication of the City's Boards and Commissions at each stage of the lengthy planning process. The Planning Commission and the City Council engaged in vigorous debate over the tenets of the LUCE proposals, playing a critical and consistent role in the development of the LUCE, guiding the process and steering the Plan toward completion.



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urban form

The form of a city is largely shaped by the combined forces of its geographic and environmental features, people and their culture, historic settlement patterns, economic resources and collective actions. In Santa Monica these defining characteristics have come together to create a desirable home for the City's residents, a regional recreation and shopping destination, a sought-after business address for companies large and small and a tourist destination for people from around the world. Historically a small beach community, Santa Monica has sought to maintain and perpetuate its small beachfront town character as it grew and evolved over time.

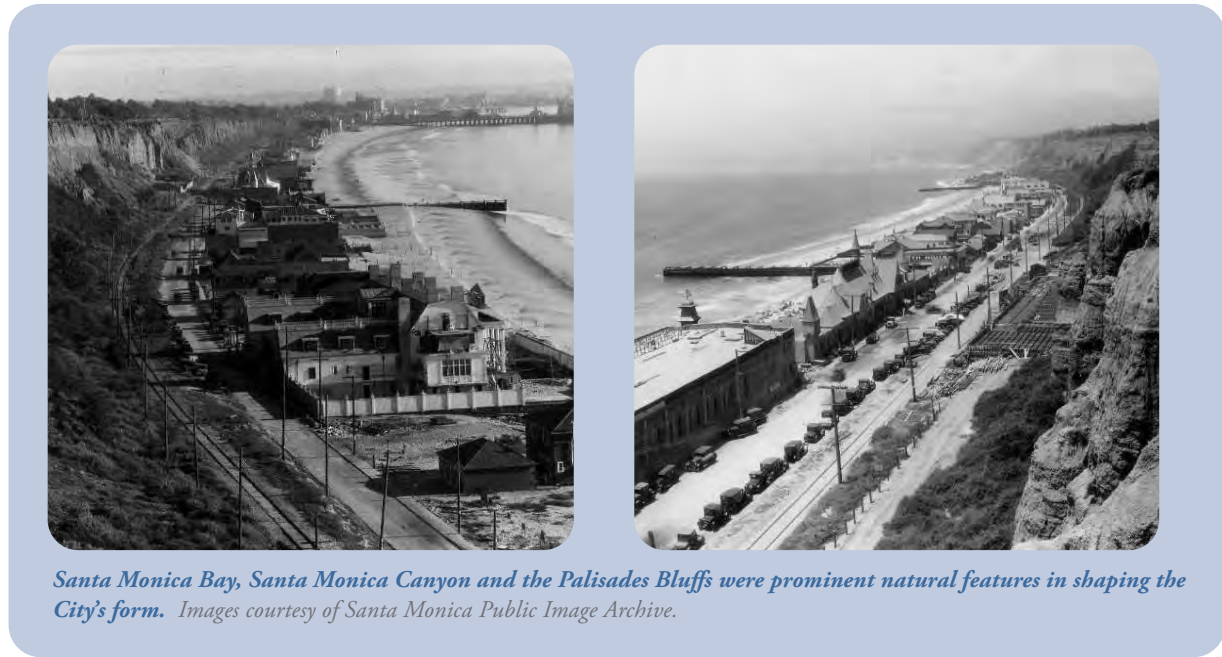


This chapter explores the evolution of the City's form and the forces that created it including the:

- Relationship to the beach
- Early settlers and vacation homes, and subsequent housing growth
- Establishment of a citywide street grid, and railroad expansion
- Growth of neighborhoods and tract development
- Explosion of automobile use and freeways
- Evolution of neighborhoods and commercial districts

The LUCE conserves the best components of this existing urban fabric and carefully improves upon it by:

- Designing the City with the pedestrian in mind and reducing auto-orientation of streets and buildings
- Making streets more walkable with wider sidewalks, landscaping and amenities
- Increasing connections with a grid of green streets
- Repairing the linkages across the I-10 Freeway with increased open space
- Maintaining the City's beachfront charm
- Weaving the Expo Light Rail line and stations seamlessly into the City



- Capitalizing on the light rail connections to create complete neighborhoods served by active, local-serving uses within walking distance

CITY FORM AS SHAPED BY THE PAST

Santa Monica's most defining feature is its proximity to the Pacific Ocean. The City is perched on a dramatic bluff overlooking Santa Monica Bay and a wide stretch of sandy Pacific Ocean beach. While the Bay is the most prominent of the form determinants, other geographic features such as Santa Monica Canyon and the Palisades Bluffs have also shaped Santa Monica's growth over the years.

The City rests mostly on a flat plain that slopes in a southwest direction toward the ocean, providing views from many vantage points and inviting cooling breezes off the Pacific Ocean.

Human habitation around the Bay can be traced back over 10,000 years. The area was home to Native American settlements prior to the arrival of Europeans in the 16th century. It became a Mexican territory in 1822. In 1828, Don Francisco Sepulveda took possession of a tract of land called "Santa Vicente," which included the original Santa Monica town site stretching from Santa Monica Canyon on the north, Pico Boulevard on the south, to Westwood on the east.

1895



1935



2010



Santa Monica's street pattern and its important boulevards linking the City to the Los Angeles Basin were established shortly after its incorporation as a city. The LUCE reestablishes the boulevards as important transit, pedestrian and vehicle streets.

A year after California became part of the United States in 1850, a Board of Land Commissioners settled the argument of who owned Santa Monica. The Board deeded more than 35,000 acres, including the land known as "Boca de Santa Monica" to the Reyes-Marques family. The first structure constructed in Santa Monica was an adobe built in 1839 by Sedro Reyes near the current intersection of 7th Street and Adelaide Drive. By 1860, parts of what is now Santa Monica, particularly the canyons, had become popular summer campgrounds for Los Angeles area residents seeking escape from the inland heat.

As with most areas of the West, railroads and land speculators shaped early Santa Monica. In 1872, Colonel R. S. Baker bought the Sepulveda Rancho and two years later, with John Percival Jones, formed the Santa Monica Land and Water Company. These men laid out the original town site with the intention of selling lots on speculation to the highest bidders. The streets were laid out in a uniform grid; however, the long side of the block was parallel to the coast, rather than the more typical north-south/east-west orientation. This original plotting was bounded by Colorado Avenue on the south, the Pacific Ocean on the west, Montana Avenue on the north and 26th

Street on the east. North-south streets were numbered and east-west streets were named for the states of the Union. One year later a thousand people had taken up residence and eleven years later, in 1886, Santa Monica was incorporated as a city.

The Santa Monica Land and Water Company envisioned a city on the ocean as the terminus of a Southern California rail system that would fuel the industrial, trade and recreational success of their landholdings. To that end they founded the Los Angeles and Independence Railroad Company which began passenger service to and from Los Angeles in 1875.



The construction of the I-10 Freeway created a permanent division between the north and south sides of the city.

The dream of Santa Monica emerging as a major industrial port did not materialize. However, today Santa Monica continues to thrive as a world-renowned visitor destination and as a center for the creative arts industry.

The company also constructed a wharf to provide shipping traffic for the rail; however, the shipping and rail operation proved to be unprofitable. The line was sold to Southern Pacific Railroad in 1877, and the wharf was removed.

At the turn of the century, the City continued to be a destination for people attracted to the beach and the mild climate, and early entrepreneurs began transporting people from Los Angeles by horse and wagon. An 1895 map shows a horse car line running the length of what is now Wilshire Boulevard. Later, transit lines in the form of the Pacific Electric Railway (Red Car) provided visitors with convenient

access to the City, supplementing the Southern Pacific Railroad. The desire for access to Santa Monica and the ocean is demonstrated in the number of east-west boulevards that emanate from Los Angeles and terminate at the ocean on the west side of Santa Monica. The dream of Santa Monica becoming an industrial center and a major trade port diminished over time—primarily due to other cities (such as Long Beach) having more desirable port locations. However, the legacy of the trolleys, railroads and industries remained in the east-west boulevard pattern, the large land parcels independent of the street grid and the active and relinquished railroad rights-of-way that typically followed geographic contours and ran

diagonally to the established street pattern.

Prior to World War II, the impact of the automobile on the planning of Los Angeles began to take effect. It was not until the end of the war that auto-oriented planning and design began to take over the Los Angeles Basin's urban pattern. The Red Car passenger system and all other rail transit systems were dismantled in the 1950s in favor of the bus, which was thought to be a more flexible and economical transit vehicle. Perhaps an even more critical movement that affected the urban form was the overlaying of a new Interstate Highway System. The implementation of the Interstate-10 (I-10) Freeway from Los Angeles west to Santa Monica and the Pacific Coast

Highway brought a dramatic physical and social change to the City. This multilane freeway located in a former arroyo, physically, aesthetically and socially divides the City and limits north-south circulation. Typical of freeways in Southern California, I-10 has not been able to meet the east-west traffic demand. And importantly, memories of this injustice remain today among residents of the adjacent neighborhoods.

Consistent with increasing mobility provided by the automobile following World War II and the desire for housing near the ocean, stately homes, beach cottages and courtyard units gave way to nondescript, three-story apartments. Moreover, planned as a speculative venture capitalizing on the extensive beaches and vast ocean, the City still does not have as much active and passive open space as desirable.

EXISTING URBAN FORM

Santa Monica's urban form is shaped by its past. The creation of Palisades Park served to preserve open space and protect panoramic views, underscoring the importance of the ocean, beach and bluffs to Santa Monica. The length and breadth of the City-operated state beaches, the Santa Monica Pier, with its iconic gateway arch and ferris wheel, and the carefully controlled resort hotels demonstrate the commitment to tourism and the sharing of the national resource to which Santa Monica has been entrusted.

The Downtown

Adjacent to the City's primary natural resources, the Downtown appropriately includes the City's largest structures in height and mass. The regional transit services augmented by the City's own transportation system and a sophisticated public parking program support development in this most dense and pedestrian-oriented portion of the City. Within the Downtown, streets are important parts of the public realm providing both vehicular and pedestrian routes, as well as defining the historic urban block pattern. The streets provide most of the Downtown's open space, and direct and frame ocean views and northerly mountain views. The Third Street Promenade, built during a prior redevelopment effort, creates a pedestrian precinct in the heart of the Downtown. The Santa Monica Place mall is being redeveloped and upgraded in an open format with open access between the Civic Center and the Promenade. Today, the Promenade is one of the nation's premier pedestrian spaces and is an important part of the Downtown's open space pattern, bringing vitality to the Downtown throughout the day, seven days a week. Recent market-rate and affordable housing has added to the skyline of the Downtown and brought new life and energy.



The intersection of 4th Street and Santa Monica Boulevard, with City Hall, and commercial and bank buildings in 1926.



The intersection of 4th Street and Santa Monica Boulevard today, looking north toward the Santa Monica mountains.

The Civic Center

Containing the City's primary complex of civic buildings, the Civic Center lies to the south of the Downtown and is largely separated by the scar of the I-10 Freeway. Through the preparation and adoption of the *Civic Center Specific Plan*, the City has recognized the need to revitalize and update the civic buildings and add new residential units to create vitality and develop open space that will link the Civic Center with the Downtown, the Pier and the Beach.

The Residential Neighborhoods

The most important drivers of Santa Monica's form and character, the neighborhood's distinct roadway grid and traditional neighborhood attributes have roots in the original 1800s town layout. Despite the early pioneering efforts in the 1800s to expand the commercial attributes of the City, more than 80 percent of the



City's land is devoted to low-scale residential neighborhoods. The sheer magnitude of the residential neighborhoods within the City will continue to shape the future form and character of Santa Monica.

The Boulevards

With their legacy of the horse drawn and electric trolley routes, the boulevards remain key elements of the City's form as they reach out from the Downtown and link Santa Monica to the Los Angeles Basin. The boulevards with their well-known names including, Wilshire Boulevard, Santa Monica Boulevard and Olympic Boulevard are important not only for their historic relevance, but also for their functional transportation role in connecting Santa Monica to the region. Notably, while Santa Monica has at least ten east-west boulevards or major streets, there is only one north-south boulevard: Lincoln Boulevard (8th Street).

The Industrial Lands

Distinctly different from the rest of the City, the industrial lands development pattern reflects the history of lands reserved for large-scale industrial use. The Santa Monica Airport occupies many buildings and the runways of the former McDonnell Douglas aircraft manufacturing facility. Other large industrial sites are underutilized, lie vacant, or have been



The east-west boulevards that terminate at the ocean provide the spines uniform grid around which the city has been historically organized. In contrast, the rail lines and relative isolation of the industrial lands resulted in large parcels of semi-rural land that eventually found use in the postwar industrial boom and as suburban-style office parks in the 1980s.

converted to creative arts uses. Still others were redeveloped in the 1970s and '80s into large-scale, inward-looking office complexes more typically found in a suburban auto-dominated locations. During this "garden office" period of the City's development, new buildings on former industrial sites were allowed to rival the height and mass of the Downtown buildings and little attention was paid to the interface of large structures with the lower-scale surrounding community.

LUCE AND THE FUTURE OF THE CITY'S FORM

The Land Use and Circulation Element (LUCE) is a conservation plan. Land Use designations for more than 96 percent of the City's land are allocated at, or lower than, development requirements outlined in the 1984 General Plan. Changes in form from the existing regulations are limited to approximately



4 percent of the city's total land area. The LUCE policies focus on the conservation of residential neighborhoods, neighborhood and specialty retail streets, the beachfront, education and healthcare institutions and related open space assets.

The Downtown

As described in the LUCE policies, the Downtown remains the heart and soul of the community with its strategic location at the edge of the bluff and dramatic views of the

ocean. The LUCE calls for the preparation of a specific plan for the Downtown with the boundaries expanded to embrace Wilshire and Lincoln Boulevards, thus establishing mixed-use neighborhoods on the edge of the Downtown that aid in transitioning the development intensity of the Downtown to the scale of the adjacent neighborhoods to the north and the east. The specific plan guides the evolution of the Downtown and ensures that its character will remain as a thriving, vital mixed-use urban place for people to live, work, be entertained and culturally enriched. The specific plan capitalizes on the opportunities provided by the existing Promenade, new housing, hotels, a revitalized Santa Monica Place open mall, state-of-the-art cinemas, new or replaced parking and the light rail station. The plan policies recognize the importance of the Downtown's form and its function as the center of the City's transportation, commerce, entertainment and celebration of community life.

The Downtown today is alive and vital, but is not resting on its laurels. Key to the Downtown's future is the new Expo Light Rail line from Los Angeles that terminates at a new Downtown Light Rail Station on the southeast corner of 4th Street and Colorado Avenue. The station provides the opportunity for a grand, welcoming plaza as an introduction to the City, along with an enriched and inviting pedestrian



Downtown continues to be the commercial hub of the city and, with some exceptions, has remained the same scale. In recent years, the form has been defined by new mixed-use buildings.

passageway extending along Colorado Avenue to Ocean Avenue and a new bridge to the Pier. East of the light rail station, on the balance of the City-owned site, is the potential for a new joint-development. The new station combined with additional surrounding retail/commercial potential provides the impetus to deck over the I-10 Freeway from the 4th Street Bridge to Ocean Avenue, providing new options for access to the Civic Center and the Downtown. These same improvements will reduce traffic entering the Downtown via 4th Street from the freeway. The three-block-long Third Street Promenade is a pedestrian retail and open space that provides vitality to the Downtown and serves both a local and regional market.



The Plan’s policies capitalize on the opportunity to cap the I-10 Freeway between Ocean Avenue and 4th Street, remove the blight of the freeway, work with the existing hotel to redevelop the site for use as a full-service facility at the edge of Downtown, create additional Downtown and Civic Center park and open space, integrate the Downtown and the Civic Center, and significantly improve the air quality.

The light rail station and the new pedestrian facilities interface with a newly redeveloped outdoor Santa Monica Place shopping complex

and new Nordstrom and Bloomingdale’s department stores. The Downtown as the focus of City and regional transportation services provides the interface for the Metro Rapid Bus routes, Big Blue Bus routes, the Transit Mall and the Downtown Light Rail Station.

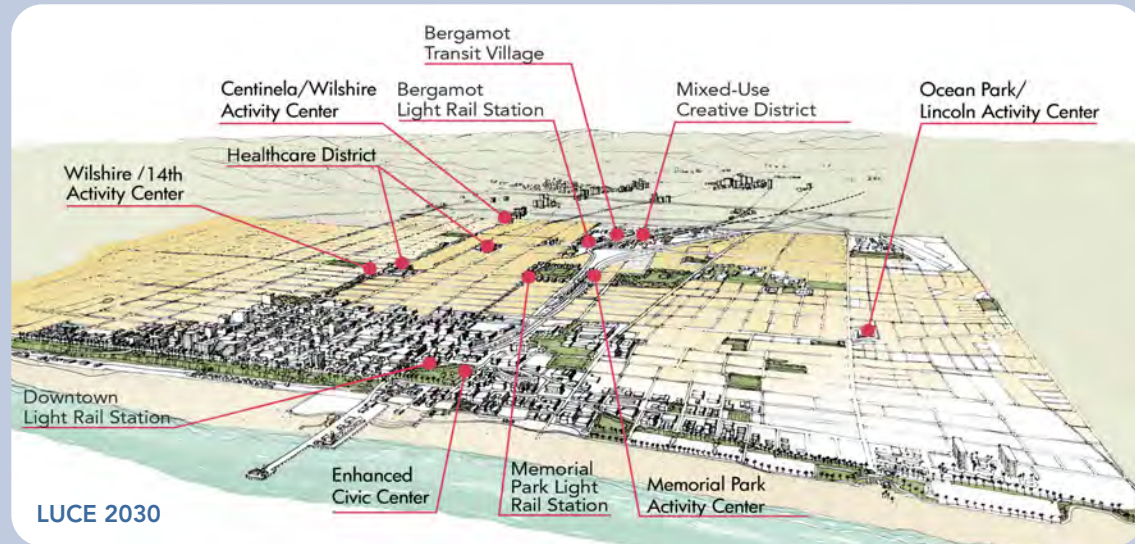
While the intent is for the City to be a generally low-scale community, the Downtown is considered a true urban place; the streets are important pedestrian activity spaces and integral elements of the open space pattern, the buildings are generally the tallest in the City and the intensity of development is higher than in the rest of the City.

The Civic Center

The City will shortly begin the implementation of a key phase of the *Civic Center Specific Plan* with the construction of The Village residential project and the extension of Olympic Boulevard from Main Street to Ocean Avenue. This new residential neighborhood, with ground floor retail businesses, will add new character to the Civic Center by extending the activity during the day and into the weekend. The residential component will provide a valuable community safety asset by providing “eyes on the street” overlooking the future Palisades Garden Walk park. Amendments to the *Civic Center Specific Plan* will recognize recent shared-planning efforts

with the Santa Monica-Malibu Unified School District to enhance the interface between the Santa Monica High School and the Civic Center. The specific plan amendments will also include more detailed guidance on LUCE policies and City programs including: an enhanced pedestrian environment along 4th Street from the Downtown Light Rail Station to Pico Boulevard, active uses along the southern boundary of the Civic Center to enliven the pedestrian environment along Pico, a new operational program and physical improvements to the Civic Auditorium, a shared public parking program and further guidance to the design and implementation of the Palisades Garden Walk park connecting the Civic Center to Palisades Park and the Pier. The amended specific plan will provide guidance regarding enhancing the interface and connection to the Downtown, the potential redevelopment of the hotel and the capping of the I-10 Freeway.





The Plan focuses incremental change in the Downtown, along the designated transit boulevards, around the Expo Light Rail stations and in defined activity centers at key transit intersections.

The Residential Neighborhoods

Under the LUCE, the residential neighborhoods are protected by a policy framework under which the existing housing stock character is respected, conserved and enhanced. LUCE policies focus on maintaining the desired form of the existing neighborhoods, and adding a series of new planning tools to define the desired unique character of each neighborhood. Enhancing the traditional neighborhood grid of streets is key to establishing a pedestrian realm that provides for streets that are pedestrian/bike friendly, safe and properly illuminated, while minimizing

the impact of the automobile. Paramount is the need to enhance the pedestrian/bike and small shuttle connections from the neighborhoods to retail services and the boulevards. Pedestrians and bicyclists should have parity with automobiles and their drivers.

An enhanced neighborhood streetscape includes a quality landscape environment with front yards designed to mitigate the visual impacts of the auto. New buildings introduced into a neighborhood should be compatible in scale and size with their existing neighbors and architectural elements should be included that visually strengthen the overall neighborhood.

Multi-family housing should provide a transition in scale to adjacent lower-density residencies.

The Boulevards

Spanning many miles—from Downtown Los Angeles and the Los Angeles International Airport and terminating in Santa Monica—the boulevards are an important legacy of the past. The boulevards provide structure and form for the City and provide opportunities for a mix of quality transit services, local-serving commerce, new housing and new enhanced pedestrian environments. The LUCE policies enliven the boulevards by encouraging new mixed-use development with ground level, local-serving retail and a variety of residential types on upper floors. Where today the boulevards include primarily one- and two-story commercial uses focused on regional trade and accessed primarily by the auto, the new boulevards will emphasize mixed local-serving ground floor



commercial uses with two to three floors of residential above. No longer will vehicle trips be required to shop for everyday needs and services; the day-to-day needs will be within a comfortable walking distance in a vibrant pedestrian environment. The introduction of pedestrian spaces that feature green landscaping, enhanced paving, coordinated street furniture and lighting—in short, a new streetscape—will combine with quality transit amenities and services to elevate Santa Monica’s boulevards to a grand level, such as can be found in the world’s greatest cities. The boulevards provide excellent opportunities to create walkable retail and residential centers.

Activity Centers

The activity centers are located along key boulevards at a limited number of transit crossroads. The opportunity for an activity center overlay is limited to sites that meet rigid development criteria, offer potential for true placemaking and have the ability to appropriately interface with the adjoining neighborhoods. Activity centers must include a mix of residential and commercial uses, offering goods and services for the neighborhood, convenient transit access and unique urban spaces where neighbors will gather to celebrate their community. The LUCE includes policies that recognize the importance of

scaling the buildings and the sidewalks in a manner appropriate to the boulevard location, the width of the street, the shadow patterns, the pedestrian environment and the adjoining neighborhood.

Districts

With special functions and identities, the districts have always been recognized as important assets in Santa Monica’s palette of forms and character. LUCE policies focus on the special districts such as Montana Avenue and Main Street, Airport and Office Park, Healthcare, Beach and Oceanfront and Civic Center. The LUCE recognizes the importance of the Healthcare District and its importance to the well-being of the citizens and the economics of the community, and to that end, recommends that the City initiate a repeal of the outdated Hospital Area Specific Plan, establish a Master Plan for Providence Saint John’s Health Center Campus consistent with Saint John’s Development Agreement, and/or adopt updated zoning and/or new Hospital Area Specific Plan (HASP) if it becomes necessary to address future changes in healthcare facilities and/or City land use policies. However, the policies clearly point out the necessity of assuring the protection of the adjacent residential neighborhoods with any proposals to expand the current facilities. With the exception of the Civic Center, where



policies recommend amendments to the existing *Civic Center Specific Plan*, the focus of the LUCE policies is on the conservation of the scale and character of the districts while assuring their continued viability as the City develops.

Bergamot Transit Village and the Mixed-Use Creative District

New mixed-use districts, the Bergamot Transit Village and the Mixed-Use Creative District, capitalize on the new Bergamot Light Rail Station and its location within underdeveloped former industrial lands and surface parking lots. The LUCE policies outline the criteria for new creative arts uses, local-serving retail, commercial and a wide variety of residential uses in a pattern that supports pedestrian travel linked to the light rail transit opportunity. Both districts capitalize on the opportunity of creating parking districts to develop and manage shared parking facilities and to plan

and implement Transit Demand Management programs to significantly reduce vehicle trips. The consolidation of parking into common structures facilitates the conversion of surface parking to new open space, roadways and building sites. Building heights are designed to step down from the existing development to the west and then to the existing residential neighborhoods to the northeast and east. Mixed-use loft, office and residential buildings sited within a newly created extension of the City's street grid and a system of landscaped public open spaces and active pedestrian ways will establish a new urban form for these areas. These two districts encourage and nurture small businesses while providing for additional housing.

Open Space

Throughout the City, open space will increase in size and quality. LUCE policies call not only for the preservation of open space, but for creating new open space opportunities

throughout the City. Significant opportunities for new space are created through the proposal to cap I-10 from 4th Street to Ocean Avenue in the Downtown, as well as from 14th Street to 17th Street to expand Memorial Park. Santa Monica has always considered its streets as key elements of an overall open space system. The transition of key boulevards throughout the City from commercial corridors to mixed-use pedestrian/transit streets will significantly improve the quality of these major streets as open space. The addition of residential uses provide life and activity on the streets and an enhanced pedestrian environment provides opportunities for residents to come together to dine, shop and socialize. Open space and gathering places are integral to the Plan along the City's transit boulevards, at new light rail transit-related neighborhood districts and at activity centers.



The LUCE policies plan for the increase in size and quality of the City's open space and park system.

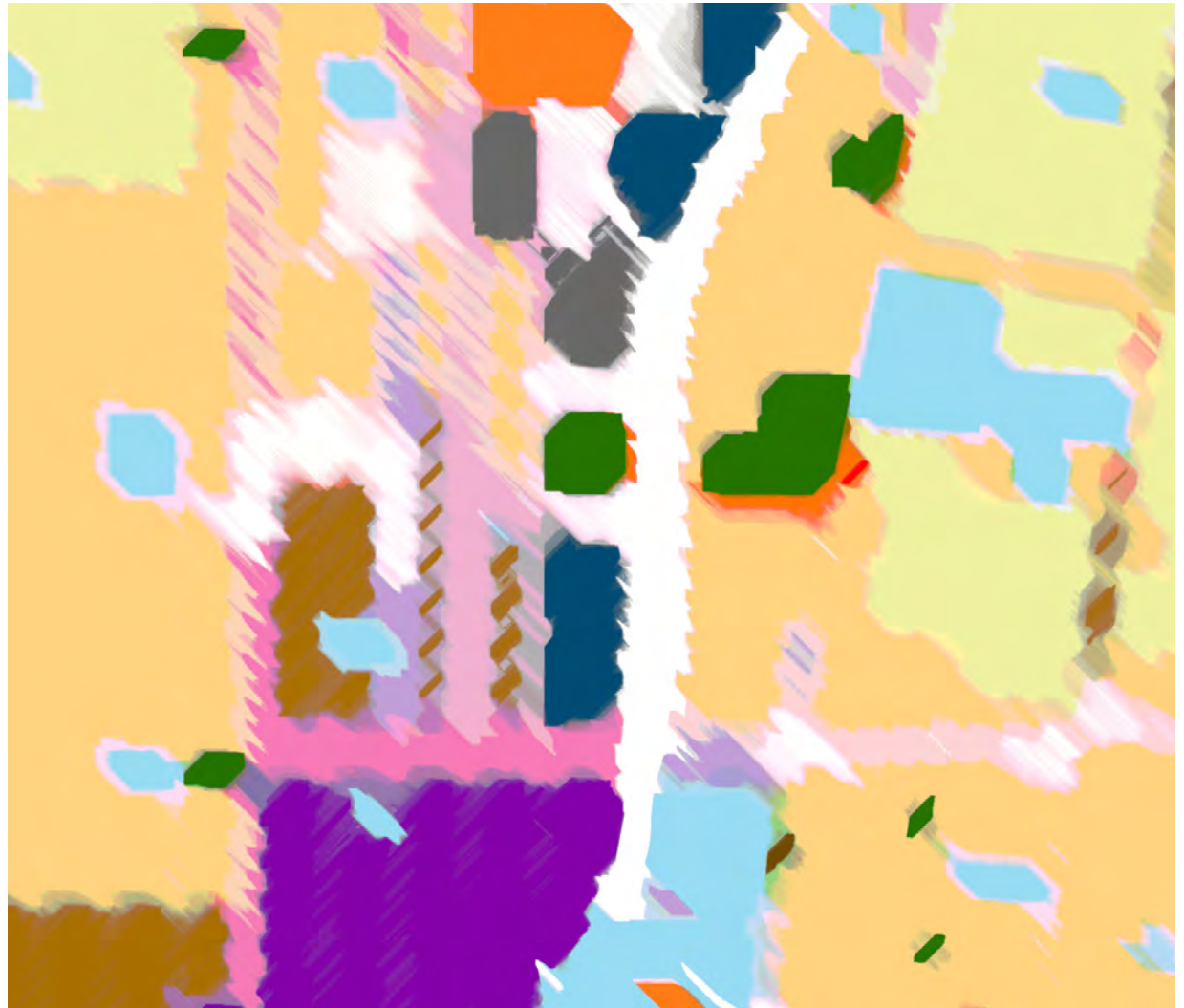
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land use policy and designations

Land use policy and designations outline what is allowed in terms of uses as well as the intensity of development for each parcel of land within the City. The LUCE articulates a land use strategy in which the City thinks, plans and acts in a more sustainable manner designed to conserve our irreplaceable resources for the future. Ultimately, land use policy is a reflection of Santa Monica's most fundamental values and goals.

The LUCE presents the community's vision for the City's future. The LUCE offers a way to actively manage the City and its critical resources—land use, housing, transportation, arts and cultural elements, economics, natural environments—in a holistic and sustainable manner that ensures a great quality of life for all Santa Monicans now and in the future.

The LUCE is an innovative framework where community values are given physical form. Reshaping traditional planning approaches, the LUCE translates the community's desire for preserving the City's unique character





Using the Sustainable City Plan as its inspiration, the LUCE creates a platform for integrated land use and transportation planning.

The LUCE strategy focuses on designing long-term, comprehensive solutions and is founded upon close interaction with an engaged, active community that wishes to create its own destiny.

and identity into goals and policies that carefully limit and control growth by directing investment pressures away from the neighborhoods to the City's historic transit corridors. The Plan's goal is to preserve neighborhoods, reduce greenhouse gas (GHG) emissions, recreate the City's historic settlement patterns along its boulevards, and in carefully located districts, unite the creation of new housing with accessibility to transit. In doing so, this Plan places Santa Monica at the forefront of sustainable planning practices.

The LUCE has a profound communal purpose. It looks beyond the cityscape of buildings and streets to the vibrant network of human relationships—the very reason for the existence of cities. This Plan requires that as development occurs, it must principally be located near transit and accompanied by a range of community benefits. The Plan requires that growth over a base height must be balanced with specific initiatives to calm traffic, reduce congestion and GHG emissions, and promote biking and walking. One of the most important benefits is the development of new affordable and workforce housing and the creation of complete neighborhoods that contain jobs, shopping and services within walking distance. New buildings must add to Santa Monica's unique "sense of place" by respecting existing neighborhoods, providing landscaping and

wider sidewalks and ensuring that buildings relate to each other in a harmonious manner.

This chapter summarizes the LUCE land use policy for the City of Santa Monica. It compares the land use focus of the 1984 General Plan with the new LUCE strategy to support the vision for the future of the City. It also provides land use policies and descriptions for every area of the City, including its neighborhoods, boulevards, mixed-use centers, areas of employment and commerce, and community and public uses.

SUSTAINABLE CITY PLAN AND SUSTAINABLE PLANNING

In 1994, the City of Santa Monica, with the adoption of the *Sustainable City Plan (SCP)*, endorsed a fundamental restructuring in the way it "meets its current needs—environmental, economic and social—without compromising the ability of future generations to do the same." The *SCP* was designed to guide the community in thinking, planning and acting more sustainably. It specifically charges the City with achieving the Plan's goals regarding transportation, transit, land use and open space, housing and human dignity.

The fundamental change in thinking required by the *Sustainable City Plan* demands an intrinsically different planning approach to the

civic landscape — one that focuses on what the City must do differently to live sustainably. As the following pages illustrate, it is through the mechanism of the LUCE that the City can translate these sustainability goals into land use policy and direction. When Governor Schwarzenegger endorsed Senate Bill 375 in 2008 he stated, “In order to reach California’s greenhouse gas goals we must rethink how we design our communities.”

To achieve these sustainability goals the LUCE integrates land use and transportation for the first time and at the highest policy level. It requires new development to be connected to transit, creates a multi-modal transportation system, incentivizes walking, biking and transit, and encourages local-serving uses within walking distance of established and new neighborhoods. It redirects residential investment pressures away from existing neighborhoods to transit-rich corridors. Studies illustrate that by merely locating local-serving uses along transit routes and creating easy connections from the neighborhoods, peak period vehicle trips can be reduced by as much as 50 percent, while reducing the community’s reliance on the automobile.

The 2009 LUCE policy reduces the amount of regional commercial growth permitted under the 1984 LUCE and encourages in its place

SUSTAINABILITY FORMS THE FOUNDATION OF THE 2009 LUCE

The 2009 LUCE differs from the policy direction of the 1984 General Plan in key ways:

- **Land Use and Transportation are Intrinsically Linked:** The LUCE links land use decisions and transportation requirements to effectively manage traffic congestion, decrease reliance on the automobile, increase the use of alternative modes of transportation and reduce GHG emissions.
- **Transportation Demand Management (TDM) Programs are Required:** New development above the base height must participate in TDM programs providing incentives for reducing vehicle trips and encouraging walking, biking and transit.
- **Residential Investment Pressure is Directed to the Boulevards:** The LUCE directs residential investment pressure away from existing neighborhoods to locations along transit corridors.
- **New Development is Located on Transit Corridors:** The LUCE capitalizes on the City’s significant investment in transit and directs new development to sites adjacent to transit corridors and nodes.
- **Community Benefits are Proposed:** The City’s favorable market position allows it to ensure that new development that exceeds the base height provides measurable benefits for the community-ranging from open spaces and historic preservation to affordable and workforce housing.
- **A Jobs/Housing Balance is Improved:** The LUCE recommends mixed-use sites along existing transit lines, encourages more housing close to jobs and transit.
- **Community Design Directions are Clearly Defined:** The LUCE provides parameters for new projects and infill development that reflect the desired community character, including guidelines for massing, scale, setbacks, transitions and open spaces to protect the neighborhoods.



A new approach to planning our transit corridors: In the above photosimulation montage, an underutilized parking area is transformed into an appealing, walkable and low-scale neighborhood destination featuring a mix of uses and amenities.

the creation of complete neighborhoods—locating new housing opportunities, particularly affordable and workforce units, within walking distance of public gathering spaces and local services on the boulevards.

The LUCE reorients the City’s auto-dependent boulevards into inviting avenues with wider sidewalks, improved transit, distinctive architecture, landscaping, trees and planted medians, and neighborhood-friendly services; these changes will define a new sense of place that will attract local residents to shop, work, live and play.

Finally, the land use policy provides direct support for the City’s vigorous cultural and creative arts programs. It also designs new urban neighborhoods that will exemplify sustainable living practices with green connections, transit, improved pedestrian and bike access, and attractive public places.

This holistic planning approach unites environmental, land use, economic, transportation and social concerns into a single, flexible framework for decision making. It provides the City with its greatest opportunity for implementing long-term programs to reduce its carbon footprint and its overall impact on the environment well into the future.

NEW TOOLS FOR ACHIEVING COMMUNITY GOALS

In contrast to the 1984 General Plan, the LUCE aims to manage and limit future change.

The LUCE requires appropriate tools for the City and community to use in assessing future development:

- **Development standards** establish appropriate uses, open space, siting, heights, setbacks, massing and building articulation.
- **Design guidelines** guide the design character and appearance of buildings. Incentives motivate or encourage the applicant to meet the City’s social, cultural and physical needs.
- **Adaptive growth management strategies** control the location of uses, the type of uses, the amount of change and the rate of change.
- **New development standards** establish the ministerial base height of new development.
- **Development review process** requires earlier and additional community review of proposed projects.
- **Neighborhood conservation** redirects investment pressures away from existing residential neighborhoods and to selected transit-accessible areas on the boulevards.
- **Transportation Demand Management** requirements and impact fees improve alternative transportation choices and reduce GHG emissions, establishing the goal of No Net New Evening Peak Period Vehicle Trips.

■ **Community benefit** requirements for new development above the ministerial base height result in new affordable and workforce housing and improvements to the quality of community design, open spaces, and amenities.

These LUCE tools are designed to creatively control the mass and height of new buildings, reduce GHG emissions, effectively manage traffic, achieve significant new affordable and workforce housing, require local-serving retail and services for the neighborhoods, and protect the neighborhoods from incompatible and out-of-scale development.

The LUCE Requires a New Zoning Approach

The 1984 LUCE and current zoning code establish varying heights for development in selected areas of the City.

In contrast, the LUCE approach establishes the base height at 32 feet (ministerial up to the discretionary review thresholds established by the Zoning Ordinance*) and requires applicants desiring to develop above the base height to be subject to a discretionary review process with required community benefits that will contribute to the community's overall social and environmental goals. Community benefits may include affordable housing,

traffic reduction measures, increased supply of housing units, and the creation of attractive gathering places, including open space and public art.

The Santa Monica Municipal Zoning Ordinance is a major tool for the City to implement the General Plan. Following the approval of the LUCE, the City's existing code is to be revised to address goals and policies of the 2010 LUCE.

The LUCE Directs the Location of Development

The LUCE defines the areas of the City to be conserved and those areas where change is expected to occur. Ninety-six percent of the City's land area is generally built-out and stable and is not expected to change its character within the life of this Plan. The areas of change are relatively few and small in size.

Approximately one percent of Santa Monica's land is currently vacant. Therefore, the potential for new development is generally limited to the replacement or expansion of existing structures. Indeed, the majority of Santa Monica will see little new development over the next 20 years. Areas of stability include all residential neighborhoods, the oceanfront area, neighborhood retail districts



Areas of conservation (in green). At its core, the 2009 LUCE is a conservation plan.

such as Montana Avenue, Main Street, 26th Street, Ocean Park around 17th Street, and public uses such as parks and schools.

For the remaining four percent of the City's land, the LUCE identifies limited potential change with nearly all of it in areas currently zoned for commercial and industrial uses. This change is tied to transportation corridors and the new Expo Light Rail line. It is focused on three main areas: boulevards, districts, and activity centers.

New goals and policies for community benefits and housing are described in detail later in the chapter.

* The ministerial projects remain subject to any discretionary review required to obtain such land use permits such as use permits, architectural permits, and certificates of appropriateness.

THE LUCE DIRECTS POTENTIAL CHANGE TO AREAS SERVED BY TRANSIT



BERGAMOT STATION

1



MEMORIAL PARK

2



DOWNTOWN SANTA MONICA

3



WILSHIRE AT 14TH

4



LINCOLN/OCEAN PARK BOULEVARDS

7



BROADWAY AND COLORADO

6



WILSHIRE AT CENTINELA

5



The LUCE Provides for Early Community Input on New Projects

The LUCE recommends changes to the existing development review process. These changes create a development review framework to ensure that projects will now be consistent with the City's vision, focus on quality outcomes, and contribute to the community's quality of life. These changes will also address the lack of certainty for the applicant and for the neighborhood.

To accomplish this, the changes are designed to develop an efficient, clear and timely process in which policy direction is provided at an early, or "concept" phase prior to submission of a formal development application. The objectives of this new proposed review phase are to allow meaningful community input into the appropriateness of the proposed land use and design, and to allow the City an advanced opportunity to address the major policies included in the LUCE. This improved process provides an additional and earlier opportunity for citizens to participate in the development review process of significant projects. It will also reduce costly changes during development review and allow the applicant to address community concerns while the project is still in the conceptual design phase.

LAND USE POLICY BASED ON COMMUNITY VALUES

Policies governing the development and location of land use designations are based directly on the extensive LUCE community outreach process. The process articulated the community's key values and a vision for the future, which in turn provide a clear strategy and direction for the LUCE. This direction is made up of the key principles, outlined in the chapter on the History of the Process.

The principles are:

- Conserving and Enhancing Neighborhoods
- Coordinating Land Use with Transportation and Public Transit
- Reducing Future Traffic Congestion and Greenhouse Gas Emissions
- Creating Complete Neighborhoods
- Meeting Community Needs with Community Benefits
- Preserving Historic Resources
- Placemaking through Quality Urban Design
- Managing Change

These eight framework elements govern the development of the entire Plan and form the foundation for future land use.



The provision of community benefits, like open space and affordable housing, is instrumental to Santa Monica's long-term success and viability. New development above the defined base height will be required to contribute to the community.

Land Use Designations Foster an Integrated Approach

In general, the proposed 2009 designations are based on existing land use designations and are very similar in terms of the existing allowable height and intensity in most locations throughout the City. However, the LUCE land use designations differ from previous General Plan designations in that they reflect an integrated and cohesive strategy. These designations will now be controlled with new management tools which allow the City to begin to achieve its sustainable goals of creating complete neighborhoods, enhancing transit usage, and reducing vehicle trips and GHG emissions. The designations set clear expectations for development, create an innovative incentive program for community benefits such as a range of housing for all income levels, and provide for local-serving retail spaces and distinctive architecture. The designations also proactively manage future traffic congestion by focusing new development on transit, and they require a range of transportation measures and impact fees, encouraging more residents and workers to make trips by transit, walking and biking.

ACHIEVING COMMUNITY BENEFITS

The essence of the LUCE land use policy is to identify an allowable building height for each land use as a baseline. Proposed development that requests additional height above the base will be subject to discretionary review and additional requirements consistent with the community's broader social and environmental goals. This approach is defined in three tiers; the base tier (ministerial up to the discretionary review thresholds established by the Zoning Ordinance) and two discretionary tiers. In most commercial areas of the City, including the major boulevards such as Wilshire Boulevard and portions of Lincoln and Santa Monica Boulevards, the maximum base height (Tier 1) for a project without providing community benefits is 32 feet (two stories). To be above the base height, new non-housing development must provide community benefits for the City and the neighborhood. Under the LUCE, an applicant for a commercial project requesting additional height above the base, known as Tier 2, will need to provide community benefits that will be considered through a discretionary permit or Development Agreement. Heights identified as Tier 3 require additional community benefits.

Several land use designations have a lower base height (Tier 1), a lower maximum height for Tier 2 and no Tier 3. The exceptions are called out later in this chapter in the discussion of each land use designation.

The community identified the following five priority categories of Community Benefits.

1. Trip Reduction and Traffic Management

The LUCE specifies that all new development will be measured and evaluated with respect to its ability to reduce vehicle trips in Santa Monica which are a source of numerous environmental impacts, including air quality degradation, increased congestion, and exacerbation of global climate change. Projects above the base height will be required to provide Transportation Demand Management (TDM) trip reduction measures to reduce congestion and GHG emissions.

These measures—which are intended to encourage walking, biking and transit use in the City while deemphasizing use of the automobile—could include:



Affordable and workforce housing is highly desirable.

- Bicycle Facilities
- Dedicated Shuttles
- Car-sharing
- Transit Passes
- Parking “Cash-out”
- Shared Parking
- Pricing Parking Separately from Housing Units

2. Affordable and Workforce Housing

The LUCE outlines requirements for housing that is affordable to lower-income residents. Projects that include a significant amount



Preservation benefits: the City recently preserved and adaptively reused the historic Annenberg Community Beach House.

of such housing achieve the highest level of community benefit. The Plan also incentivizes workforce housing to provide additional units for employees who are increasingly priced out of our community. To continue to foster diversity, it is important to create the conditions which allow employees to live in the City. This reduces commuting, which contributes to air pollution, traffic congestion, and global climate change. Workforce housing is an emerging sustainable policy for the City. Being able to live near employment and transit significantly reduces vehicle miles traveled. Thus, this housing should be located near transit and near existing job centers (e.g., hospitals, Santa Monica College, school district offices, and entertainment industry centers). Businesses are

encouraged to provide workforce housing for which priority is given to employees. Housing projects that provide affordable housing will be eligible for increased heights in recognition of the environmental and social benefits of such housing.

3. Community Physical Improvements

In certain parts of the City, the community benefits could address necessary or desired physical improvements such as:

- Reconnecting the street grid with Green Streets
- Quality pedestrian, biking, and Green Connections
- Community gathering and green open spaces
- Recreational open space
- Neighborhood-serving retail and services

4. Social and Cultural Facilities

In addition to the traffic mitigation and housing, the LUCE also specifies a range of community benefits that may be

applied to residential or nonresidential projects. Incentives may be achieved by incorporating some of the following community benefits into the project:

- Support for arts and cultural facilities and uses such as providing public art and/or gallery space within the building
- The creation of child care, senior, or youth facilities as part of the project

5. Historic Preservation

A community benefit could also include the preservation of historic structures, and/or adaptive reuse of cultural buildings as part of or near to the project, or participation in a Transfer of Development Rights program.

(See chapter 3.2 Community Benefits for further information on the desired list of community benefits.)




Residential neighborhoods are the source of the City's strength and vitality, and will be preserved and enhanced by the LUCE.

CITYWIDE LAND USE POLICIES

The following overarching citywide goals and policies are designed to implement the core values of the community that form the basis of the City's land use policy. More detailed goals and policies for specific land uses are found in the following chapters.

CONSERVING AND ENHANCING NEIGHBORHOODS

GOAL LU1: Neighborhood Conservation – Protect, conserve and enhance the City's diverse residential neighborhoods to promote and maintain a high quality of life for all residents. Establish a program of incentives and restraints to redirect intensive residential investment pressure away from existing neighborhoods and control residential investment pressure within neighborhoods.

 denotes sustainable policy

POLICIES:**LU1.1**  **Neighborhood Protection.**

Establish land use policy designations and incentives which redirect intensive residential investment pressure away from existing neighborhoods to boulevards and districts served by transit.

LU1.2  **Neighborhood Conservation.**

Establish effective neighborhood conservation strategies to manage and control the type, rate and pace of change within existing neighborhoods to conserve their character, design and pattern of development and the high quality living environment they provide for a diversity of households, by establishing Neighborhood Conservation Overlay Districts, measures for retention of courtyard housing, modification of demolition regulations and of development standards, and coordinated parking management programs.

LU1.3 Quality of Life. Preserve neighborhood quality of life and protect neighborhoods against potential impacts related to development, traffic, noise, air quality and encroachment of commercial activities and establish standards that transition down the building envelope of commercial buildings adjacent to residential properties.

LU1.4  **Retention of Existing Structures.** Encourage and incentivize preservation of



Addressing climate change through planning: *The Transit Village designation proposed around the Bergamot Light Rail transit Station is envisioned as a pedestrian- and bicycle-friendly area that will connect residents and workers with the larger region through proximity to the Expo Light Rail station.*

historic structures and older buildings that add to the character of residential districts through the development of programs such as Transfer of Development Rights (TDR) and conservation easements.

LU1.5 Design Compatibility. Require that new infill development be compatible with the existing scale, mass and character of the residential neighborhood. New buildings should transition in size, height and scale toward adjacent residential structures.

LU1.6  **Complete Green Streets and Open Spaces.** Encourage neighborhood streets to function as neighborhood gathering places that promote sociability and human interaction, and feature pedestrian- and bicycle-friendly design, within a rich canopy of street trees and parkway landscaping.

LINKING LAND USE AND TRANSPORTATION POLICY: ADDRESSING CLIMATE CHANGE


GOAL LU2: Integrate Land Use and Transportation for Greenhouse Gas (GHG) Emission Reduction – Integrate land use and transportation, carefully focusing new development on transit-rich boulevards and in the districts, to create sustainable active pedestrian-friendly centers that decrease reliance on the automobile, increase walking, bicycling and transit use, and improve community quality of life.


POLICIES:

LU2.1  **Redirect Growth.** Redirect growth away from residential neighborhoods onto transit corridors, where new uses are served by convenient transportation networks.

LU2.2  **Transit Villages.** Capitalize on the Expo Light Rail stations to create vital new complete sustainable neighborhoods with transit as a focal element, green connections and pathways, a variety of housing types and jobs, enhanced creative arts and institutions, and local-serving retail and services.

LU2.3  **Activity Centers.** Create vibrant activity centers at select transit crossroads along the boulevards with attractive spaces for meeting, local shopping and living, that include opportunities for affordable and workforce housing for new and existing residents.

LU2.4  **Affordable and Workforce Housing.** Create diverse housing options along the transit corridors and in the activity centers, replacing some commercial potential with additional affordable and workforce housing, and encouraging affordable workforce housing near the transit stations.


LU2.5  **Vehicle Trip Reduction.** Achieve vehicle trip reduction through comprehensive strategies that designate land uses, establish development and street design standards, implement sidewalk, bicycle and roadway improvements, expand transit service, manage parking, and strengthen Transportation Demand Management programs that support



Neighborhood streets serve multiple purposes. They carry vehicular and bus traffic, but they also serve as spaces for social interaction and recreation.

accessibility by transit, bicycle and foot, and discourage vehicle trips at a district-wide level. Monitor progress using tools that integrate land use and transportation factors. Increase bicycle and pedestrian connectivity in transit districts and adjust bus and shuttle services to ensure success of the transit system.

LU2.6  **Active Spaces.** Focus new development in defined districts to create active spaces that can support diverse local-serving retail and services, walkability, arts and culture. Require, whenever possible, new development to provide convenient and direct pedestrian and bicycle connections.

LU2.7  **Climate Action Planning.** Prepare a Climate Action Plan that will include measures to reduce GHG emissions from municipal, business and community-wide sources and participate in regional efforts for climate change planning including the preparation of a Sustainable Community Strategy. Encourage improvements to regional transportation services that supplement local Big Blue Bus service for inter-city trips.



Neighborhoods, new or existing, should provide residents with the services, amenities and infrastructure to conduct daily life. In the above diagram of the proposed Bergamot Transit Village, new streets, open space, housing and retail are located within walking distance of the Expo Light Rail station.

GOAL LU3: Transition from Regional-Serving Commercial Uses to Local-Serving Uses in Areas Served by Transit – Redirect regional-serving commercial and office development potential into new housing opportunities with access to neighborhood-serving uses in transit-accessible areas as part of a citywide trip reduction strategy.

POLICIES:

LU3.1 **Reduce Regional-Serving Commercial Uses.** Reduce regional office and commercial uses and encourage smaller floor plate office uses, housing and local-serving retail and services.

LU3.2 **Focus on Housing in Transit-Accessible Corridors and Districts.** Focus additional housing opportunities on the transit-rich commercial boulevards.

LU3.3 **Focus on Local-Serving Uses.** Emphasize uses which address local-serving needs and daily resources necessary to reduce vehicle trips and vehicle miles traveled.

GOAL LU4: Complete Sustainable Neighborhoods – Create complete neighborhoods that exemplify sustainable living practices with open spaces, green connections, diverse housing, local

employment, and local-serving businesses that meet the daily needs of residents and reduce vehicle trips and GHG emissions.

POLICIES:

LU4.1 **Active Centers.** Create active neighborhood districts that cluster services, goods, and cultural and recreational uses within walking distance of residences to create a focus for community activity and an active environment that can sustain local uses.

LU4.2. **Uses to Meet Daily Needs.** Encourage uses that meet daily needs such as grocery stores, local-serving restaurants and other businesses and activities within walking distance of residences to reduce the frequency and length of vehicle trips.

LU4.3 **Mixed-Use Associated with Transit.** Encourage mixed-use development close to transit to provide housing opportunities for the community, support local businesses, and reduce reliance on automobiles.

LU4.4 **Pedestrian-Oriented Design.** Engage pedestrians with ground floor uses, building design, site planning, massing and signage that promote vibrant street life and emphasize transit and bicycle access.

LU4.5 Art and Amenities. Foster creativity and the arts through programming, uses and



The Expo Light Rail presents a unique opportunity to move people throughout the City and the region. The LUCE proposes locating new housing, jobs, retail and services in areas served by the Expo Light Rail in order to create vibrant neighborhood centers that are accessible to all users.

site improvements such as the provision of community spaces, public art, and creative design of public improvements.

LU4.6 Open Space. Provide open space and green connections near residences that are part of an expanding and comprehensive system of passive and active open space and complete street design emphasizing inter-connectivity, recreation, and gathering spaces.

LU4.7 Pedestrian, Bicycle and Transit Access. Emphasize pedestrian and bicycle access throughout the City, with a special focus

on neighborhood gathering areas. Provide direct and convenient bicycle and pedestrian connections between destinations. Prioritize land use patterns that generate high transit ridership at major transit stops.

LU4.8 Parking and Transportation Demand Management Districts. Utilize parking and TDM Districts to facilitate efficient use of parking resources, shared and reduced parking opportunities, and trip reduction goals.

GOAL LU5: Expo Light Rail line – Cluster housing, employment, local-serving retail and services around the Expo Light Rail line to reduce vehicle trips, create complete neighborhoods and support transit.

POLICIES:


LU5.1 Encourage Desired Uses at Stations. Encourage a range of housing options, including affordable and workforce housing, around the Expo Light Rail stations with a balanced mix of local-serving retail, services and employment.


LU5.2 Integrate Transit Connections. Integrate supporting transit linkages, as well as pedestrian and bicycle connections, at all stations. Parking developed at or near a station is shared with other uses and priced to ensure availability at all times.


LU5.3 Create Inviting Station Areas. Incorporate landscaped, enhanced and inviting open space, plazas, and transit-serving uses into station designs.

GOAL LU6: Downtown Light Rail Station and Civic Center – Support the vibrancy of the Downtown and Civic Center.

POLICIES:


LU6.1  **Access and Circulation.** Maximize the potential of existing and future assets such as the Downtown Light Rail Station, oceanfront vistas, and proximity to diverse neighborhoods. Pursue comprehensive parking and circulation strategies between the Downtown and Civic Center.


LU6.2  **Vital Downtown.** Support the continued transition of Downtown to a thriving, mixed-use urban environment for people to live, work, be entertained, and be culturally enriched.


LU6.3  **Connections and Open Space.** Encourage the development of connective open space and bicycle and pedestrian linkages between the Civic Center, Downtown and the beachfront/pier.


GOAL LU7: Hospital Area – Support the continued vitality of the City’s hospitals to meet the healthcare needs of the City and the larger region, and implement strategies to reduce vehicle trips.

POLICIES:

LU7.1  **Workforce Housing.** Encourage workforce housing near the hospitals, primarily to serve healthcare employees.


LU7.2  **Trip Reduction.** Work with the hospitals to create a TDM District and programs to comprehensively address parking and trip reduction goals, and to develop convenient connections between the hospitals and the Memorial Park Light Rail Station.

LU7.3  **Supportive Uses.** Encourage a variety of services and uses in the district, and in commercial districts throughout the City, to support the changing needs of the healthcare community and hospitals.

LU7.4  **Responsible Expansion.** Allow responsible expansion of the hospitals and medical uses that is sensitive to the surrounding residential neighborhoods and coordinated with comprehensive TDM and trip reduction strategies.

GOAL LU8: Reduction of Vehicle Trips/ Management of Congestion – Establish a complete transportation network that supports integrated land use. Ensure that transportation supports human activity and access to land uses through a diverse multi-modal transportation system that incentivizes walking, biking and transit and reduces the need for vehicle trips.

POLICIES:

LU8.1  **Transportation Demand Management.** Require participation in TDM programs for projects above the base



The continued success and viability of Santa Monica’s two hospitals, Saint John’s Health Center and Santa Monica-UCLA Medical Center, is a regional priority.



Reducing vehicle trips requires more than a single solution. The LUCE’s Circulation chapter outlines a variety of new programs, incentives and disincentives geared toward reducing traffic and congestion, as well as greenhouse gas emissions.


to encourage walking, biking, and transit, and to reduce vehicle trips. Engage existing development in TDM Districts and programs to encourage reduction of existing vehicle trips.

LU8.2 Comprehensive Parking Management.

Comprehensively manage parking and parking policies to address housing affordability, congestion management and air quality goals. Facilitate the creation of shared parking, particularly within activity centers, transit districts, and near Expo Light Rail stations. Use pricing and other innovative strategies to manage parking availability.

LU8.3 Pedestrian, Bicycle and Transit Connections.

Ensure pedestrian, bicycle and transit mobility by creating facilities for comfortable walking throughout the City, a complete and safe bicycle network, and convenient and frequent transit service that will make transit an attractive option for all types of trips.

LU8.4  Roadway Management. Prioritize investment in amenities for pedestrian, bicycle, and transit movement to facilitate green connections and mobility.



Monitoring and managing land use changes: *The LUCE is designed to be flexible and adaptive to change. Ongoing performance measurement ensures that the community has the information to reallocate resources or “put on the brakes” when necessary.*

GOAL LU9: Monitoring and Managing Land Use Changes – Actively monitor and manage change to address community needs, promote citywide sustainability and ensure community livability.

POLICIES:

LU9.1 Performance Measures Tied to LUCE Goals.

Establish performance measures tied to LUCE goals that address transportation, housing, neighborhood conservation, and a sustainable economy.

LU9.2 Citywide Review. Prepare a regularly published report evaluating the performance

of the LUCE based on established performance measures. Coordinate the publication with the Sustainable City Report Card.

LU9.3 Adapt to Changing Conditions. Allow for course corrections in response to changing conditions. These adaptations could include revisions to LUCE policies and standards, reallocating resources, or “putting on the brakes” when necessary.

LU9.4 Coordinate Capital Improvements.

Coordinate the City’s capital improvements in specified transit-focused areas to integrate with desirable development.



Healthy neighborhoods include a variety of housing types to accommodate a range of lifestyles and people of all ages. Housing that is affordable for Santa Monica's diverse population is key to the continued vitality of the community.

IMPROVING THE QUALITY OF LIFE

GOAL LU10: Community Benefits – Require new development to contribute directly to the community's core social, physical and transportation goals through mechanisms such as community benefits.

POLICIES:

LU10.1 Maximum Allowable Base

Height. Establish a maximum allowable building height and density for each commercial land use designation as a baseline, which is ministerial up to the discretionary thresholds established by the Zoning Ordinance.

LU10.2 Benefits Tied to Community Values. Require new development that requests height above the base to provide measurable benefits to foster complete neighborhoods and support the goals of the LUCE, including reducing vehicle trips and GHG emissions, maintaining diversity, and promoting affordable and workforce housing.

LU10.3 Affordable and Workforce Housing. Focus on additional affordable and workforce housing with an emphasis on employment centers close to transit facilities.

LU10.4 Discretionary Review. Require a discretionary review process with community input for projects above the base height except for housing projects. Inclusion of community

benefits and specific findings will be required for conditional approval above the base height for non-housing projects.

GOAL LU11: Create Additional Housing Opportunities – Provide additional opportunities for a diversity of housing options for all income groups, and advance the City's sustainability goals through housing production.


POLICIES:


LU11.1 Neighborhood Housing.


Continue to support healthy, diverse neighborhoods that provide a range of housing choices to meet the needs of the residents.


LU11.2 Expand Housing Opportunities.

Expand housing opportunities by identifying and designating specific infill areas along transit-rich boulevards and in the districts, including near Expo Light Rail stations and at transit hubs. In these areas, new residential is desired to create complete neighborhoods and support sustainability goals. Affordable housing shall be encouraged and incentivized on City-owned/publicly owned sites. Incentivize housing development on existing surface parking lots serving commercial, community assembly, or other boulevard-facing uses including the adaptive reuse and conversion of existing commercial buildings to residential use.

LU11.3  **Housing Incentives.** Provide incentives to build and increase the amount of affordable and workforce housing and to conserve character-defining multi-family housing.


LU11.4  **Housing and Employment.** Encourage programs for employer-assisted housing (housing accessible to Santa Monica workers) and other efforts to reduce vehicle miles traveled.


LU11.5  **Senior and Lifecycle Housing.** Provide opportunities for housing and care facilities that meet the needs of people of different ages and abilities including singles, families, seniors, disabled persons and homeless individuals.


LU11.6  **Affordable Housing Incentives.** Encourage projects providing exclusively very low-, low-, and moderate-income housing through incentives such as a streamlined permit process, flexible development and parking standards, density bonuses, and financial assistance.


GOAL LU12: Encourage Historic Preservation Citywide – Preserve buildings and features which characterize and represent the City’s rich heritage.

POLICIES:

LU12.1  **Integration.** Integrate the preservation of historic buildings into land use and planning practices.

LU12.2  **Preservation Programs.** Preserve and protect historic resources through the development of preservation programs and economic incentives such as Transfer of Development Rights and conservation easements as well as neighborhood conservation approaches.

LU12.3  **Rehabilitation of Historic Resources.** Promote adaptive reuse of historic structures and sensitive alterations where changes are proposed. New construction or additions to historic structures shall be respectful of the existing historic resource.

LU12.4  **Sustainability.** Recognize adaptive reuse as a sustainable policy, and encourage sustainable technologies, such as solar panel installation and energy retrofitting, that respect character-defining features.



The preservation of both public and private structures of historical or cultural value is identified as a citywide goal. Where appropriate, the adaptive reuse of buildings is also encouraged as a sustainable method for conserving the character of Santa Monica.



The provision of creative and artist space is a community priority—one that is embraced by the LUCE in the form of incentive programs geared toward retaining or creating performance, work and studio space.

GOAL LU13: Preserve Community Identity – Preserve and enhance the City’s unique character and identity, and support the diversity of neighborhoods, boulevards, and districts within the City.

POLICIES:

LU13.1 Maintain Character. Reinforce the City’s distinctive natural, social, and environmental characteristics including its beachfront and connections to the water, civic and cultural institutions, terrain and climate, and the geographic fabric of neighborhoods and boulevards.

LU13.2 Neighborhoods. Recognize, maintain and enhance existing neighborhoods as defined by their distinctive character, design and pattern of development and the high-quality environment they provide for a diversity of households.

LU13.3 Districts and Boulevards. Support the City’s diverse districts and boulevards and develop urban design principles, guidelines and standards tailored to each area that respect, reinforce and enhance the defining form and character of that area.

LU13.4 Small Business. To reduce regulatory costs on small businesses, the City will continue to explore ways to streamline the approval process for new and existing businesses, including city procedures for approving building permits.

GOAL LU14: Encourage Arts and Culture – Encourage arts and culture through land uses that maintain and promote the growth of the City’s creative capital.

POLICIES:

LU14.1 Range of Cultural Facilities. Provide opportunities for the development and retention of cultural facilities ranging from small, flexible, and affordable performance spaces to venues serving the wider community (like the Civic Auditorium). Encourage facilities serving a wide audience to locate in transit-rich areas.

LU14.2 Workspaces. Establish areas where Santa Monica’s arts community can find affordable workspace to continue engaging in creative activities within the City, and designate a Mixed-Use Creative District.


LU14.3 Artist Lofts. Allow adaptive reuse of structures for artist live/work lofts, particularly in the Mixed-Use Creative and Bergamot Transit Village Districts.

LU14.4 Open Space Programming. Encourage the programming of new and existing open space throughout the City with cultural activities and events that highlight local artists. This will increase accessibility to a wide variety of cultural programs for all ages.

GOAL LU15: Enhance Santa Monica's Urban Form – Encourage well-developed design that is compatible with the neighborhoods, responds to the surrounding context, and creates a comfortable pedestrian environment.

POLICIES:

LU15.1  **Create Pedestrian-Oriented Boulevards.** Orient the City's auto-dependent boulevards to be inviting avenues with wider sidewalks, improved transit, distinctive architecture, landscaping, trees, planted medians and neighborhood-friendly services—defining a new sense of place where local residents will be attracted to shop, work, live and play.

LU15.2  **Respect Existing Residential Scale.** New commercial or mixed-use buildings adjacent to residential districts shall be contained within a prescribed building envelope designed to maintain access to light and air and to preserve the residential character.

LU15.3 Context-Sensitive Design. Require site and building design that is context sensitive and contributes to the City's rich urban character.

LU15.4 Open and Inviting Development. Encourage new development to be open and inviting with visual and physical permeability,




Pedestrian-oriented design is highly desirable along the City's boulevards, in transit villages and in residential neighborhoods.

connections to the existing street and pedestrian network, and connections to the neighborhoods and the broader community.

LU15.5  **Pedestrian and Bicycle Connectivity.**

Encourage the design of sites and buildings to facilitate easy pedestrian- and bicycle-oriented connections and to minimize the separation created by parking lots and driveways.

LU15.6  **Establish Guidelines for Boulevards and Districts.** Establish design guidelines and implementation strategies that encourage the City's primary boulevards to evolve over time from an auto-oriented,

suburban model to a mixed-use commercial/residential model that provides goods and services that are within walking distance of residences and are served by a variety of transit modes with convenient service frequency.

LU15.7  **Street-Level Pedestrian-Oriented Design.**

Buildings in the mixed-use and commercial areas should generally be located at the back of the sidewalk or the property line (street front) and include active commercial uses on the ground floor. Where a residential use occupies the ground floor, it should be set back from the property line, be located one half level above the street or incorporate design features



Complete Green Streets: *The design and management of streets should be balanced for all users of the space. Complete Green Streets include amenities for pedestrians, bicyclists, vehicles and public transit, as well as best management practices in stormwater reduction systems.*

to provide privacy for the unit. Front doors, porches and stoops are encouraged as part of orienting residential units to the street.

LU15.8 Building Articulation. Building façades should be well designed with appropriate articulation in the form of setbacks, offsets, projections and a mix of architectural materials and elements to establish an aesthetically pleasing pattern. Large areas of glass above the ground floor require special design consideration. Highly reflective materials are to be avoided, and dark or reflective glass is prohibited.

LU15.9  **Pedestrian-Oriented Design.**

Buildings should incorporate pedestrian-scaled elements with durable, quality materials and detailing located on the lower stories adjacent to the pedestrian.

LU15.10 Roofline Variation. Buildings should be designed with a variety of heights and shapes to create visual interest while maintaining a generally consistent overall street front. To achieve this goal, development standards should provide flexibility to encourage buildings with interesting silhouettes and skylines, and the primary

building façade shall not be lower than the designated minimum street façade height.

LU15.11 Building Façades and Step Backs.


Buildings should generally conform to the minimum and maximum requirements for the street façade height established for their designated area. Portions of a building façade higher than the street frontage, 35 feet for most mixed-use areas, shall step back from the façade of the floor below in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance.

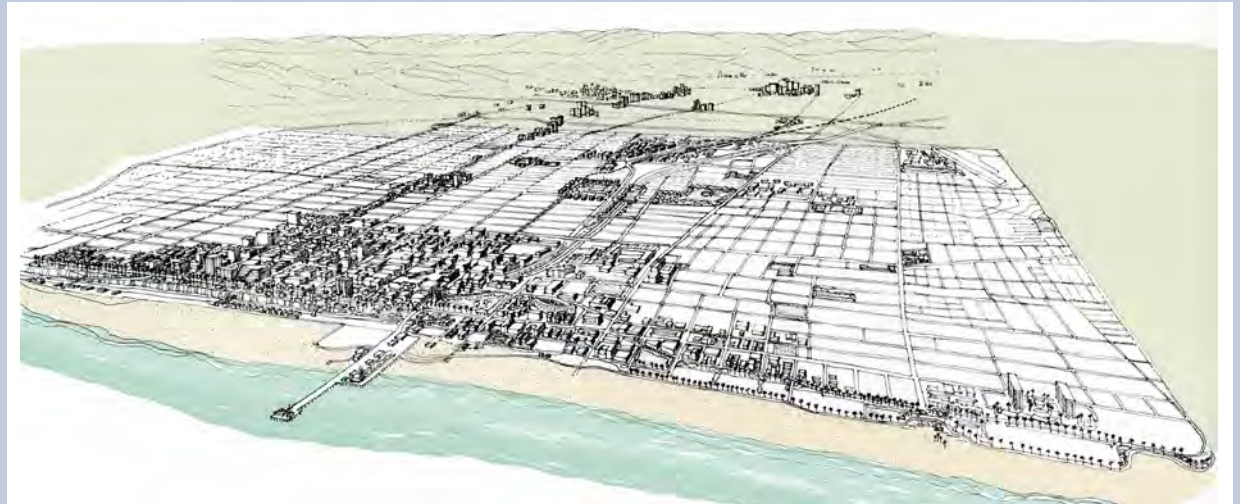
LU15.12 Ground Floor Gathering Spaces.

Buildings should have their primary façades located at the back side of the sidewalk or on the property line. However, to encourage a well-landscaped streetscape with places for people to gather, small landscaped, people-gathering spaces are encouraged where they will attract people without interrupting the pedestrian retail experience. The intent is to have an overall ground coverage of 80 percent on each block.


LU15.13 Gateways. Buildings or features located at gateways to neighborhoods or at special focal point locations, such as major roadway and freeway entries to the City, should recognize the importance of the location with special architectural elements. Where possible, pairs of elements on each side of a gateway should be considered. The elements need not be “mirror images,” but could share architectural characteristics.

LU15.14 Signs. Signs should be considered an integral element of the architectural design of the façade. Signs should be primarily oriented to the pedestrian.

LU15.15  **Preserve Light, Air and Privacy between Commercial and Residential Properties.** Buildings that share a property line with a residentially-designated property are required to be setback from the abutting residential property line as set forth in the Zoning Ordinance.



Urban form: The land use policies and designations contained in this Plan are designed to ensure a quality built environment that is harmonious with its surrounding context. For an explanation of Santa Monica's evolution, see the Urban Form chapter.

LU15.16  **Urban Form-Street Grid in Residential Neighborhoods.** Maintain and enhance the classic interconnected street grid and its multiple options for pedestrian circulation in the residential neighborhoods. Enhance the continuity of sidewalks by limiting curb cuts and driveways from the street.

LU15.17 Urban Form-Mass and Scale in Residential Neighborhoods. Establish development standards requiring new buildings in residential neighborhoods to be compatible in mass and scale with the balance of the structures on the street, with tall structures transitioning in height to adjacent lower buildings.

LU15.18 Urban Form-Alleys and Side Streets in Residential Neighborhoods. Minimize the visual impact of the automobile in residential front yards by requiring the use of alleys and/or side streets for access, where they are available. In new construction where alley access is not available, the garage is encouraged to be located underground or in the rear half of the lot. When the garage must face the street, it shall be recessed no less than 10 feet from the front elevation of the residential structure. Front doors, porches and windows in habitable rooms should face toward the sidewalk.



Open spaces are essential to the health of the community and should be expanded and enhanced where possible. Millennium Park, above, is located on the site of an old railroad yard and provides Chicago residents with a variety of outdoor experiences.

LU15.19 🌿 **Boulevard Medians.** Landscaped medians should be included on the boulevards where designated to add to the “greening” of the boulevard, to reduce the apparent width of the street and to provide a pedestrian harbor in the middle of the crosswalk.

LU15.20 🌿 **Streetwall and Height Measurement.** The zoning ordinance may establish both a minimum and a maximum height for the streetwall, as measured from the average grade on the sidewalk at the property line.

GOAL LU16: Sustainable Urban Form – Assure that buildings are sustainable, are environmentally sound and contribute to the City’s urban form.

POLICIES:

LU16.1 🌿 **Design Buildings with Consideration of Solar Patterns.** In designing new buildings, consider the pattern of the sun and the potential impact of building mass on habitable outdoor spaces and adjacent structures in order to minimize shadows on public spaces at times of the day and year when warmth is desired, and provide

shade at times when cooling is appropriate, and minimize solar disruption on adjacent properties.

LU16.2 🌿 **Preserve Solar Access to Neighborhoods.** The same development standard that is adopted to require a step down building envelope to transition commercial buildings to lower adjacent residential properties also needs to assure solar access to the residential buildings.

GOAL LU17: Increase Open Space – Increase the amount of open space in the City and improve the quality and character of existing open space areas ensuring access for all residents.

POLICIES:

LU17.1 **New Facilities.** Encourage new ground level open space including, but not limited to landscaped areas, gathering spaces and play areas in new development.

LU17.2 🌿 **Active Streets for Living.** Utilize streets as the largest and most universally accessible public spaces in the community by improving them with landscaping (particularly shade trees) pedestrian facilities and other enhancements that promote active recreation and creates a system of green connections throughout the City.

LU17.3 Freeway Capping. Pursue capping sections of the I-10 Freeway to restore connections between neighborhoods, provide direct access, and create new parkland.

LU17.4 Cooperative Facilities Use. Continue to seek cooperative agreements with schools, institutions and other public agencies to increase open and recreational space accessible to the community.

LU17.5 Access for All Residents. Encourage access to open space for all residents through expansion of the larger open space system with the ultimate goal of providing open and recreational spaces within a ¼ mile radius of all residences in the City.

GOAL LU18: Enhance the Beach and Oceanfront – Celebrate the beach and oceanfront as the City’s most valuable natural, recreational and public asset.

POLICIES:

LU18.1 Accessibility. Preserve, protect, enhance and maintain open access to the City’s beach areas in a manner that respects adjacent uses, with particular emphasis on pedestrian and bicycle access.

LU18.2 Greening. Facilitate additional “beach greening” projects that replace pavement at the beach with native trees, plants and other green elements.



Neighborhood services, like grocery stores, are valuable community assets that can infuse energy into an area. These sites should be configured to serve the pedestrian, as well as the automobile, and should be accompanied by a variety of other local uses.

LU18.3 Increase Connections. Create additional connections and upgrade existing routes to the beach and oceanfront.

LU18.4 New Parks. Explore opportunities for the development of new beach parks north of the Pier.


GOAL LU19: Design Complete Streets – Design and manage complete streets and alleys to support adjacent land uses and human activity, keeping in mind the unique character of each area of the City.

POLICIES:

LU19.1 Streets Integrated with Land Use. Recognize the street as a vital component of neighborhood, district and boulevard character. Develop street design standards that consider the mobility, open space, community life and methods to engage the surrounding uses.

LU19.2 Balanced Modes. Design and operate streets with all users in mind including bicyclists, transit users, drivers and pedestrians of all ages and abilities.

LU19.3  **Streets as Open Space.** As streets are the City’s most extensive open space network, seek opportunities to expand the use of streets, alleys and other public rights-of-way for open space, passive recreational use and landscaping.

LU19.4  **Retrofit to Meet Evolving Needs.** Retrofit streets to meet the City’s evolving infrastructure and sustainability needs including energy systems, water conveyance and storm water retention, transportation infrastructure, utilities and high-capacity information systems.


GOAL LU20: Promote the Urban Forest – Maintain a citywide pattern of street trees to reduce greenhouse gases (GHG) and heat gain, provide biodiversity, and provide shade to create a comfortable pedestrian environment.

POLICIES:

LU20.1  **Continuous Tree Canopy.**

Continue to enhance the tree canopy and coverage throughout the community by coordinated tree planting according to the *Urban Forest Master Plan*.

LU20.2  **Street Landscaping.** Provide street landscaping and streetscape features to enhance the public realm throughout the City. Increase landscaping in medians, parkways, and residual areas resulting from changes to parking or traffic patterns.

LU20.3  **Maintaining the Urban Forest.** Encourage properties adjacent to the public right-of-way to contribute to the urban forest environment through on-site plantings and street tree care and maintenance.

ACTIONS

Climate Action Plan

- Prepare and maintain a Climate Action Plan that will include measures to reduce GHG emissions from municipal, business and community-wide sources; the first Climate Action Plan should have a goal of at least 30 percent reduction of municipal GHG from 1990 levels by 2030.

Implement Integrated Decisions

- Utilize the General Plan goals and policies as a framework for prioritizing investment and action in order to ensure balance and progress toward a comprehensive and shared vision.

Capital Improvement Projects

- Develop the Capital Improvement Program to be consistent with General Plan priorities.

Monitoring and Management

- Prepare a regularly published report evaluating progress on LUCE implementation.

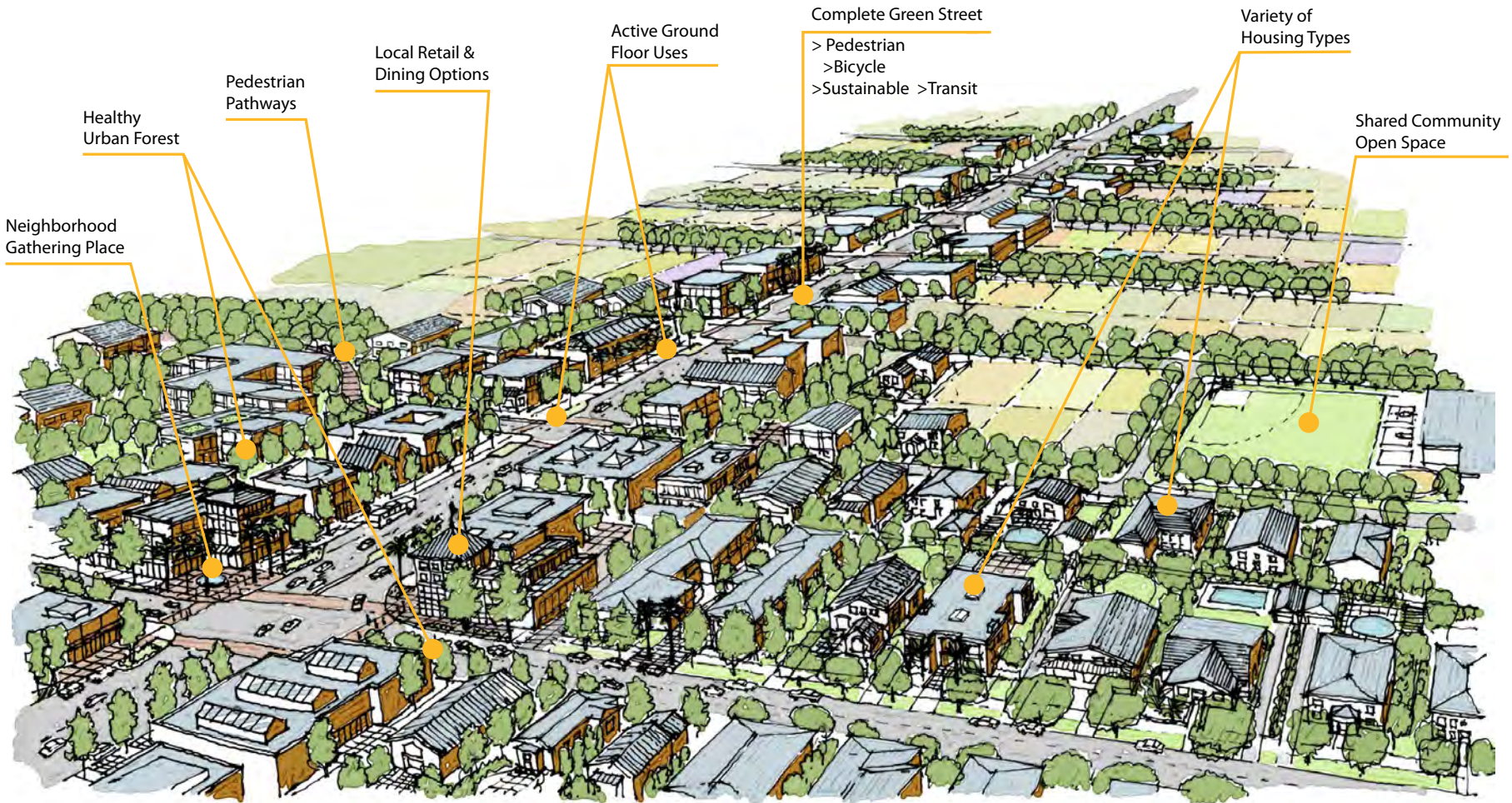
Activity Center Plans

- Prepare area plans containing development standards, distribution of land uses, infrastructure requirements and implementation measures.

Fiscal Health

- Encourage a business climate that contributes to the City’s fiscal well-being. Establish programs that will generate municipal revenue needed to maintain the local quality of life.

COMPLETE NEIGHBORHOODS



A complete neighborhood is one that provides housing for a variety of lifestyles, and is complemented by a permeable pattern of pedestrian, bicycle and vehicular traffic that allows residents to access local services and amenities.

INTRODUCTION TO THE LUCE LAND USE DESIGNATIONS

The LUCE establishes 17 distinct land use designations that are presented in the following five broad categories:

A. Neighborhoods

B. Boulevards

C. Mixed-Use Centers

D. Employment and Commerce

E. Community and Public Uses

This chapter introduces each of the 17 land use designations with its vision, a general description of land uses and the development parameters. Greater detail as to how the land use designations are applied in each of the specific geographic areas of the City is provided in other chapters, including the neighborhoods, boulevards, districts and community benefits chapters. The accompanying land use map located on page 2.1-28, is a useful tool that illustrates the distribution of land uses in the City.

It is important to understand that land use designations differ from zoning districts in that they are more general and typically do not include specific allowances and prohibitions of uses or detail dimensional requirements such as front and side setbacks or parking standards. The heights, densities and intensities in

the LUCE generally establish the outside parameters for zoning regulations.

The five categories of land use designations are described in general below and covered in detail in the remainder of the chapter.

A. Neighborhoods

The Neighborhood designations are for the areas of Santa Monica where the majority of residents live. The LUCE vision is to protect the residential neighborhoods from encroaching commercial uses and incompatible development that would compromise the quality of life and character of these areas. The Plan redirects residential investment pressure away from the neighborhoods to transit corridors and districts and provides a broad array of neighborhood conservation measures to control the pace and type of change within existing residential areas. The Plan also requires sensitive transitions between uses and adjacent structures and provides opportunities for increased open space. The LUCE identifies improvements to the neighborhood street environment, such as parking management approaches, and pedestrian streetscape improvements. No changes to height, scale or density are proposed for these designations compared to existing residential zoning districts.

B. Boulevards

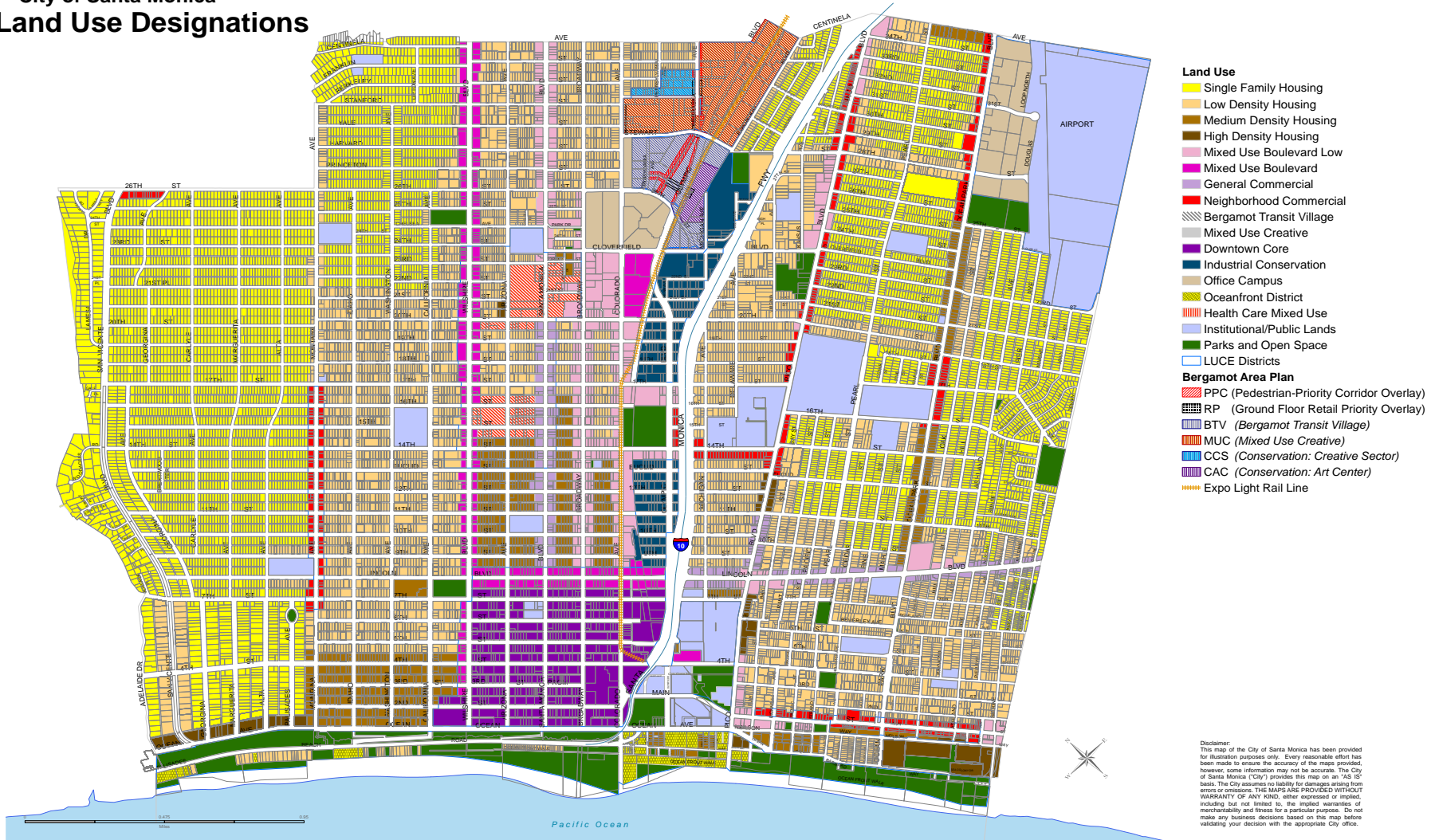
The Boulevard designations define the activity along the existing corridors of the City. The designations allow for the transformation of the auto-oriented boulevards into vibrant, diverse and attractive boulevards that support local-serving retail, public spaces and a diversity of housing types (which is ministerial up to the discretionary review thresholds established by the Zoning Ordinance). New non-housing development over the base height will require a discretionary permit, community benefits, and capitalize on transit service to reduce vehicle trips. Housing shall be encouraged and incentivized with development standards that support inclusionary affordable housing and create equitable opportunities for housing production. It is envisioned that through incentives and requirements the boulevards will provide significantly expanded opportunities for affordable and workforce housing, local-serving retail, open space and small floor-plate office uses.

C. Mixed-Use Centers

The Mixed-Use Center designations allow for the creation of a vibrant concentration of goods and services, multi-family housing, and community gathering and public spaces at strategic locations served by high-frequency transit lines and the Expo Light Rail line. This category of designations represents a

City of Santa Monica Land Use Designations

Effective July 24, 2015



The LUCE Land Use Designation Map illustrates the citywide distribution of land use designations. The other maps provided throughout the LUCE showing land use designations are primarily provided for orientation purposes. Where conflicts between maps exist, the citywide Land Use Designation Map shall govern.

transition from former regional commercial uses to a mix of residential and local-serving uses, accompanied by community benefits such as wider sidewalks, landscaping, trees and open space. There is a hierarchy of mixed-use centers that range in character and intensity. Some are small-scale, draw from the surrounding neighborhoods, and have limited amounts of housing as well as some creative office. Others have a more urban character with a greater intensity and include more opportunities for housing.

D. Employment and Commerce

Employment and commerce designations are for the areas of the City that provide space for continued employment activities to ensure a robust economy that is essential in order for the City to continue to provide the high level of public services that the community expects. The LUCE land use designations allow for the continuation of existing employment activities, however may also allow for new housing opportunities. The 2009 Plan proposes a reduction in regional-serving commercial uses, with the exception of healthcare, in favor of local-serving uses typically with a smaller floor plate. Land use designations in this category include Industrial Conservation and Healthcare District.

E. Community and Public Uses

These allow for a wide range of public facilities, including parks and open space, educational facilities, municipal offices, the Civic Center, museums or performance spaces, City yards, and other public or quasi-public facilities. The uses are distributed throughout the City and many of them, such as parks and schools, are within walking distance of the majority of residential neighborhoods.

Structure of this Section

Each of the land use designations is composed of the following:

- A vision describing the purpose of the designation
- A description of the broad categories of desired land uses
- A summary of the development parameters for each designation (except for the broader Neighborhoods category)

A. NEIGHBORHOODS

1. Single Family Housing Vision

The scale and character of existing single family areas will be preserved and enhanced by employing the tools of a neighborhood conservation program, promoting the rehabilitation and long-term maintenance of existing structures, and allowing only new development that is of a scale and character consistent with the existing neighborhood. The City shall strive to create additional green open spaces within walking distance of the single family neighborhoods.

Description

This designation is applied to areas consisting primarily of single family dwellings on individual lots, and preserves and protects the existing character and state of the residential neighborhood. Typical uses include single family housing, parks, and small home child care facilities.

Single Family Housing neighborhoods should be enhanced with streetscape and pedestrian improvements, trees and landscaping, and the limitation of disturbing noises.

Development Parameters

Height and maximum allowable density for the Single Family Housing designation are as follows:

- Maximum allowable height not to exceed 28 feet; except that parcels over 20,000 square feet with a minimum parcel frontage width of 200 feet may have a maximum allowable height not to exceed 35 feet; and parcels in the North of Montana area, as specified in the Zoning Ordinance, may have a maximum allowable height not to exceed 32 feet.
- One (1) unit per legal parcel, consistent with the scale of existing development and State and City laws regarding second dwelling units.

2. Low-Density Housing

Vision

The scale and character of existing low-density residential neighborhoods that contain a mix of single family and low-density multi-family housing will be preserved and enhanced by employing the tools of a neighborhood conservation program. The program would promote policies for the conservation and maintenance of existing housing resources, the rehabilitation of existing structures, and only allow new development that is of a scale and character consistent with the existing neighborhood. Additionally, new development will transition in mass and scale to adjacent structures in a way that protects the aesthetics and livability of the neighborhood. The City

shall strive to ensure that open space, retail and commercial amenities are located within walking distance of the low-density neighborhoods.

Description

This designation is applied to lower-density residential areas that are primarily low-density, and multi-family housing. The designation is designed to preserve and protect the existing character of the residential neighborhood. Typical uses include single family housing, duplexes and triplexes, townhouse style units, low-scale courtyard housing, institutional residential uses like child care homes, transitional housing or hospice facilities, and neighborhood-serving uses such as child care, neighborhood grocery stores and community facilities.

Low-Density Housing neighborhoods should be enhanced with streetscape and pedestrian improvements, trees and landscaping, and buffers from the noise of nearby uses. Neighborhood-serving retail should be located close to these neighborhoods.

Development Parameters

Height and maximum allowable density for the Low-Density Housing designation are as follows:

- Maximum allowable height not to exceed 30 feet; except that parcels located north of the Pier and in the R2B District may have a maximum allowable height not to exceed 40 feet within a sight envelope as specified in the Zoning Ordinance.
- Maximum allowable density up to 29 units per net residential acre, exclusive of City and State density bonuses, consistent with the scale of existing development.
- One hundred percent affordable housing projects have a maximum allowable density up to 29 units per net residential acre, exclusive of City and State density bonuses, with no limitations on the number of stories within the 30-foot height limit. One hundred percent affordable housing projects of 50 or fewer units will be processed ministerially.
- A project which preserves a City-designated landmark or structure of merit in a portion of the R2 District which had historically been zoned R3 shall receive a 6-foot height bonus, allowing for an additional floor of housing.

3. Medium-Density Housing

Vision

The affordability, accessibility, and attractiveness of Santa Monica's medium-density residential neighborhoods will be preserved by promoting the rehabilitation of existing structures and by employing the tools of a neighborhood conservation program, particularly policies for the conservation and maintenance of existing housing resources and specific protections for character defining courtyard housing. These include allowing only development that is of a scale and character consistent with the existing neighborhood. Additionally, new development will transition in mass and scale to adjacent structures in a way that protects the neighborhood's aesthetic quality and livability. The City shall strive to ensure that open space, retail and commercial amenities are located within easy walking distance.

Description

This designation is applied primarily to areas of the City with a mix of multi-family housing as well as the occasional remaining single family house. It is intended to preserve and protect the existing character and state of the residential neighborhood. Typical uses include low and medium-scale multi-family housing, townhouse style units, courtyard housing, duplexes and triplexes, institutional residential

uses like child care homes, transitional housing or hospice facilities, and neighborhood-serving uses such as child care, neighborhood grocery stores and community facilities.

Development Parameters

Height and maximum allowable density for the Medium-Density Housing designation are as follows:

- Tier 1 – Base height not to exceed 30 feet and maximum allowable density up to 29 units per net residential acre, exclusive of City and State density bonuses and consistent with the scale of existing development.
- Tier 2 – Housing projects that provide identified community benefits specified in implementing ordinances may request a maximum allowable height not to exceed 40 feet and maximum allowable density up to 35 units per net residential acre, exclusive of City and State density bonuses. These housing projects will require a discretionary permit, following a public review process that will determine consistency with objective standards such as mass, scale, compatibility, affordable housing, open space, TDM measures and implementation of parking strategies. As an alternative, an objective points-based incentive program may be considered.

- One hundred percent affordable housing projects have a maximum allowable density up to 35 units per net residential acre, exclusive of City and State density bonuses, with no limitation on the number of stories within the 40-foot height limit. One hundred percent affordable housing projects of 50 or fewer units will be processed ministerially.

4. High-Density Housing

Vision

The affordability, accessibility, and attractiveness of Santa Monica's higher-density residential neighborhoods will be preserved and enhanced by promoting the rehabilitation of existing structures and employing the tools of a neighborhood conservation program. This program may contain policies for the conservation and maintenance of existing housing resources and specific protections for character-defining courtyard apartments, allowing only new development that is of a scale and character consistent with the existing neighborhood. Additionally, new development will transition in mass and scale to adjacent structures in a way that protects the neighborhood's aesthetic quality and livability. The City shall strive to ensure that open space, retail and commercial amenities are located within walking distance of the high-density neighborhoods.

Description

High-Density Housing allows for multi-family housing at a greater intensity than other residential neighborhoods. This designation is intended to preserve and protect the character of the existing high-density residential neighborhoods by employing the tools of a neighborhood conservation program. Typical uses include three-to four-story multi-family housing, duplexes, triplexes, institutional residential uses like child care homes, assisted living, transitional housing or hospice facilities, hotels, and neighborhood-serving uses such as child care, neighborhood grocery stores and community facilities.

Development Parameters

Height and maximum allowable density for the High-Density Housing designation are as follows:

- Tier 1 – Base height not to exceed 30 feet and maximum allowable density up to 35 units per net residential acre, exclusive of City density bonuses and consistent with the scale of existing development.

- Tier 2 – Housing projects that provide identified community benefits specified in implementing ordinances may request a maximum allowable height not to exceed 45 feet and maximum allowable density up to 48 units per net residential acre, exclusive of City and State density bonuses. These housing projects will require a discretionary permit, following a public review process that will determine consistency with appropriate objective standards such as mass, scale, compatibility, affordable housing, open space, TDM measures and implementation of parking strategies. As an alternative, an objective points-based incentive program may be considered.

- One hundred percent affordable housing projects have a maximum allowable density up to 48 units per net residential acre, exclusive of City and State density bonuses, with no limitation on the number of stories within the 45-foot height limit. One hundred percent affordable housing projects of 50 or fewer units will be processed ministerially.

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B. BOULEVARDS

5. Mixed-Use Boulevard Low

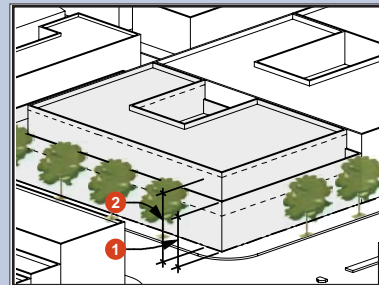
Vision

Areas designated as Mixed-Use Boulevard Low transform into vibrant, highly walkable areas with broad, pedestrian-friendly sidewalks, trees, landscaping and local-serving uses. As described in the Community Benefits chapter, new development over the base height will require a discretionary review process and community benefits which may include additional affordable and workforce housing. New buildings step down in relationship to the scale and character of adjacent low-density neighborhoods and include a diverse mix of uses and housing types designed to complement and serve the existing residential neighborhood.

Land Use Parameters

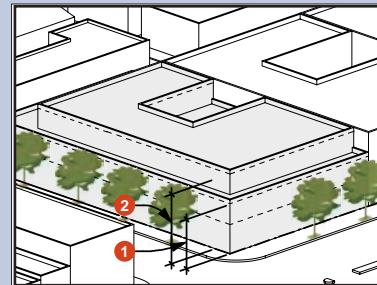
The Mixed-Use Boulevard Low designation is generally applied to areas of boulevards that are envisioned to transition from general into mixed-use areas. The Mixed-Use Boulevard Low designation is intended for sections of boulevards adjacent to low-density residential neighborhoods, where it is important that new development respects and relates to the scale of existing neighborhoods. Development should maximize human-scale elements and provide a sensitive transition between these uses and neighboring residences.

Building Height Guidelines – Mixed-Use Boulevard Low



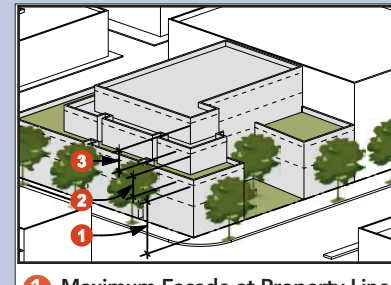
- ① Maximum Façade at Property Line
- ② 32' Maximum Building Height with Step Back

Figure 1: 32' Base Height



- ① Maximum Façade at Property Line
- ② 35' Maximum Building Height with Step Back

Figure 2: 36' Height Limit



- ① Maximum Façade at Property Line
- ② Step Back'
- ③ Increased Step Back

Figure 3: 47' Height Limit

At the ground floor, uses include active, local-serving retail, open spaces such as plazas and paseos, service-oriented commercial uses, and residential and hotel uses in limited areas. Exceptions are Broadway, where small creative commercial uses are allowed, and Colorado Avenue, where artist studios or small offices are also allowed. Above the ground floor, multi-family affordable, workforce and market-rate housing is the predominant use.

To meet the changing demand for automobile sales uses, existing automobile dealers shall be allowed to expand using the urban auto dealership format described in the 20th Street to Lincoln Boulevard section of the Santa Monica Boulevard description (on page 2.4-14), and in a manner that is respectful of their

surrounding neighbors. Auto dealers that do not expand are encouraged to transform their dealerships into the urban auto dealership format which contributes to Santa Monica's urban form with multi-story buildings built to the street and parking in structures at the rear or underground. For purposes of calculating FAR, below grade auto dealer facilities shall be excluded and rooftop parking/automobile storage shall be discounted by 50%. The existing auto dealer parking/automobile storage use on Broadway may continue (and interchange automobile parking and storage use) but dealerships are encouraged to move parking/storage on-site when they convert to the multi-story urban auto dealer format.

Development Parameters

Height and Floor Area Ratio (FAR) with associated setback and step back standards for the Mixed-Use Boulevard Low designation are as follows:

NON-HOUSING PROJECTS

TIER 1 - BASE HEIGHT

- The base height in the Mixed-Use Boulevard Low District is 32 feet (2 stories) with a 1.5 FAR. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance.

TIER 2 - ABOVE BASE - WITH COMMUNITY BENEFITS

- Subject to a discretionary review process, projects that provide community benefits may request a height up to 36 feet and 1.75 FAR. (see Figure 2)

TIER 3 - ABOVE BASE - WITH ADDITIONAL COMMUNITY BENEFITS

- Subject to a discretionary review process, projects that include additional community benefits may request a height up to 47 feet and 2.0 FAR if the project is located in an area designated Mixed-Use Boulevard Low on the north side of Broadway, on the south side of Broadway west of the centerline of 20th Street, on Colorado west of the centerline of 20th Street, or within an Activity Center boundary.

- Proposals above the base height must provide the City with enumerated community benefits as identified in the “Five Priority Categories of Community Benefits” section of this chapter (on page 2.1-8). Housing and mixed-use housing projects will be required to

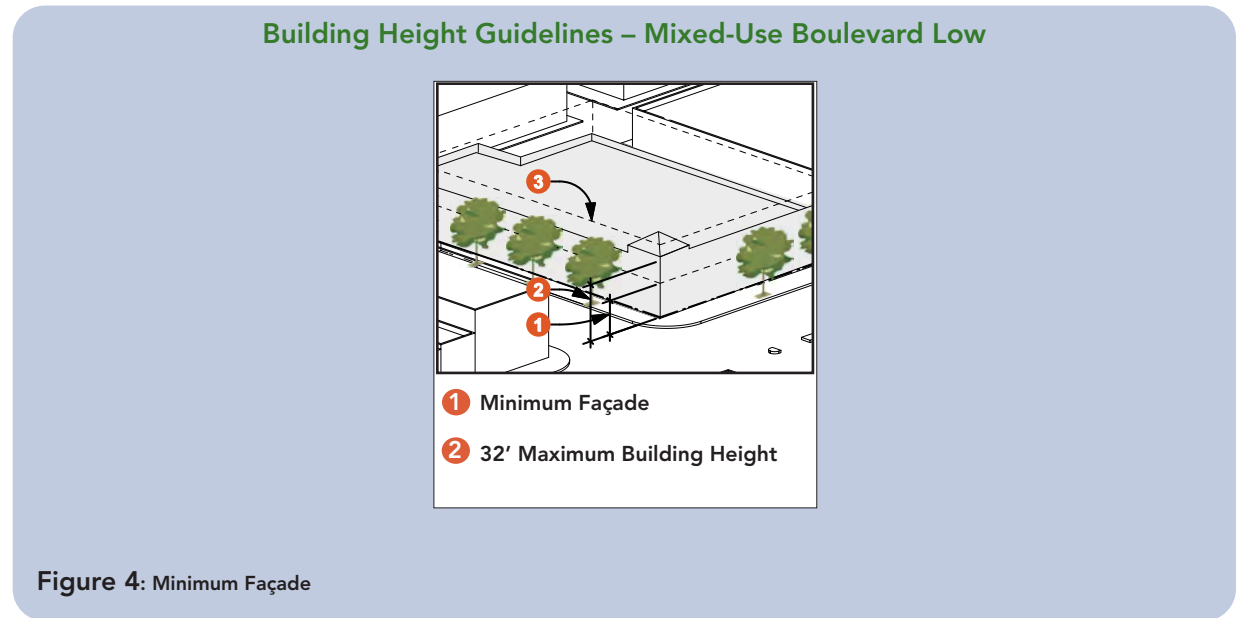


Figure 4: Minimum Façade

provide a percentage of affordable units either on- or off- site. Other projects will contribute applicable project mitigation fees for the purpose of addressing affordable housing requirements.

HOUSING PROJECTS

- MUBL North of I-10: A housing project, as defined in the Zoning Ordinance and in compliance with the City’s Affordable Housing Production Program may be developed up to 70 feet in height with a 3.25 FAR, exclusive of any State or local density bonuses.

- MUBL Pico Boulevard: A housing project, as defined in the Zoning Ordinance and in compliance with the City’s Affordable Housing Production Program may be developed up to 45 feet in height with a 2.0 FAR, exclusive of any State or local density bonuses.

- One hundred percent affordable housing projects will receive development incentives, including but not limited to: greater building height and FAR; reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian- oriented uses, which may also include community services, arts, and similar uses, as applicable.

- MUBL Pico Boulevard-west of Lincoln Boulevard, Lincoln Boulevard, Main Street: A housing project, as defined in the Zoning Ordinance and in compliance with the City’s Affordable Housing Production Program may be developed up to 55 feet in height with a 2.5 FAR, exclusive of any State or local density bonuses.

- Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.

- For any existing auto dealers that expand without using the urban auto dealership format, a discretionary process will be required.

ALL PROJECTS

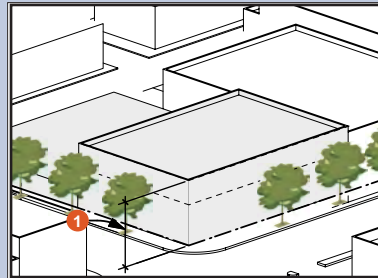
- New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard’s open space, to be defined in the zoning ordinance. (see Figure 4)

- Maximum height of the building façade adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance. (see Figures 1, 2 and 3)

- Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance. (see Figures 2 and 3)

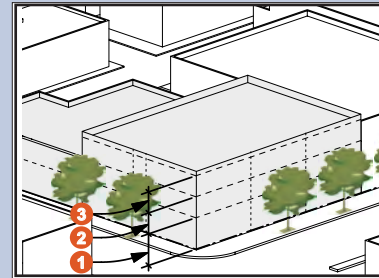
- For any existing auto dealers that expand without using the urban auto dealership format, a discretionary process will be required.

Building Height Guidelines – Mixed-Use Boulevard



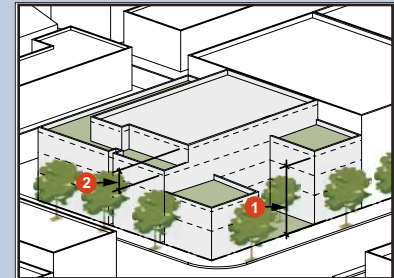
- 1 Minimum 15' Ground Floor Floor-to-Floor Height
- 2 32' Maximum Building Height

Figure 6
32' Base Height



- 1 Minimum 15' Ground Floor Floor-to-Floor Height
- 2 10' Floor-to-Floor Height
- 3 10' Floor-to-Floor Height

Figure 7
39' Height Limit



- 1 Maximum Façade at Property Line
- 2 Step Back

Figure 8
47' Height Limit

6. Mixed-Use Boulevard

Vision

Areas designated as Mixed-Use Boulevard transform from underutilized and auto-oriented sections of the boulevards into vibrant, diverse and attractive pedestrian-friendly boulevards that support local-serving retail, spaces and a diversity of housing types. Mixed-use boulevards provide an environment to encourage affordable and workforce housing, step down in height and mass to adjacent residential neighborhoods, and accommodate a variety of local-serving uses.

Land Use Parameters

The Mixed-Use Boulevard designation is applied to areas of boulevards that are envisioned to transition from general commercial into higher-intensity mixed-use areas. Development should maximize human-scale elements and community benefits while providing a sensitive transition between these uses and surrounding neighborhoods.

At the ground floor, uses include local-serving retail uses, ground floor green open spaces such as small parks and plazas, service-oriented commercial uses with some small-scale office uses to serve local tenants. Above the first floor, affordable, workforce and market-rate housing is the predominant use. Exceptions are



Mixed-Use Boulevard: *Attractive, pedestrian-oriented streets supporting housing, open space and local services and amenities.. Mixed-use boulevards provide an environment to encourage affordable and workforce housing, step down in height and mass to adjacent residential neighborhoods, and accommodate a variety of local-serving uses.*

the south side of Wilshire Boulevard between Centinela Avenue and Stanford Street and within the Healthcare Mixed-Use District, where local-serving office and medical-related office is allowed. Existing automobile dealers shall be allowed to expand using the urban auto dealership format described in the Strategic Approach for 20th Street to Lincoln Boulevard on Santa Monica Boulevard (Chapter 2.4 Boulevards), and in a manner that is compatible with the surrounding neighborhood. Auto dealers that do not expand are encouraged to upgrade their dealerships into the urban auto dealership format, which contributes to Santa

Monica's urban form with multi-story buildings built to the street and parking in structures at the rear or underground. For purposes of calculating FAR, below grade auto dealer facilities shall be excluded and rooftop parking/ automobile storage shall be discounted by 50%. Auto dealerships may be authorized on the east side of Lincoln Boulevard between I-10 and Santa Monica Boulevard, if approved pursuant to a discretionary process.

Development Parameters

Height and Floor Area Ratio (FAR) with associated setback and step back standards for the Mixed-Use Boulevard designation are as follows.

NON-HOUSING PROJECTS

TIER 1 - BASE HEIGHT

- The base height in the Mixed-Use Boulevard District is 32 feet (2 stories) with a 1.5 FAR. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance.

TIER 2 - ABOVE BASE - WITH COMMUNITY BENEFITS

- Subject to a discretionary review process, projects that provide community benefits may request a height up to 45 feet and 2.25 FAR. (see Figure 8)

TIER 3 - ABOVE BASE - WITH ADDITIONAL COMMUNITY BENEFITS

- Subject to a discretionary review process, projects that provide additional community benefits, may request a height of 55 feet and 2.75 FAR if the project is located in an area designated Mixed-Use Boulevard or within the area bounded by Colorado Avenue Olympic Boulevard, 20th Street, and Cloverfield Boulevard (see Figure 9).
- Proposals above the base height must provide the City with enumerated community benefits as identified in the "Five Priority Categories of Community Benefits" section of this chapter.

HOUSING PROJECTS

■ A housing project as defined in the Zoning Ordinance and in compliance with the City's Affordable Housing Production Program may be developed up to 70 feet in height with a 3.25 FAR, exclusive of any State or local density bonuses.

■ A housing project as defined in the Downtown Community Plan and within the Downtown Community Plan Area shall have a base height of 70 feet and a 3.25 FAR on Wilshire Boulevard, and a base height of 65 feet and a 3.0 FAR on Lincoln Boulevard, exclusive of any State or local density bonuses.

■ One hundred percent affordable housing projects will receive development incentives, including but not limited to: greater building height and FAR; reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian-oriented uses, which may also include community services, arts, and similar uses, as applicable.

■ Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.

Building Height Guidelines – Mixed-Use Boulevard

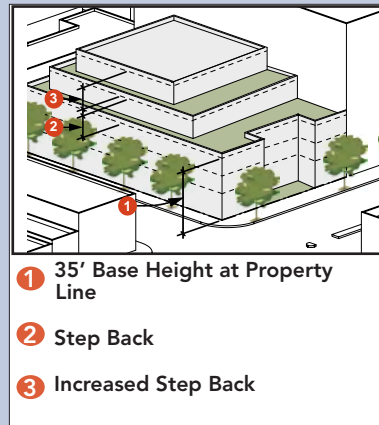


Figure 9
60' Height Limit

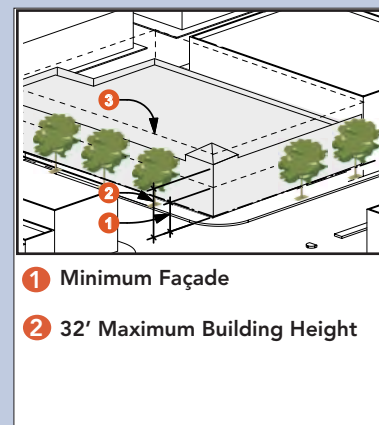


Figure 10
Minimum Façade

ALL PROJECTS

■ New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard's open space, to be defined in the zoning ordinance. (see Figure 10)

■ Maximum height of the building façade adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance.

(see Figures 8 and 9)

■ Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance. (see Figures 8 and 9)

■ For any existing auto dealers that expand without using the urban auto dealership format, a discretionary process will be required.

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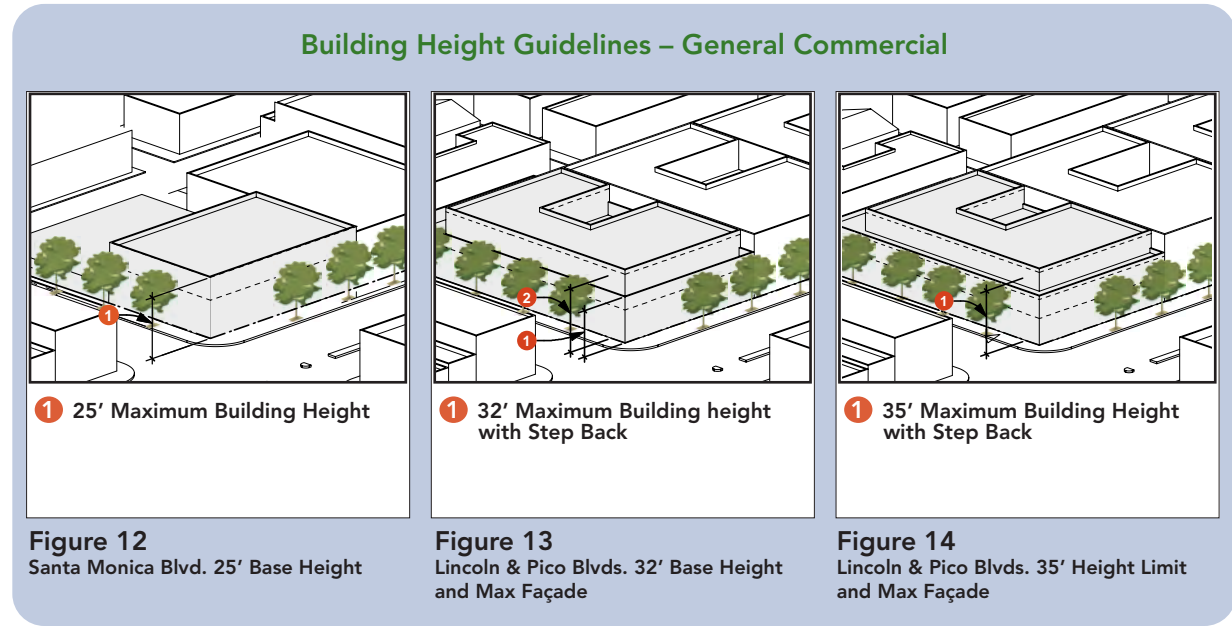
7. General Commercial

Vision

General Commercial areas focus on a wide variety of commercial uses, including general commercial, auto dealers and auto repair businesses, in limited areas of the City and create standards to ensure that these uses are attractive and have minimal impacts on existing neighborhoods. The designation provides additional opportunities for housing on Lincoln and Pico Boulevards by allowing affordable, workforce and market-rate housing above the ground floor.

Land Use Parameters

The General Commercial designation is applied to the traditional commercial area of Lincoln Boulevard south of the I-10 Freeway and Santa Monica Boulevard between 20th Street and Lincoln Boulevard, the City's auto row. A small portion of Pico Boulevard from Lincoln Boulevard to 10th Street is also General Commercial. This designation is intended to maintain an area for a broad range of commercial uses that provide necessary daily services such as auto sales and auto repair, convenience retail, hotels, hardware stores, and small restaurants. This designation will allow for and provide a FAR bonus for affordable housing above the ground floor of buildings on Lincoln and Pico Boulevards.



At the ground floor, commercial uses such as local-serving retail, limited auto services, walk-in office uses, and small restaurants are allowed. Above the ground floor, desired uses include the same uses that are permitted on the ground floor. In addition, on Lincoln and Pico Boulevards, affordable housing is incentivized with an increased FAR.

Recognizing the important role auto dealers play in the City's economic sustainability, the specific area along Santa Monica Boulevard between 20th Street and Lincoln Boulevard is designated for auto dealerships as well as

for accommodating their expansion and new dealerships. New and revitalized dealerships are encouraged to build showrooms adjacent to the boulevard sidewalk using the urban format, locating new car inventory, customer parking, and service facilities in multi-story facilities to the rear of the retail showroom or below grade.

Development Parameters

Height and FAR with associated setback and step back standards for the General Commercial designation are as follows:

Santa Monica Boulevard
NON-HOUSING PROJECTS

TIER 1 - BASE HEIGHT

■ The base height in the General Commercial portion of Santa Monica Boulevard is 32 feet (2 stories) with a 1.25 FAR. For purposes of calculating FAR, below grade auto dealer facilities shall be excluded and rooftop parking/ automobile storage shall be discounted by 50%. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance. (see Figure 12)

TIER 2 - ABOVE BASE - WITH COMMUNITY BENEFITS

■ Subject to a discretionary review process, projects that provide community benefits may request a height up to 35 feet and 1.5 FAR. However, when design standards are adopted for the urban auto dealer format, a ministerial process may be allowed. (see Figure 15)

■ For any new and expanded auto dealers that do not use the urban auto dealership format, a discretionary process will be required.

HOUSING PROJECTS

■ A housing project as defined in the Zoning Ordinance and in compliance with the City's Affordable Housing Production Program may be developed up to 70 feet in height with a 3.25 FAR, exclusive of any State or local density bonuses.

■ One hundred percent affordable housing projects will receive development incentives, including but not limited to: greater building height and FAR; reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian-oriented uses, which



General Commercial: this designation is intended to maintain an area for a broad range of commercial uses that provide necessary daily services such as auto sales and auto repair, convenience retail, hotels, hardware stores, and small restaurants.

may also include community services, arts, and similar uses, as applicable.

■ Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.

Lincoln and Pico Boulevards

NON-HOUSING PROJECTS

TIER 1 - BASE HEIGHT

■ The base height in the General Commercial portion of Lincoln and Pico Boulevards is 32 feet (2 stories) with a 1.5 FAR. A Tier 1 project

is ministerial up to the discretionary review threshold established by the Zoning Ordinance. (see Figure 13)

TIER 2 - ABOVE BASE - WITH COMMUNITY BENEFITS

■ Subject to a discretionary review process, projects that provide community benefits may request additional FAR up to 1.75. (see Figure 14)

■ On Lincoln Boulevard south of I-10, existing, moderately-priced motels should have no limitation on the number of stories so long as they comply with established height limits.

Building Height Guidelines – General Commercial

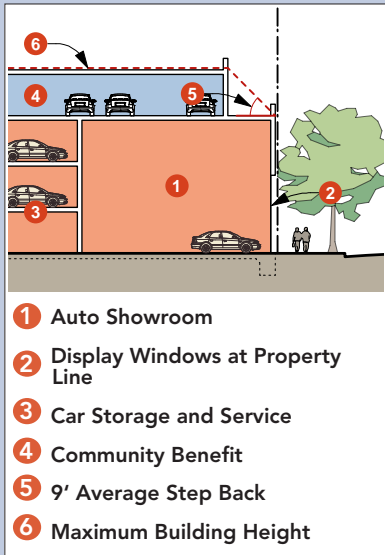


Figure 15
Santa Monica Blvd.
35' Height Limit and Max Façade

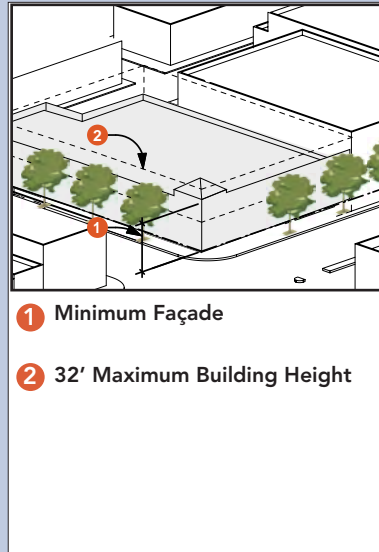


Figure 16
Minimum Façade

ALL PROJECTS

- New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard's open space, to be defined in the zoning ordinance. (see Figure 16)
- Maximum height of the building façade adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance.
- Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance. (see Figure 14)

HOUSING PROJECTS

- Lincoln Boulevard: A housing project as defined in the Zoning Ordinance and in compliance with the City's Affordable Housing Production Program, may be developed up to 55 feet in height with a 2.50 FAR, exclusive of any State or local density bonuses.
- Pico Boulevard: A housing project as defined in the Zoning Ordinance and in compliance with the City's Affordable Housing Production Program, may be developed up to 45 feet in height with a 2.0 FAR, exclusive of any State or local density bonuses.

- One hundred percent affordable housing projects will receive development incentives, including but not limited to: greater building height and FAR; reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian-oriented uses, which may also include community services, arts, and similar uses, as applicable.
- Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.

C. MIXED-USE CENTERS

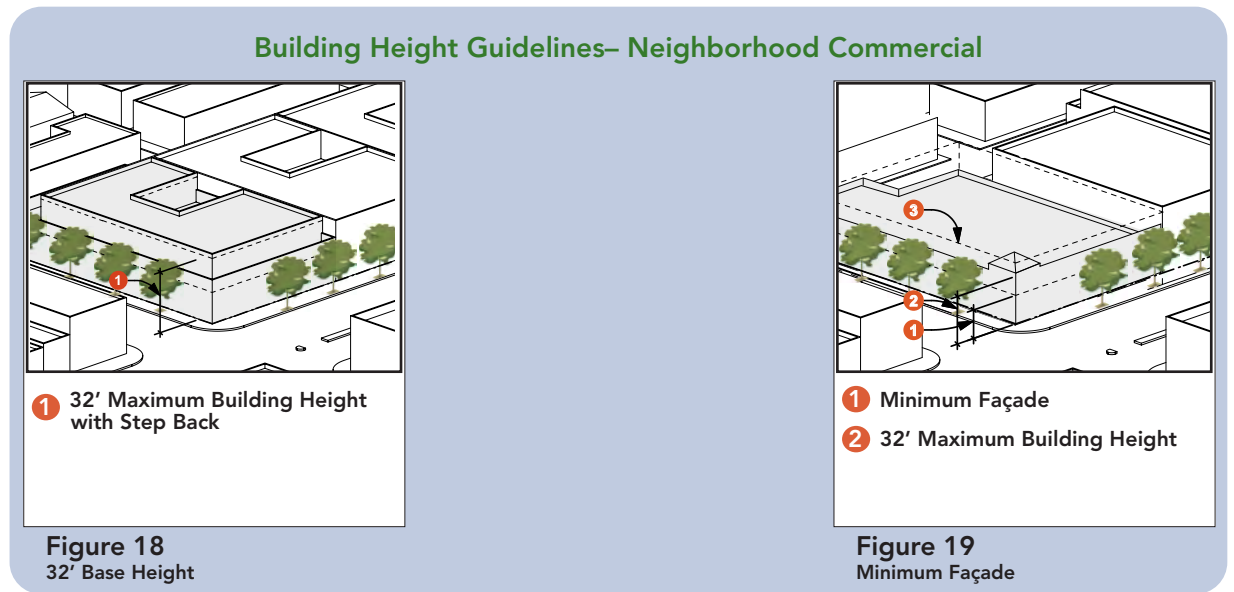
8. Neighborhood Commercial

Vision

Neighborhood Commercial areas remain small-scale neighborhood shopping districts located within walking distance of residential neighborhoods. Neighborhood Commercial areas like Main Street and Montana Avenue continue to cater to local interests while also serving a subregional role. The Neighborhood Commercial portions of Pico Boulevard transition to better serve the neighborhoods. The Neighborhood Commercial sections of Ocean Park Boulevard are refined with pedestrian enhancements. The scale and character of these areas are preserved and enhanced with minor modifications to streetscape and parking amenities.

Land Use Parameters

The Neighborhood Commercial designation is applied to distinct, local-serving commercial areas such as Main Street, Montana Avenue and sections of Ocean Park Boulevard and Pico Boulevard. The designation is intended to maintain existing commercial districts and allow for the creation of small neighborhood centers that provide daily goods and services easily accessible from surrounding residential neighborhoods.



Ground floor uses include active, local-serving retail and service commercial uses such as small restaurants, laundromats, dry cleaners, beauty/barber shops, and clothing and grocery stores. Uses above the ground floor include: residential, commercial, and local-serving office uses.

Development Parameters

Height and FAR with associated setback and step back standards for the Neighborhood Commercial designation are as follows:

NON-HOUSING PROJECTS

TIER 1 - BASE HEIGHT

■ The base height in the Neighborhood Commercial District is 32 feet (2 stories) with a 1.5 FAR. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance. (see Figure 18)

HOUSING PROJECTS

- A housing project as defined in the Zoning Ordinance and in compliance with the City's Affordable Housing Production Program may be developed at 50 feet in height with a 2.25 FAR, exclusive of any State or local density bonuses. ,
- Main Street, Ocean Park Boulevard, Montana Avenue: A housing project as defined in the Zoning Ordinance and in compliance with the City's Affordable Housing Production Program may be developed at 55 feet in height with a 2.5 FAR, exclusive of any State or local density bonuses.
- One hundred percent affordable housing projects will receive development incentives, including but not limited to: greater building height and FAR; reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian-oriented uses, which may also include community services, arts, and similar uses, as applicable.
- Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance

ALL PROJECTS

- New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard's open space, to be defined in the zoning ordinance. (see Figure 19)
- Maximum height of the building façade



Neighborhood commercial areas, like Montana Avenue, Main Street and 26th Street provide a wide array of services and amenities to locals and visitors alike.

adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance. (see Figure 18)

- Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance.(see Figure 18)

9. Bergamot Transit Village

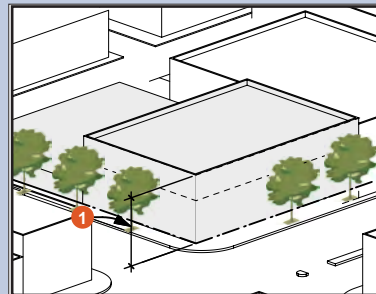
Vision

The Bergamot Transit Village designation capitalizes on the new Expo Light Rail station at the eastern end of the City by creating a new mixed-use “village” that will attract creative arts uses along with a variety of housing types, entertainment and office uses and local-serving retail to establish a vital, new complete neighborhood. This historically industrially-zoned area (characterized by large disjointed parcels) will be bound together by a new urban grid system, permitting the creation of wide sidewalks, green connecting paths, and new bike connections within the village and to existing neighborhoods. Incentives provide for the creation of new affordable, workforce and market-rate housing, artists’ lofts and workspace, and the location of retail and services supporting a live-work-play community with a focus on arts and culture. New incentivized development will be required to meet stringent trip-reduction criteria.

Land Use Parameters

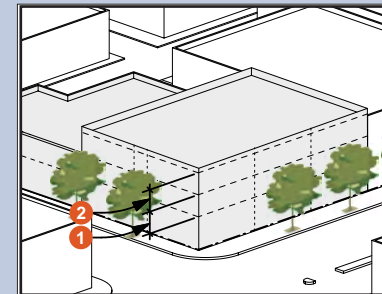
The Bergamot Transit Village designation allows for transit-oriented development and the presence of a world-class creative arts center designed to foster Santa Monica’s important creative arts industry, including production and post-production uses around the proposed Bergamot Light Rail Station.

Building Height Guidelines– Bergamot Transit Village



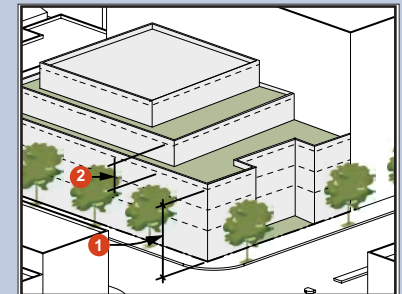
1 32' Maximum Building Height

Figure 21
32' Base Height



1 10' Floor-to-Floor Height
2 10' Floor-to-Floor Height

Figure 22
39' Base Height and Max Façade



1 Maximum Façade at Property Line
2 Step Back

Figure 23
60' Height Limit

New development incorporates human-scale elements, enhances the pedestrian environment, and is built to the sidewalk with minimal or zero setback. New development provides convenient pedestrian and bicycle access to the future Expo Light Rail station. Incentives are provided to create a significant number of affordable, workforce and market-rate housing units, and public infrastructure in this area. The Transit Village designation is intended to capitalize on the potential created by the large public investment in the regional transit system—a system designed to take cars off regional roadways and local streets, helping the City to meet its GHG emission goals.

At the ground floor, uses that can maximize transit ridership such as creative office, retail, cultural, entertainment, and public-serving are allowed. Above the ground floor, residential and creative office uses are allowed. This designation also allows businesses that develop or provide sustainable services and products that are appropriate for the City as well as businesses engaged in advanced research and development.

Development Parameters

Height and FAR with associated setback and step back standards for the Bergamot Transit Village designation are as follows:



Bergamot Transit Village: this designation capitalizes on the new Expo Light Rail station at the eastern end of the City by creating a new mixed-use “village” that will attract creative arts uses along with a variety of housing types, entertainment and office uses and local-serving retail to establish a vital, new complete neighborhood.

NON-HOUSING PROJECTS

TIER 1 - BASE HEIGHT

■ The base height in the Bergamot Transit Village District is 32 feet (2 stories) with a 1.75 FAR. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance. (see Figures 21 and 22)

TIER 2 - ABOVE BASE - WITH COMMUNITY BENEFITS

■ Subject to a discretionary review process, projects that provide community benefits may request a height up to 60 feet and 3.0 FAR. (see Figure 23)

TIER 3 - ABOVE BASE - WITH ADDITIONAL COMMUNITY BENEFITS

■ Subject to a discretionary review process and an Area Plan, projects that provide additional community benefits, may request a height up to 75 feet and 3.5 FAR. Significant variation in rooflines and building form is required with specific standards to be included in the Bergamot Transit Village Area Plan. (see Figure 24).

■ Proposals above the base height must provide the City with enumerated community benefits as identified in the “Five Priority Categories of Community Benefits” section of this chapter.

HOUSING PROJECTS

■ A housing project as defined in the Zoning Ordinance and in compliance with the City’s Affordable Housing Production Program, may be developed up to 84 feet in height with a 4.0 FAR, exclusive of any State or local density bonuses. ,

■ One hundred percent affordable housing projects will receive development incentives,

including but not limited to: greater building height and FAR; reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian-oriented uses, which may also include community services, arts, and similar uses, as applicable.

- Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.

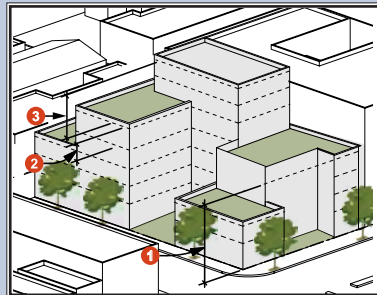
ALL PROJECTS

- New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard's open space, to be defined in the zoning ordinance. (see Figure 25)

- Maximum height of the building façade adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance. (see Figures 23 and 24)

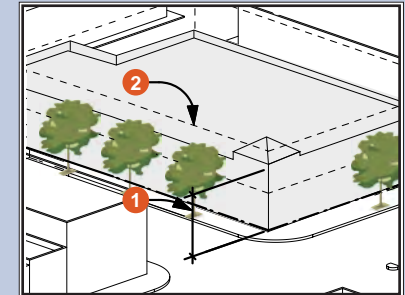
- Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance. (see Figures 23 and 24)

Building Height Guidelines– Bergamot Transit Village



- ① Maximum Façade at Property Line
- ② Step Back
- ③ Increased Step Back

Figure 24
81' Height Limit (71' Average Height)



- ① Minimum Façade
- ② 32' Maximum Building Height

Figure 25
Minimum Façade

10. Mixed-Use Creative

Vision

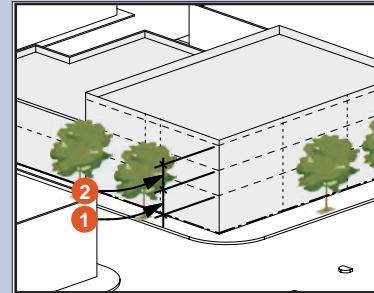
The Mixed-Use Creative designation is designed to work in concert with the Bergamot Transit Village to encourage the retention and expansion of the creative arts and entertainment-related jobs in the City. This designation provides the opportunity to balance arts jobs with a variety of housing for all income ranges, and neighborhood-serving retail and services. These uses acknowledge the Expo Light Rail station by bringing jobs and housing closer to high-frequency transit service. A new urban grid system creates wide sidewalks, green connecting paths and streets, and new bike connections to the Bergamot Light Rail Station and to existing neighborhoods. This district transitions from the more intensive activity of the Bergamot Transit Village to the residential neighborhoods to the northeast and south. Design guidelines ensure appropriate and respectful relationships with existing neighborhoods. The combination of increased connectivity, and local-serving retail and offices within walking or biking distance supports an overall trip reduction strategy for the area.

Building Height Guidelines – Mixed-Use Creative District



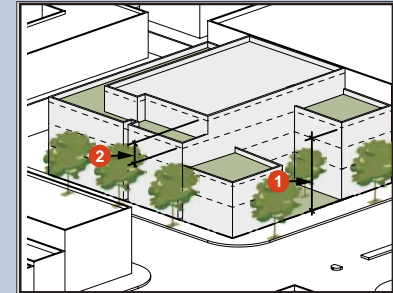
1 32' Maximum Building Height

Figure 27
32' Base Height



1 10' Floor-to-Floor Height
2 10' Floor-to-Floor Height

Figure 28
36' Base Height and Max Façade



1 Maximum Façade at Property Line
2 Step Back

Figure 29
47' Height Limit

Land Use Parameters

The Mixed-Use Creative designation provides a location for studio-related uses (such as film and music production and post-production) and provides space for artist live/work studio development and affordable, workforce and market-rate housing. It also accommodates visual and performing arts studios. New incentivized development includes streetscape improvements and improvements to the pedestrian environment.

The Mixed-Use Creative designation allows for continued facilitation of studio-related

uses, enabling Santa Monica to maintain a strong presence in the field of creative arts. The designation will also ensure a positive contribution toward the City's economic sustainability. Light industrial and residential uses are allowed in this area, with affordable, workforce and market-rate housing highly encouraged.

At the ground floor, active, local-serving retail, service commercial, and creative arts uses are allowed. Above the ground floor, creative office and affordable, workforce, and market-rate residential uses are allowed, with a target

of 50% residential to 50% nonresidential uses and no more than a 5% deviation in either direction. In order to monitor progress in achieving the desired mix of uses, the City shall evaluate the residential to nonresidential land use targets every two years. Uses that serve both employees and residents of the area, such as child care, community meeting spaces, small restaurants, and neighborhood markets are encouraged.

Development Parameters

Height and FAR with associated setback and step back standards for the Mixed-Use Creative designation are as follows:

NON-HOUSING PROJECT

TIER 1 - BASE HEIGHT

■ The base height in the Mixed-Use Creative District is 32 feet (2 stories) with a 1.5 FAR. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance. (see Figures 27 and 28)

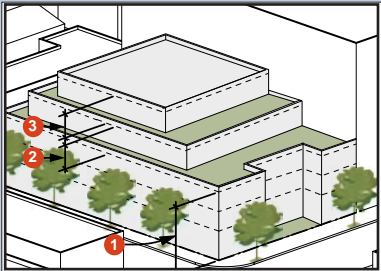
TIER 2 - ABOVE BASE - WITH COMMUNITY BENEFITS

■ Subject to a discretionary review process, projects that provide community benefits may request a height up to 47 feet and 2.0 FAR. (see Figure 29)

TIER 3 - ABOVE BASE - WITH ADDITIONAL COMMUNITY BENEFITS

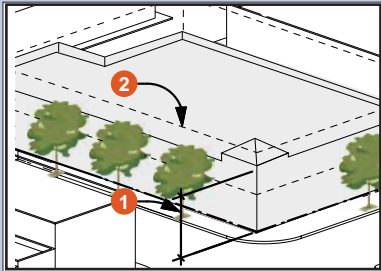
■ Subject to a discretionary review process, projects that include additional community benefits, may request a height up to 57 feet and 2.5 FAR. (see Figure 30)

Building Height Guidelines– Mixed-Use Creative



- 1 Maximum Façade at Property Line
- 2 Step Back
- 3 Increased Step Back

Figure 30
57' Height Limit



- 1 Minimum Façade
- 2 32' Maximum Building Height

Figure 31
Minimum Façade

■ Proposals above the base height must provide the City with enumerated community benefits as identified in the “Five Priority Categories of Community Benefits” section of this chapter.

HOUSING PROJECTS

■ MUC North of Pennsylvania Avenue Parcel Line or South of Expo Bike Path: A housing project as defined in the Zoning Ordinance and in compliance with the City’s Affordable Housing Production Program, may be developed up to 70 feet in height with a 3.25 FAR, exclusive of any State or local density bonuses.

■ MUC Remainder: A housing project as defined in the Zoning Ordinance and in compliance with the City’s Affordable Housing Production Program, may be developed up to

84 feet in height with a 4.0 FAR, exclusive of any State or local density bonuses.

■ One hundred percent affordable housing projects will receive development incentives, including but not limited to: greater building height and FAR; reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian-oriented uses, which may also include community services, arts, and similar uses, as applicable.

■ Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.



***Mixed-Use Creative District:** this designation provides the opportunity to balance arts jobs with a variety of housing for all income ranges, and neighborhood-serving retail and services.*

ALL PROJECTS

■ New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard’s open space, to be defined in the zoning ordinance or Bergamot Area Plan. (see Figure 31)

■ Maximum height of the building façade adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance or Bergamot Area Plan. (see Figures 29 and 30)

■ Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance or Bergamot Area Plan. (see Figures 29 and 30)

11. Downtown Core

Vision

Santa Monica's Downtown Core designation maintains and enhances the Downtown area as the heart of the City and as a thriving, mixed-use urban environment in which people can live, work, be entertained and be culturally enriched. The Downtown has the greatest concentration of activity in the City, anchored by the core commercial district, which includes the Third Street Promenade and the revitalized Santa Monica Place open-air mall. The Downtown Light Rail Station will serve as a gateway to the Downtown, Civic Center and coastal destinations, transforming the southern edge of the district. The Downtown continues to provide a substantial number of new housing units in mixed-use projects. Affordable, workforce and market-rate housing are highly desirable. The LUCE expands the Downtown boundaries to include Wilshire Boulevard to the north and Lincoln Boulevard to the east. These important mixed-use boulevards appropriately define the edge of the district and help with the transition from the intensity of the Downtown to adjacent residential neighborhoods to the north and the east.

Land Use Parameters

The Downtown Core designation allows for the broadest mix of uses and highest intensity development. The area is the City's major



The Downtown will continue to build upon the success of entertainment and retail assets (such as the Third Street Promenade) and be the vibrant commercial hub of the City. New housing opportunities will also continue to emerge in mixed-use buildings.

regional retail and employment district, with a human-scale and pedestrian-orientation at the street level. A balance of uses generates activity during both daytime and evening hours. Development intensities are lower on the northern and eastern edges of the district in order to transition to the lower-density character of adjacent neighborhoods. New development and infrastructure strengthens the Downtown's connection with the Civic Center, Beach and Pier.

While specific uses will be established by a Specific Plan, allowed uses include residential, commercial, retail, cultural and entertainment uses, and other visitor-serving uses, such as hotels. In addition, existing non-profit youth serving organizations should be preserved and

be allowed to expand. Existing parameters and review processes for 100 percent affordable housing projects will continue to apply.

Development Parameters

The height and FAR along with other development standards such as setbacks and step backs for the Downtown designation will be determined through a Specific Plan process. The new Downtown Specific Plan should consider and evaluate the continuation of the existing 50% floor area discount for residential uses in locations where it will be compatible in mass and scale with adjacent development. Prior to the completion of a new Downtown Specific Plan, the existing *Bayside District Specific Plan* and applicable land use designations will apply.

12. Beach and Oceanfront

Vision

The Beach and Oceanfront District designation preserves the area as a scenic resource for the City that serves as a local gathering place, and enhances the beach going experience with visitor-serving uses that support it as a regional, national and international tourist destination. Linkages between the Oceanfront and the City are strengthened through enhancement of east-west streets leading from the beach to Ocean Avenue, maintaining public view corridors to the beach and ocean, and adding pedestrian access paths to the Beach. New beach parks are created north of the Pier to create flexible, open green spaces that are oriented to the water. Residential neighborhoods are conserved and maintained.

Land Use Parameters

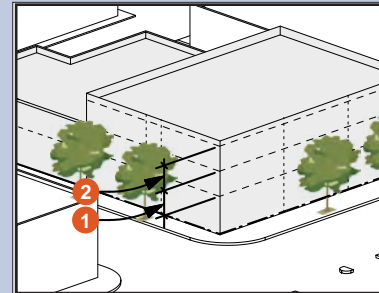
The Oceanfront District designation is intended to maintain and enhance the Oceanfront District as an important visitor-serving destination with lodging, restaurants, shopping and recreation, as well as to protect the existing residential enclaves in the area. The unique character and scale of the area is maintained, centering on the landmark Santa Monica Pier. New residential and commercial uses are consistent with the character of existing buildings.

Building Height Guidelines – Beach and Oceanfront District



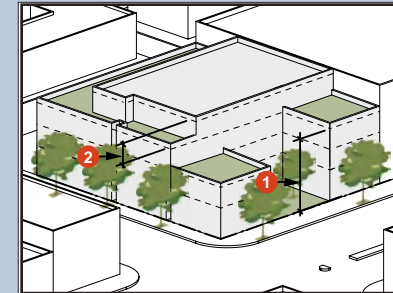
1 32' Maximum Building Height

Figure 33
32' Base Height



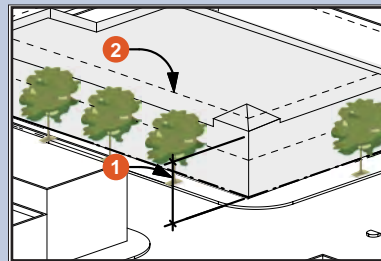
1 10' Floor-to-Floor-Height
2 10' Floor-to-Floor Height

Figure 34
39' Base Height and Max Façade



1 Maximum Façade at Property Line
2 Step Back

Figure 35
47' Height Limit



1 Minimum Façade
2 32' Maximum Building Height

Figure 36
Minimum Façade

As little change is expected to occur within this District, many of the existing uses remain, including residential, local and visitor-serving uses such as restaurants, hotels, beach clubs, and public facilities. Existing hotels may remodel and rebuild, not to exceed existing floor area and building footprint, in accordance with Proposition S. Future uses protect the residential enclaves, maintaining the existing character of the Oceanfront District, and support its function as a local and regional recreational amenity.

Development Parameters

Height and FAR with associated setback and step back standards for the Beach and Oceanfront District designation are as follows:

TIER 1 - BASE HEIGHT

- The base height in the Beach and Oceanfront District is 32 feet (2 stories) with a 1.5 FAR. A project will receive a 4 foot height bonus above the 32 foot base height, allowing for an additional floor of housing, by building the required affordable housing units in accordance with the percentage requirements specified in the City's Affordable Housing Production Program for the project as a whole. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance. (see Figures 33 and 34)



The Beach and Oceanfront District continues to be Santa Monica's greatest open space feature with many amenities for active and passive recreation. Connections between the Downtown, Civic Center, and the beachfront are an integral goal of the LUCE.

TIER 2 - ABOVE BASE - WITH COMMUNITY BENEFITS

- Subject to a discretionary review process, projects that provide community benefits may request a height up to 47 feet and 2.0 FAR. Projects that provide additional community benefits may request a 2.25 FAR. (see Figure 35)
- Proposals above the base height must provide the City with enumerated community benefits as identified in the "Five Priority Categories of Community Benefits" section of this chapter. Housing and mixed-use housing projects will be required to provide a percentage of affordable units either on- or off-site. Other projects will contribute applicable project mitigation fees for the purpose of addressing affordable housing requirements.

ALL TIERS

- One hundred percent affordable housing projects will continue to be provided existing incentives, including: building height not to exceed the allowable maximum height limit at the highest tier, inclusive of any development bonus for affordable housing; reduced parking requirements; flexibility in providing a reduction in required ground floor pedestrian-oriented uses, which may also include community services, arts, and similar uses, as applicable; and administrative review of affordable housing projects.
- New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard's open space, to be defined in the zoning ordinance. (see Figure 36)

■ Maximum height of the building façade adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance. (see Figure 35))

(see Figure 35))

■ Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance. (see Figure 35)

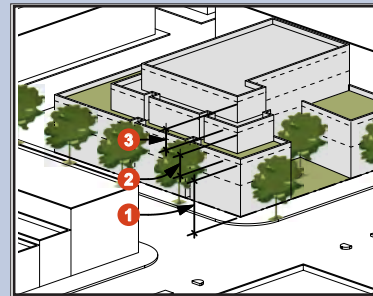
■ Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.

Building Height Guidelines – Industrial Conservation



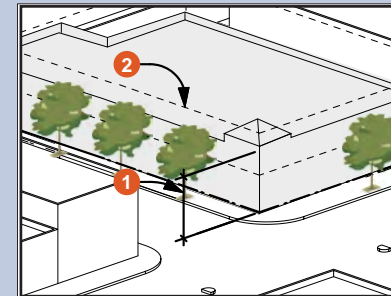
1 32' Maximum Building Height

Figure 38
32' Base Height



1 Maximum Façade at Property Line
2 Step Back
3 Increased Step Back

Figure 39
45' Max Height and Max Façade



1 Minimum Façade
2 32' Maximum Building Height

Figure 40
Minimum Façade

D. EMPLOYMENT AND COMMERCE

13. Industrial Conservation

Vision

The Industrial Conservation designation preserves space for existing industrial uses that provide a job base, affordable space for small-scale industrial and manufacturing businesses, and a center of economic activity for the City. The continued land use allows small workshop, warehouse, supply stores and maintenance facilities that provide important community services and employment. The relatively lower land values accommodate business incubator space, emerging technologies, and research and development.

Land Use Parameters

The Industrial Conservation designation is intended to provide an area where existing light industrial uses may continue to serve the community. The designation also provides a place for the adaptive reuse of industrial buildings into affordable workspace for artists and the creative industries. Over time, the district evolves into a center where research and development offices and businesses that support the City's sustainability objectives may locate.

Allowable land uses within this district include light industrial uses, including businesses engaged in design, development,

manufacturing, fabricating, testing, or assembly of various products, which will provide employment for workers with various skills. Housing shall also be allowed in the district. This area also allows incubator business opportunities, including sustainable industries that are appropriate for the City, as well as small visual and performing arts studios. Additionally, auto dealers are allowed to locate storage and service facilities in this area. A discretionary approval process may be implemented to authorize auto sales subject to a project-specific environmental review that considers reasonably foreseeable land use changes within the Industrial Conservation District.

Development Parameters

Height and FAR with associated setback and step back standards for the Industrial Conservation designation are:

NON-HOUSING PROJECTS

TIER 1 - BASE HEIGHT

- The base height in the Industrial Conservation District is 32 feet (2 stories) with a 1.5 FAR. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance. (see Figure 38)

TIER 2 - WITH COMMUNITY BENEFITS

- Subject to a discretionary review process, projects that provide community benefits may request a height up to 45 feet and 2.25 FAR. (see Figure 39)

HOUSING PROJECTS

- A housing project as defined in the Zoning Ordinance and in compliance with the City's Affordable Housing Production Program, may be developed up to 65 feet in height with a 3.0 FAR, exclusive of any State or local density bonuses. ,

- One hundred percent affordable housing projects will receive development incentives, including but not limited to: greater building height and FAR; reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian- oriented uses, which may also include community services, arts, and similar uses, as applicable.

- Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.

ALL PROJECTS

- New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard's open space, to be defined in the zoning ordinance. (see Figure 40)

- Maximum height of the building façade adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance. (see Figure 39)

- Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass

above the streetwall shall be established in the zoning ordinance. (see Figure 39)

14. Office Campus

Vision

Areas designated as Office Campus provide for office and related uses in limited areas of the City. Housing shall be allowed in the District.

Land Use Parameters

The Office Campus designation is applied to limited areas of the City that are currently developed with substantial office campus uses. No new areas are designated with the Office Campus land use designation.

Most properties within this designation are largely controlled by Development Agreements. However, in the Airport Business Park, a Specific Plan will be prepared by 2015 that will establish appropriate land uses. Typical uses may include retail, restaurants, a wide range of office uses, research and development, and advanced technology.

Development Parameters

In the Airport Business Park, a Specific Plan is required before significant new development, other than housing projects, may occur. The Specific Plan will establish appropriate development standards, however, the following standards are applicable during the intervening period.

NON-HOUSING PROJECTS

TIER 1 - BASE HEIGHT

■ The base height in the Office Campus District is 32 feet (2 stories) with a 1.5 FAR. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance. (see Figures 41 and 42)

TIER 2 - WITH COMMUNITY BENEFITS

■ Subject to a discretionary review process, projects that provide community benefits may request a height up to 45 feet and 1.75 FAR. (see Figure 43)

HOUSING PROJECTS

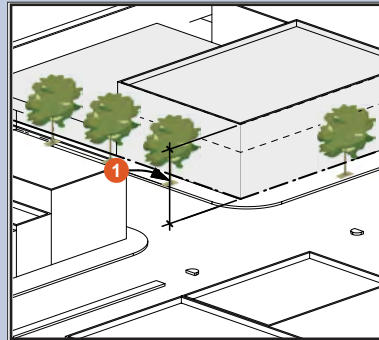
■ A housing project as defined in the Zoning Ordinance and in compliance with the City's Affordable Housing Production Program, may be developed at 60 feet in height with a 2.75 FAR, exclusive of any State or local density bonuses.

ALL PROJECTS

■ New or remodeled buildings on property adjacent to the boulevard shall have a minimum façade height to ensure the visual definition of the boulevard's open space, to be defined in the zoning ordinance. (see Figure 44)

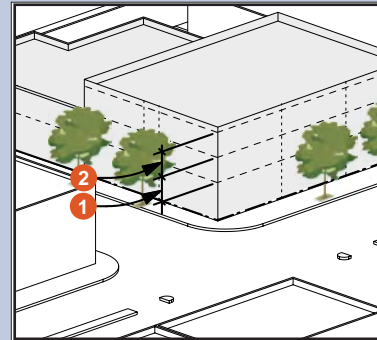
■ Maximum height of the building façade

Building Height Guidelines – Office Campus



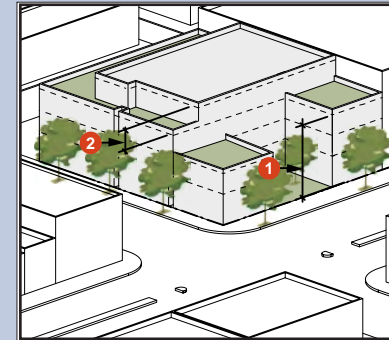
1 32' Maximum Building Height

Figure 41
32' Base Height



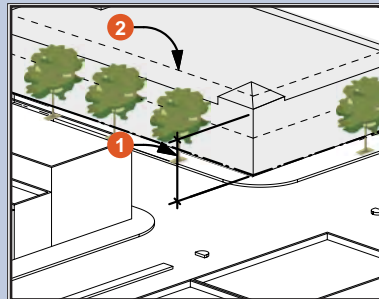
1 10' Floor-to-Floor Height
2 10' Floor-to-Floor Height

Figure 42
Max Façade



1 Maximum Façade at Property Line
2 Step Back

Figure 43
45' Height Limit



1 Minimum Façade
2 32' Maximum Building Height

Figure 44
Minimum Façade

adjacent to the property line along the boulevard or the intersecting side street shall be defined in the zoning ordinance. (see Figure 43)

- Above the streetwall height, the building shall step back from the boulevard in a manner that will minimize the visual bulk of the overall building as viewed from the public sidewalks and roadway and ensure maximum light, air and sense of openness for the general public. Guidelines or standards for the building mass above the streetwall shall be established in the zoning ordinance. (see Figure 43)
- One hundred percent affordable housing projects will receive development incentives, including but not limited to: greater building height and FAR, reduced parking requirements; flexibility in providing reduction in required ground floor pedestrian-oriented uses, which may also include community services, arts, and similar uses, as applicable.
- Housing projects will be reviewed in accordance with procedures set forth in the Zoning Ordinance.

15. Healthcare Mixed-Use

Vision

The Healthcare Mixed-Use designation addresses the changing healthcare needs of the community and supports the continued viability of the two hospitals in the City. New medical and ancillary facilities, open spaces and additional community benefits are envisioned to emerge over time. A shared parking program (including the sharing of existing surplus parking with neighboring uses), along with a Transportation Demand Management program to ensure substantial reduction in automobile trips are addressed in the Zoning Code and/or adoption of a new HASP and, with respect to Providence Saint John's Health Center, in a Master Plan and/or Development Agreement amendment. .

Land Use Parameters

The Healthcare Mixed-Use designation allows for a variety of uses that support the City's two hospitals and ensures that these uses are allowed to expand, while being sensitive to the surrounding residential neighborhoods in ways that meet the healthcare needs of the City and the subregion.

Allowed uses include hospital and medical office uses, pharmacies, residential care, rehabilitation and outpatient clinics, affordable, workforce and market-rate housing targeted at hospital employees, extended stay lodging for patient families, and supporting retail uses.

Development Parameters

Development standards within the Healthcare Mixed-Use District are as established within the Zoning Code, and/or, with respect to Providence Saint John's Health Center, a Master Plan.

E. COMMUNITY AND PUBLIC USES

16. Institutional/Public Lands/ Civic Center

Vision

The Civic Center is envisioned to be the cultural and institutional core of Santa Monica, with a new world-class park, residential village and revitalized cultural facilities connected to the Downtown Light Rail Station and the waterfront. An updated Specific Plan creates a unique area of high-intensity mixed-uses with significant gathering spaces and parks combined with civic buildings and connections to the Oceanfront and Downtown areas.

Areas designated as Institutional/Public Lands retain their strong variety of government, educational, cultural, and other facilities that meet the needs of the community.

Land Use Parameters

This designation is intended for high-intensity government uses as well as expanding park and open space opportunities as provided in the Civic Center Specific Plan. Commercial, retail, office, affordable, workforce and market-rate housing, and community facilities such as early childhood centers are also allowed in this mixed-use area. The Civic Center Specific Plan prescribes the allowable uses within this district.



***Parks and open spaces give residents and visitors respite from the rigors of daily life.** Santa Monica is fortunate to have a diverse variety of open spaces ranging from small intimate settings, such as neighborhood pocket parks, to large community facilities like Memorial Park, Airport Park and Palisades Park.*

Development Parameters

The Civic Center Specific Plan establishes allowable building heights and intensity.

This designation is intended for any public or quasi-public facility, including schools, colleges, municipal offices, museums or performance spaces, corporation yards, utility stations, and similar uses. This designation does not apply to areas where the intended future use is other than as an institution.

17. Parks and Open Space

Vision

Areas designated as Parks and Open Space preserve, enhance, and, where possible, expand Santa Monica's existing parks and open space, providing residents with easy access to a relaxing, visually appealing amenity that provides opportunities for healthy recreation.

Land Use Parameters

This designation applies to areas that will remain as parks or green open space, or be developed as such. Other allowed uses in this designation include supporting structures such as recreation centers, gymnasiums, and community meeting facilities. Also allowed are small-scale retail uses that support outdoor recreation, such as restaurants, refreshment stands, or sporting equipment and rental vendors. Park and green open space areas have high pedestrian connectivity with surrounding neighborhoods, and parking provided for parks or open space does not inhibit pedestrian access.

The Parks and Open Space land use designation and the accompanying policies are coordinated with the existing Open Space Element of the General Plan.

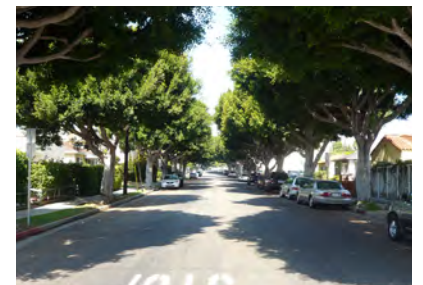
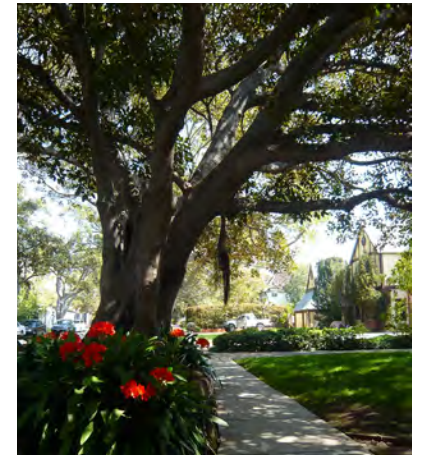
neighborhood conservation

Santa Monica is a city of neighborhoods.

Santa Monica's dynamic commercial districts, distinctive boulevards, stunning natural surroundings and beach orientation have made the City an international tourist destination. However, locals know that the heart of Santa Monica is its vibrant neighborhoods, from which the City draws its strength, vitality and diversity.

While each of the City's eight neighborhoods has its own personality and appeal, taken together they exemplify Santa Monica's inimitable charm. As an eclectic and cultured city of only 8.3 square miles, Santa Monica is a renowned destination for individuals and their families who seek a Southern California experience unlike any other on the Pacific coastline.

Santa Monica is one of the most densely populated urban areas in California. While the City's single family neighborhoods occupy a substantial share of the overall land area, the multi-family neighborhoods comprise the majority of homes in the community, with renters comprising roughly 64 percent of the City's



WHAT NEIGHBORS SAID: CONSERVING AND ENHANCING SANTA MONICA'S RESIDENTIAL NEIGHBORHOODS

Key Issues Citywide

The LUCE outreach process was instrumental in helping to articulate the LUCE neighborhoods strategy. The community identified not only issues specific to their own neighborhoods, but general land use policies that are shared citywide. The citywide issues identified are:

- Inappropriate and piecemeal development that is eroding the unique character and quality of life in the neighborhoods
- Demolition of existing homes and the loss of affordable residential units
- Loss of significant character-defining buildings, particularly courtyard buildings
- The size, scale, intensity and price of new infill development is inconsistent with surrounding neighborhood patterns
- Need for new housing to be high quality, to be compatible with existing neighborhood development patterns, and to provide appropriate transitions in scale and height
- Need for respectful transitions between commercial corridors and adjacent neighborhoods
- Desire for better management of the existing parking supply and for alternative parking solutions in residential areas with shortages
- Need to reduce cut-through traffic and congestion

Importantly, the LUCE proposes an innovative program of incentives and restraints designed to redirect intensive residential market pressure away from existing neighborhoods by the creation of significant new housing opportunities (replacing regional commercial growth) in a few specific locations along the City's boulevards and transit corridors.



The residential neighborhoods define Santa Monica and give the city a diverse cultural and historical texture.

residents. This statistic is evidence of Santa Monica’s powerfully inclusive housing policy goals.

The high quality of life, unique character and strong community values within Santa Monica’s neighborhoods create a sense of place and foster residents’ pride in their hometown. Renters and homeowners alike advocate for neighborhood conservation so that future generations may enjoy the same benefits and experiences. Their expectation is to live in one of the best natural and built environments—one that is complemented by a sophisticated array of services and amenities. Not surprisingly, the desirable character of the City’s neighborhoods is treasured by all Santa Monicans.

Despite the strength and vitality of the neighborhoods, care must be taken to ensure that they continue to be conserved and enhanced in the coming years.

NEIGHBORHOOD POLICY AND NEIGHBORHOOD CONSERVATION APPROACH

The LUCE responds to these issues by outlining both citywide and specific neighborhood goals, policies and actions that aim to preserve the scale, character and quality of life of the existing neighborhoods. This Plan establishes the policy of protecting the City’s residential



The Neighborhood Conservation strategy uses a menu of solutions, not just one, to preserve and protect the residential neighborhoods from deleterious impacts.

neighborhoods as well as their local-serving commercial areas such as Main Street and Montana Avenue.

Importantly, the LUCE proposes an innovative program of incentives and restraints designed to redirect intensive residential market pressure away from existing neighborhoods through the creation of significant new housing opportunities, replacing regional commercial growth, in a few specific locations along the City’s boulevards and transit corridors. This will act as a release valve for residential investment pressure which currently has nowhere else to locate but in the City’s neighborhoods.

In tandem with this initiative, the LUCE proposes a comprehensive neighborhood conservation strategy composed of a wide



In addition to providing new protections for City Landmarks and Structures of Merit, the Neighborhood Conservation Program seeks to preserve neighborhood character-defining features like mature trees.

variety of tools designed to give residents more control over the type of changes occurring in their neighborhoods.

Neighborhood conservation is an adopted policy to manage the pace, timing and type of change allowed in a neighborhood. It assumes that a neighborhood’s physical, social and economic attributes are linked, and it identifies strategies and tools to conserve them. These attributes create a cohesive identifiable setting and character which is recognizable both by its residents and by the community at large. The neighborhood may be characterized by:

- Distinctive building features (scale, mass)
- Distinctive land use and architectural features
- Distinctive streetscape features
- Distinctive site planning and natural features (historic development pattern and topography)

LUCE PROGRAMS AND POLICIES THAT STRENGTHEN THE CITY'S NEIGHBORHOODS:

Neighborhood Compatibility

- Requiring that new buildings:
 - Be of a compatible scale and character with the existing neighborhood
 - Provide respectful transitions between new and existing structures
 - Conform to building envelopes that preserve access to light and air and require appropriate setbacks along neighborhood streets, transitioning in size and scale toward adjacent residential structures
 - Provide ground level open space

Neighborhood Conservation Overlay Districts

- Developing a program of Neighborhood Conservation Overlay Districts and criteria that would provide additional regulatory tools for preserving and enhancing the residential neighborhoods. These protective conservation districts could cover an entire neighborhood or just encompass a small neighborhood sub-area that contains residences that share similar characteristics and/or could suffer similar adverse impacts.

Modify Demolition Regulations

- Modifying demolition regulations with specific criteria and procedures to provide new public noticing requirements and to promote and maintain distinctive existing neighborhoods that are defined by the character, design and pattern of development and the high-quality living environment they provide for a diversity of households to the extent feasible.

Preservation of Character-Defining Resources

- Encouraging the preservation of older buildings that are vital elements of the neighborhood life and character, particularly courtyard housing.



The preservation of older housing, like bungalows and courtyard buildings, ensures that vital elements of neighborhood life and character are preserved.

Incentives for Preservation

- Establishing a program of incentives to preserve historic and character-defining residential structures that may not be otherwise Landmark eligible.

Parking Management

- Implementing an expanded parking management program to ensure adequate parking availability for residents on residential streets at all times of the day.

Complete Neighborhoods

- Recommending that neighborhoods should be “complete,” with easy walking access to daily needs. The Plan seeks to create an optimal array of local services within existing districts and foster new local-serving retail in areas of the City that are currently lacking such services.

Increased Connectivity

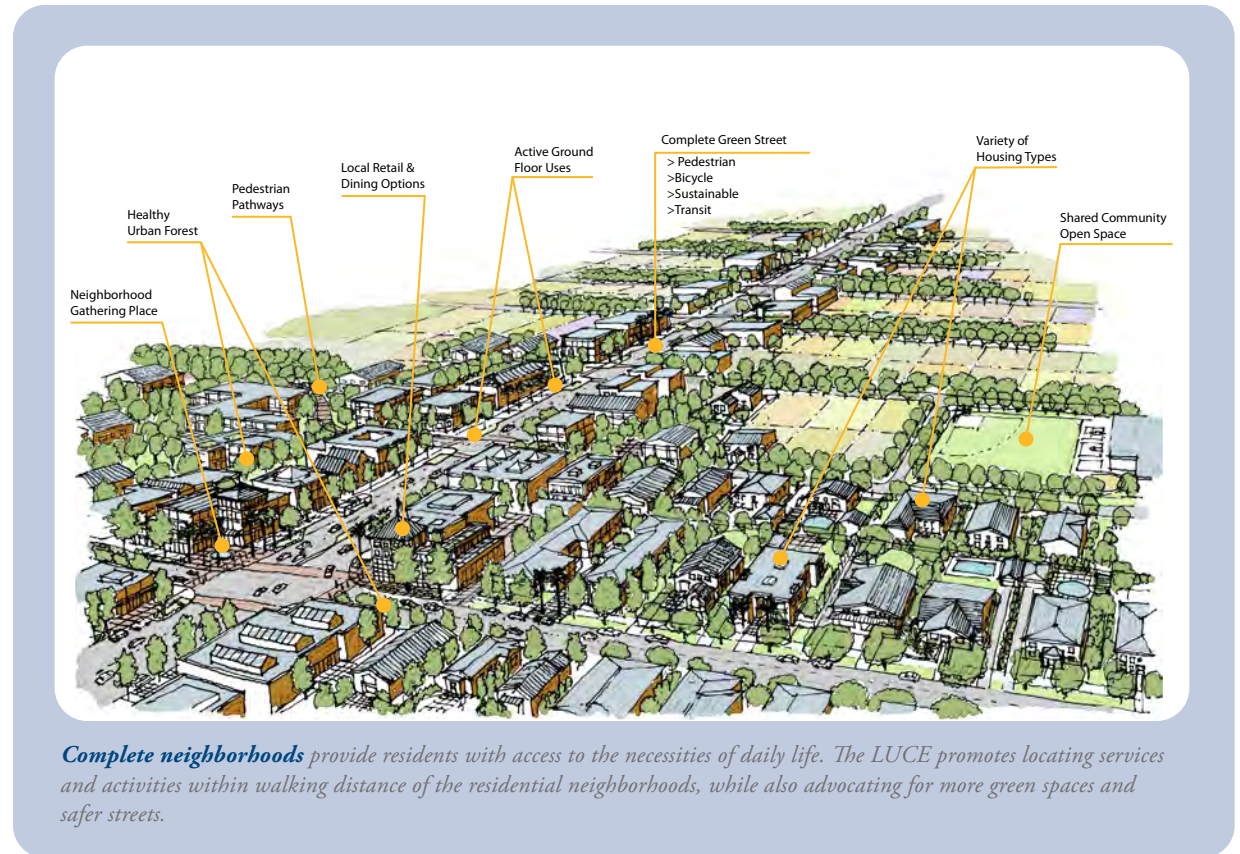
- Encouraging connectivity between and among residential neighborhoods and nearby boulevards through the provision of improved pedestrian walkways, greenways, plazas, bikeways and open space.

The LUCE also recommends the creation of a Transfer of Development Rights (TDR) program as an incentive for the preservation of historic and character-defining structures within the City's neighborhoods. Preservation of these buildings would be identified as a specific community benefit. TDR is a program that allows developers to purchase development rights from one property (the sending area or sending site) to allow greater development on a new site (the receiving area). (See chapter 2.3 *Historic Preservation for further information.*)

Building on these principles, this chapter outlines the overall vision for Santa Monica's neighborhoods, establishing goals, policies and proposed actions which may be applied, as appropriate, throughout the City. Subsequently, there is a discussion of the character of each of the City's eight neighborhoods, the neighborhood vision and the specific neighborhood goals, policies and actions to ensure their preservation and enhancement.

A Vision for Santa Monica's Residential Neighborhoods

Santa Monica's neighborhoods will continue to offer the same high-quality lifestyle and community experience that make them exceptional places to call home. These qualities will be retained by a comprehensive



program designed to protect and preserve the existing residential neighborhoods. Neighborhood conservation will also occur through rethinking how we design our streets to minimize the impact of the automobile and reclaim them as multi-purpose public spaces. The LUCE promotes harmony among buildings so that new buildings are attractive and compatible in size and scale with adjacent structures. New development activity will be restricted to ensure that building envelopes

and transitions between structures preserve access to light and air. Buildings will not only be of high architectural quality, but in areas where some commercial development is allowed, buildings will provide a mix of uses and services that support the needs of everyday life. Strong parking management measures will be implemented to provide additional parking for residents and limit the impact of visitor and employee parking on nearby areas.



Protecting and preserving the residential neighborhoods is one of the key features of the LUCE. Providing services and amenities within walking distance of the neighborhoods, and facilitating pedestrian and bicycle circulation are also crucial components.

CITYWIDE GOALS AND POLICIES


The citywide land use goals and policies for Santa Monica's residential neighborhoods reflect the community sentiment and outline the existing physical conditions documented during the extensive LUCE community outreach sessions and discussed at numerous public workshops, including the Neighborhood Conservation workshop. These goals have been refined by the Santa Monica community, Planning Commission and City Council. They represent overarching principles and a long-term vision for healthy, complete


neighborhoods that benefit from a symbiotic relationship with the rest of the City.

The purpose of these goals and policies is to promote land use patterns that maintain safe residential neighborhoods, support economic prosperity, protect open space and preserve the overall quality of life. These goals, which are applicable citywide, are followed by proposed policies and actions which the City may choose to implement on a citywide or targeted neighborhood basis.


GOAL N1: Protect, preserve and enhance the residential neighborhoods.


POLICIES:

N1.1  Respect and preserve the existing housing stock for its vitality, character and existing affordability to the extent feasible.

N1.2  Encourage enhancement of neighborhood services to achieve the goal of creating complete neighborhoods containing an optimal array of local-serving retail and services within walking distance, and fostering new local-serving retail and services in areas currently lacking them.

N1.3 Create active places in existing neighborhoods to promote sociability and human interaction.


N1.4  Preserve and protect existing neighborhoods against potential impacts related to development: traffic, noise, air quality and encroachment of commercial activities.


N1.5  Encourage and incentivize preservation or adaptive reuse of historic structures and older apartment buildings.


N1.6 Manage the parking system to better balance the number of vehicles in the neighborhood with existing parking resources, including limiting the impact of visitor and


employee parking from nearby commercial areas, and using pricing policies and limiting permits to increase parking supply.

N1.7 Make new development projects of compatible scale and character with the existing neighborhoods, providing respectful transitions to existing homes, including ground level open spaces and appropriate building setbacks and upper-floor step backs along neighborhood streets.

N1.8  Make a range of housing options available in multi-family neighborhoods, to suit the spectrum of individual lifestyles and space needs.


N1.9  Consider new trees and parkland for all existing and proposed residential districts through the City's urban forest program.


N1.10  Design neighborhood streets to be pedestrian- and bicycle-friendly, to minimize the negative impacts of the automobile, and to be safe and well illuminated.


N1.11  Offer superior landscaped environments that include tree-lined sidewalks, landscaped setbacks, courtyards and parkways (where appropriate). Avoid front yards visually dominated by the automobile.

GOAL N2: Promote and maintain distinctive existing neighborhoods that are defined by their character, design and pattern of development and the high-quality living environment they provide for a diversity of households through the establishment of a Neighborhood Conservation Program.

POLICIES:

N2.1  Maintain the distinguishing features and diversity of existing residential neighborhoods by protecting character-defining buildings and older smaller-scale multi-family and single family structures.

N2.2  Manage the City's residential resources to ensure continued availability of the range of housing opportunities necessary to sustain a diverse labor force and to meet the needs of all segments of the community, to the extent feasible.

N2.3  Promote the preservation and maintenance of existing affordable housing as a resource essential to protecting community diversity, maintaining community stability, meeting the varied needs of the City's workforce and its residents, and meeting its goal of reducing automobile commuting and controlling GHG emissions.



Character, design, pattern of development and quality of living environment are protected by a variety of conservation tools.



Access to services that are within walking or biking distance of residences is a critical component of the LUCE philosophy.



Freedom of expression is encouraged, tempered by the criterion that it be sensitive to the scale, mass and character of the neighborhood.





The continued preservation of historic structures identified in the City's Historic Resource Inventory is a capital concern of the community. Addressing these concerns and others related to the conservation of neighborhood character, the LUCE recommends increased regulatory and discretionary controls.


N2.4 Establish a demolition process which meets the goals and purposes of neighborhood conservation, consider the definition of "demolition," and modify the definition if appropriate.

GOAL N3: Locate services and amenities within walking distance of neighborhoods.

POLICIES:

N3.1  Encourage commercial uses that provide goods and services to support daily life within walking distance of neighborhoods.

N3.2  Allow small-scale retail uses in neighborhoods with a land use designation of Low-Density Residential, Medium-Density Residential or High-Density Housing.

N3.3  Create direct and safe pedestrian and bicycle connections between residential areas and nearby boulevards through the provision of improved walkways, greenways, plazas, bicycle trails and open space.

GOAL N4: Ensure compatible design to preserve and enhance neighborhoods.

POLICIES:


N4.1 Design new development to be compatible with the existing scale, mass and character of the residential neighborhood. New buildings should transition in size, height and scale toward adjacent residential structures.

N4.2 Ensure that new buildings are compatible in scale and size, and are fully designed and articulated with entry doors, porches, windows or similar features that face the front yard.


N4.3 Orient all new development in multi-family residential districts to enhance the public street realm.

N4.4 Design new development or redeveloped structures in such a manner as to minimize impacts on or disruptions to neighbors.

N4.5 Ensure that new development or redevelopment of existing properties respects the neighborhood history and culture.

N4.6  Incorporate sustainable building practices, and encourage redevelopment to consider adaptive reuse as an alternative to demolition.

N4.7 Buffer residential uses, particularly those at the edges of a neighborhood from non-residential development located along boulevards and in districts by requiring such development to step down in size and scale toward the neighborhood.

N4.8  Encourage and incentivize sustainable building practices when homes are renovated and new buildings are constructed.

GOAL N5: Preserve and conserve Santa Monica’s historic resources and character-defining structures through development of incentive and disincentive programs.

POLICIES:

N5.1 Establish a program for the Transfer of Development Rights (TDR) for significant historic resources as well as character-defining structures, as defined by the City (such as courtyard buildings.) Program components to be explored include:

- Identifying designated preservation zone(s)—such as the Downtown District or a Neighborhood Conservation Overlay District, i.e., the sending area
- Identifying receiving areas on specified boulevards, transit corridors and activity center overlays
- Identifying historic resources and/or courtyard housing as a community benefit
- Identifying procedures for determining valuation of the TDR, approving the transfer and recordation of the exchange, and ensuring maintenance of the historic resources or character-defining property
- Establishing criteria for courtyard building participation in the program possibly in conjunction with a Neighborhood Conservation Overlay District or as individual structures

N5.2 Consider a conservation easement program to allow owners of historic properties to earn a one-time income tax deduction

through the donation of a property easement to a qualified preservation organization.

N5.3 Regulate the demolition of housing within designated Neighborhood Conservation Overlay Districts and/or character-defining housing (such as courtyard buildings) to promote neighborhood conservation goals.

N5.4 Initiate a public education program that explains the benefits of the incentive programs available for historic resources and neighborhood character-defining structures and the procedures property owners can use to receive the economic benefits. Real estate professionals, architects and developers should also be included in this education program.

GOAL N6: Ensure adequate parking availability for residents on residential streets at all times of the day.

POLICIES:

N6.1 Expand the parking management program to implement the policies supporting Goal T22 and Goal T23 of the Circulation Element.

N6.2 Prioritize neighborhoods with the greatest on-street parking scarcity for implementation of expanded parking management options.




Parking supplies are limited in many areas of the City, like WilMont and Ocean Park. The LUCE seeks solutions through better management of resources, shared parking strategies and Transportation Demand Management policies.



Bike Boulevards: Pedestrians and bicyclists enjoy parity with the personal automobile when the City makes decisions on streetscape, circulation and access.

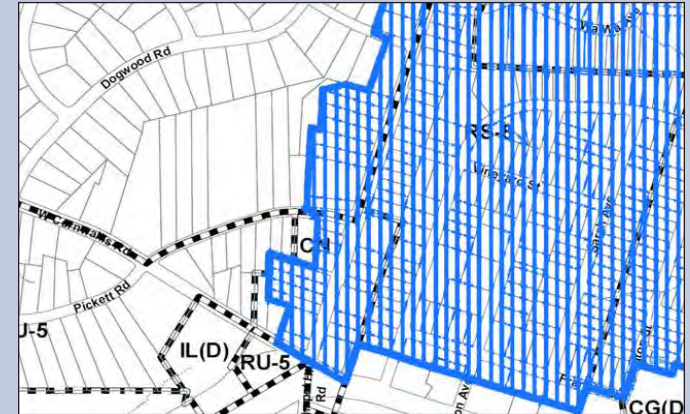
GOAL N7: Ensure that walking and bicycling are safe and comfortable on all neighborhood streets at all times of the day.

POLICIES:

N7.1  Implement the policies in the walking and bicycling sections of the Circulation Element.



New infill development must be compatible with the existing neighborhood character. Designing for compatibility includes being sensitive to the mass, scale and character of the existing built environment.



Neighborhood Conservation Overlay Districts, like the one in another city illustrated above, provide additional standards for underlying zones to retain distinctive neighborhood characteristics that are not typically addressed by a Zoning Ordinance.

CITYWIDE ACTIONS

The City shall explore the following actions in order to implement the neighborhood conservation and enhancement goals and policies of the LUCE. Based on further research and community outreach, the City may determine to apply these actions citywide or to specific neighborhoods or sub-areas.

Neighborhood Conservation Overlay Districts

Establish and develop a Neighborhood Conservation Overlay District Zone and criteria. These protective conservation districts could cover an entire neighborhood or encompass a small neighborhood sub-area that contains residences that share similar characteristics and/or could suffer similar adverse impacts.

- Prepare zoning regulations that allow the creation of Neighborhood Conservation Overlay Districts for neighborhoods or sub-areas of neighborhoods to conserve and enhance their distinctive neighborhood characteristics. Such characteristics might include: distinctive building features (e.g., scale, mass), distinctive land use and architectural features, distinctive streetscape features (e.g., trees, sidewalks, landscape, streets, lighting), and/or distinctive site planning and natural features (e.g., historic development patterns and topography).
- Establish procedures for a Neighborhood Conservation Overlay District designation, including but not limited to:
 - A neighborhood participation and outreach program
 - District boundaries
 - Criteria-specific regulations for each district
- Review development standards to ensure compatibility of size, scale and intensity of new infill



Courtyard housing is a Southern Californian architectural style. In Santa Monica, this property type promotes the distinctive character and quality of existing neighborhoods and communities.

development and rehabilitation/expansion, and modify as necessary to address:

- Consistency with surrounding neighborhood patterns
- Impact on light and air
- Design quality and compatibility
- Prepare language for a Real Estate Contract Rider for use in the sale/purchase of all properties within a Neighborhood Conservation Overlay District which informs the purchaser of the conservation designation, unique characteristics and any applicable regulations.
- Define terms such as “historic resource,” “historic character,” “landmark,” “character-defining resources,” and similar terms in the neighborhood conservation program.

Courtyard Housing Protections

Establish a program of special protections for the conservation and retention of the City’s

inventory of courtyard housing—a uniquely Southern Californian architectural type. Modify development standards for the creation of new courtyard housing with ground level open space.

- Identify the goals of the courtyard housing program. Such goals could include:
 - Promoting the distinctive character and visual quality of existing neighborhoods
 - Assisting the improvement or maintenance of the visual attractiveness of multi-family courtyard housing available to meet the needs of all social and economic groups within the community
 - Discouraging the development of buildings that are not of acceptable scale, exterior design or appearance
 - Ensuring that new development provides a sense of place visually consistent with existing courtyard design and setting

An identifying feature of courtyard housing is a communal open space. This characteristic provides a place for social interaction and strengthens a building’s relationship to the street.

- Prepare a definition and criteria for identification of courtyard housing, including but not limited to:
 - The courtyards shall contain site planning characteristics with the courtyard as main character-defining feature of the type, providing a sizeable outdoor room or ground level open space for common use and enjoyment.
 - The courtyards should provide the major means of circulation in and through the buildings. The significant majority of dwelling units shall have a front door directly on the courtyard, or be accessed directly through a stairway or exterior walkway that is accessed from and faces the courtyard (as development standards).
 - The courtyard shall either be mostly enclosed by buildings and landscaping or it must have a landscaped side yard onto which the unit entrances face.
 - The courtyard should be clearly visible from the street, and must be reached directly from the public right-of-way by pedestrian path.

■ Establish procedures for application of designation as courtyard housing including but not limited to:

- Designation of an area of courtyard housing concentration as a Neighborhood Conservation Overlay District, or
- Identification of individual structures throughout the City for conservation and retention.
- Upon further study, the City's significant collection of bungalow courts, which were the precedent for courtyard housing, may be suitable for designation within this program.
- Establish notification and outreach procedures for owners and renters of properties to be designated.

■ Establish incentives for conservation and retention of courtyard housing, including possible establishment of a:

- Transfer of Development Rights program, identifying conservation of courtyard housing as a specific community benefit and as a sending site with receiving areas along transit corridors, in activity centers, Transit Villages and Mixed-Use Creative Districts.
- Conservation easement program to allow owners of courtyard properties to earn a one-time income tax deduction through the donation of a property easement to a qualified preservation organization.
- Design review assistance program for owners of qualified courtyard housing.
- Application program to the State Historic Building Code which allows for less stringent code compliance for qualified courtyard buildings, as appropriate.



The LUCE recommends new criteria and procedures to evaluate the demolition of buildings within the neighborhood context. This program includes revised noticing requirements.

■ Establish regulations for conservation and retention of courtyard housing, and the construction of new courtyard housing, including but not limited to:

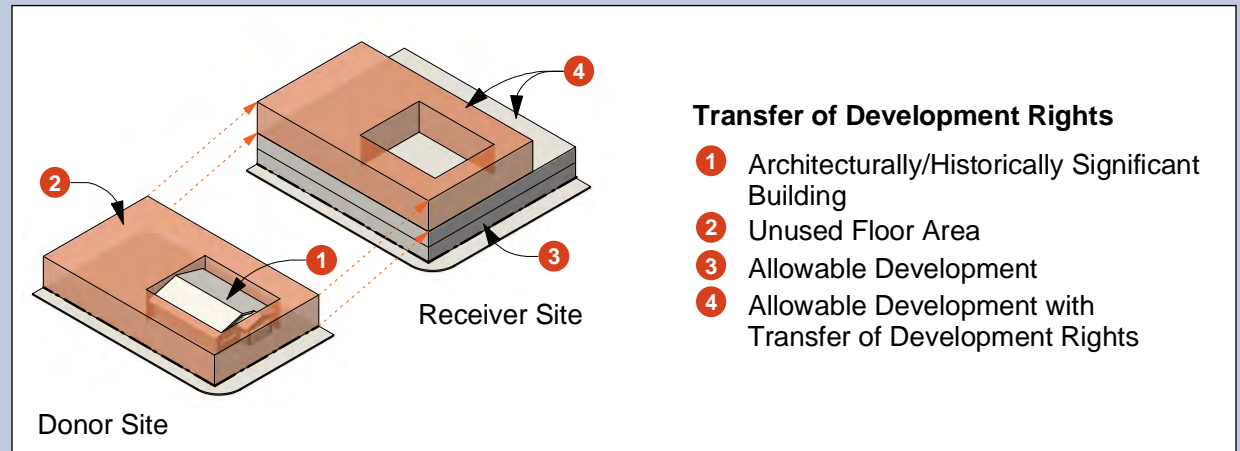
- Create new review criteria for demolition, including an analysis of their contribution to the City's unique historic, developmental and architectural context.
- In the case of new construction, revise development criteria requiring a centered, landscaped courtyard on large lot development. The purpose of revised design criteria would be to ensure that the resulting new development meets the spirit of the open courtyards that they may be replacing, and may require setback changes or a greater ground level open space than is currently required.

Demolition Regulations

Modify demolition regulations to develop and adopt new noticing requirements and specific criteria to evaluate buildings in Neighborhood Conservation Overlay Districts. The goals of the new regulations are to promote and maintain distinctive existing neighborhoods and the high-quality living environment they provide for a diversity of households, as well as the preservation of existing housing as a resource essential to maintain a community diversity and meeting the needs of the City's workforce and residents. The City shall:

- Establish a new definition of "demolition" and a process which meets the goals and purposes of neighborhood conservation.
- Establish specific criteria and procedures which evaluate the demolition of buildings in Neighborhood Conservation Overlay Districts for their contribution to each district's distinctive character. Amend the Zoning Ordinance to:
 - Require findings for demolition approvals that require consideration of the full range of issues that define neighborhood character including aesthetic, social and cultural attributes
 - Provide determination on demolition request at earliest stage of development application review process

- Establish new and revised noticing requirements, including but not limited to:
 - Written notification to all adjacent and abutting property owners upon the filing of an application for a demolition permit
 - The written notice should describe the proposed demolition, identify the building or structure to be demolished or removed, and specify the process for issuing the permit and the time limit to appeal the issuance of the permit.
 - Larger notice of intent to demolish signs to be posted prominently on the property
 - Demolition applications to be posted on an appropriate Web site



A Transfer of Development Rights (TDR) program encourages the preservation and conservation of historic, or culturally significant resources by allowing homeowners to sell their development rights.

Development Standards

Modify development standards to maintain and conserve residential neighborhood character. The purpose of revised design criteria would be to ensure that resulting new development meets the spirit of the open courtyards. Such modifications should consider:

- Providing for height and setback transitions between new and existing residential buildings
- Providing appropriate upper-floor step backs along neighborhood streets
- Providing for appropriate height and setback transitions between commercial uses and the residential neighborhood
- Requiring an amount or percentage of ground level open space for new multi-family buildings

- Requiring a centered courtyard on large lot development

Establish a Transfer of Development Rights Program

The City shall establish a TDR to encourage the preservation of significant landmark properties and character-defining structures such as courtyard housing.

(See chapter 2.3 Historic Preservation for further information.)

- Identify designated preservation zone(s) such as, but not limited to, the Downtown or a Neighborhood Conservation Overlay District—the sending area. Define historic preservation and courtyard housing preservation as a community benefit.
- Identify receiving areas such as boulevards, transit corridors, activity centers and the Mixed-Use Creative Districts identified in the LUCE.

- Identify how the market in TDRs would work, how valuation would be established, and how the City would approve the transfer of development rights.

- Identify when the permanently reduced development easement and the maintenance agreement would be recorded.
- Establish criteria for participation of courtyard housing in the program, possibly in conjunction with a Neighborhood Conservation Overlay District or as an individual structure.
- Create the legislation to implement the TDR program.

Establish a Neighborhood Comprehensive and Coordinated Parking Management Program

The City shall expand upon its existing programs to pursue all of the policies of the Parking section of the Circulation Element in



A comprehensive and coordinated parking management program includes constraining residential permits, providing access to commercial spaces, and ensuring that new development improves parking availability.

an integrated approach focused on residential neighborhoods. Implementation would be prioritized in areas with the greatest on-street parking scarcity, and with the greatest resident support, such as, but not limited to, portions of the Wilshire-Montana and Ocean Park neighborhoods.

Reduce Traffic Impact of Construction Vehicles

Establish policy limiting impact of construction vehicles on residential neighborhoods for large projects along major corridors and in mixed-use centers.

- Modify building permit applications for large projects to require a circulation plan for construction vehicles that requires use of the City's truck route network and avoids residential streets.
- Include a circulation plan as part of the pre-application phase of community outreach.
- Provide for appropriate enforcement resources.

Prepare Pattern Book

Prepare a pattern book to provide extensive illustrations and explanations of how to make sensitive modifications/additions to different housing types in the City.

- Specific chapters should be developed focusing on each of the City's eight neighborhoods.

- Building and alteration permits will be reviewed for consistency with identified neighborhood characteristics and the pattern book.

Establish Educational Programs

To expand awareness of the character-defining attributes of the City's neighborhoods, as well as the programs and regulations designed to protect them, establish a series of educational programs and materials directed toward:

- Real estate professionals
- Architects and developers
- New residents
- The community's youth and children

Develop a Neighborhood Improvement Program

In order to provide transparency and visibility of the neighborhood conservation effort, the City should develop a neighborhood improvement program for each of the City's neighborhoods that would describe City programs and infrastructure improvement actions that are planned for the intermediate-term and long-term periods in each neighborhood.



LUCE policies protect residential neighborhoods from the effects of nearby construction by requiring that construction vehicles steer clear of local streets where possible.

THE CITY'S NEIGHBORHOODS

Santa Monica's eight residential neighborhoods represent 96 percent of the City's land area and are the focus of the strong conservation measures of the LUCE. They each have unique identifying characteristics and exemplify what makes Santa Monica such a desirable place. From the City's origins as a beachfront and resort town to its present incarnation as an internationally recognized destination, the City has always drawn its charm and character from the quality of its residential areas.

The eight residential neighborhoods that are the focus of this chapter are: (1) North of Montana, (2) Wilshire-Montana (WilMont), (3) Pico, (4) Sunset Park, (5) Ocean Park, (6) Mid City, (7) Northeast, and (8) Downtown.

The location, character and key issues for these neighborhoods are discussed in detail on the following pages, along with goals and policies that are specific to each particular neighborhood. These goals and policies are in addition to citywide neighborhood goals and policies discussed previously. It is anticipated that a medley of both citywide and specific neighborhoods policies may be implemented. The LUCE recognizes that neighborhood-specific strategies and actions, developed in partnership with residents and property owners, are essential to maintain and enhance the City's neighborhoods.



NORTH OF MONTANA

Location

The North of Montana neighborhood lies just north of Santa Monica's Montana Avenue shopping district and is bound by the City limit at Santa Monica Canyon to the north, the City limit at Centinela Avenue to the east where it borders Brentwood, Montana Avenue to the south, and Ocean Avenue to the west.



Neighborhood Character

Famous for its tree-lined streets and architecturally appealing homes, the North of Montana neighborhood is characterized as a peaceful residential area where large lots and pleasant landscaped avenues combine to form a quiet and secluded environment. It incorporates several sub-areas with distinct characteristics.

South of San Vicente Boulevard, typical lot sizes in North of Montana east of 7th Street range from 7,500 to 9,000 square feet. Large lots (and homes) are also common, particularly in the area known as Gillette's Regent Square, which derives its name from the inventor of the Gillette safety razor, King C. Gillette. Today it is an area of great architectural variety, containing some of the most picturesque homes in the Los Angeles area.

The Palisades Tract, the City's largest subdivision, is central to the development history of Santa Monica, and is distinguished by its large, older homes surrounded by substantial yards and gardens. Bounded by Ocean Avenue, Georgina Avenue, 7th Street and Palisades Avenue, the Palisades Tract contains four east-west streets along which most of the development is oriented.

North of San Vicente Boulevard is a residential area that typically consists of large, irregularly shaped lots that benefit from views of the Pacific Ocean, or scenic Santa Monica Canyon. This area combines exceptional architecture with unique landscape expressions. Several homes are noted as historically significant, and streets such as Adelaide Drive and La Mesa Drive are considered potential historic districts.

San Vicente Boulevard Garden Courtyard Apartments are concentrated along



Elegant single- and multi-family homes enjoy verdant natural surroundings in the North of Montana neighborhood.

picturesque and tree-lined San Vicente Boulevard between 7th Street and Ocean Avenue. A wonderful example of garden courtyard apartments, they are typically two to three stories in height and oriented around common courtyards that open up to San Vicente Boulevard. Styles range from the 1930s Streamline Moderne to the 1940s Minimal Tradition to the modern vernacular architecture



Architectural variety is celebrated in this area, which includes many historic homes built by well-known architects.

of the 1950s. This area was identified as significant in the 1983 citywide Historic Resources Inventory and again in 2002 in the *North of Montana Historic Resources Inventory Update*. The courtyard apartment is a uniquely Southern Californian architectural type. Ocean Avenue between the City's northern limit at Adelaide Drive to Montana Avenue includes

a narrow band of high-density multi-family structures ranging from two to six stories in height. The buildings in this portion of the City are oriented west, giving the occupants spectacular views of Palisades Park and the Pacific Ocean.

Montana Avenue, which defines the southern edge of the neighborhood, serves as its local retail, commercial and entertainment street. This commercial district also draws regional visitors who enjoy its many cafes and boutique stores.

North of Montana Neighborhood Vision

North of Montana continues to be a distinct residential neighborhood that provides for a diversity of lifestyles, activities and architectural expressions. The neighborhood's character is preserved and enhanced, and new construction is consistent with the scale and massing of adjacent structures. Historical homes and landscape features are preserved, and valued property types, like courtyard housing, is protected through a menu of neighborhood conservation approaches. Mature trees that form distinguished street corridors and contribute to the character of the neighborhood are preserved. Where parking supplies are limited, the City will seek to provide solutions that alleviate the impact on the neighborhood.



The Gillette Regent Square area contains a concentration of important residential structures that speak to Santa Monica's rich past.



Mature tree canopies and pleasantly landscaped parkways contribute to the distinctive character of the North of Montana neighborhood. These features should be preserved for future generations to enjoy.

NORTH OF MONTANA NEIGHBORHOOD GOALS AND POLICIES

In addition to the citywide neighborhood goals and policies identified earlier in this section, the following goals and policies apply to the North of Montana neighborhood.

GOAL N8: Protect, preserve and enhance the attributes of the North of Montana residential neighborhood and ensure compatible design.

POLICIES:

N8.1 Develop a program to encourage the protection of existing single family residential neighborhoods in the North of Montana neighborhood. Options that could be explored include the following citywide actions:

- Modifying development standards
- Developing a Neighborhood Conservation Overlay District
- Developing a pattern book

N8.2 Explore a range of opportunities to protect and conserve areas such as the Gillette Regent Square neighborhood area. Options that could be explored include:

- Designating those areas as historic districts based on required analysis
- Developing a Neighborhood Conservation Overlay District for these areas

N8.3 Develop a program to encourage the protection of the significant concentration of the character-defining courtyard buildings in the North of Montana neighborhood located between Ocean Avenue and 7th Street, bordered by San Vicente Place North to the north and Georgina Place North to the south. Options that could be explored include:


- Designating a Neighborhood Conservation Overlay District for this area designed to protect distinctive building features; distinctive landscape and streetscape features; and distinctive site planning features based on the analysis identified in the September 2009 report San Vicente Apartments: Courtyard Housing Study; or designating a San Vicente Historic Overlay District
- Applying modified demolition regulations to this area which include specific criteria to evaluate the demolition of courtyard buildings for: (a) their contribution to the neighborhood's distinctive character, (b) establishing that their demolition will not have an impact on the City's range of housing opportunities
- Establishing preservation incentives through a Transfer of Development Rights program: identifying this area as a designated "conservation area"; identifying conservation of courtyard housing as a specific community benefit; and identifying the receiving areas along boulevards, transit corridors, in activity center and in the Bergamot Transit Village and Mixed-Use Creative Districts

 denotes sustainable policy



The San Vicente Courtyard Apartments study area is within the blue boundary; courtyard apartments are shaded in green. The San Vicente courtyard apartment cluster is an intact example of a unique Southern Californian architectural style.

- Revising new development design criteria to require a courtyard centered on large lot development to ensure that the resulting new development replicates the open courtyards that they are replacing
- Replacing non-courtyard buildings in the event that they are demolished in the Neighborhood Conservation Overlay District with new buildings that incorporate typical courtyard apartment plans, and with massing that is generally two stories, including ground floor open space
- Preserving site planning attributes of San Vicente Boulevard, including:
 - Protecting the landscaped median of San Vicente Boulevard, its coral trees and lawn—properly maintaining and replanting as needed
 - Preserving the pedestrian sidewalks lining the boulevard and the mature trees in the landscaped parkways
 - Maintaining consistent lot setbacks for new construction

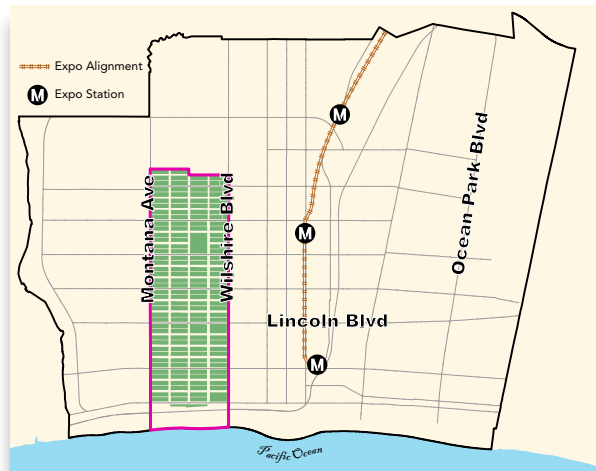
N8.4  Maximize protections of the existing tree canopy that lends distinction to the North of Montana neighborhood. Options that could be explored include:

- Identification of street trees that contribute to the unique character of the neighborhood
- Identification of trees on residential property that contribute significantly to neighborhood character
- Developing a program of protections which may include specific conservation measures and restrictions

WILSHIRE-MONTANA

Location

Wilshire-Montana (WilMont), the City's largest multi-family neighborhood, is conveniently nestled between the commercial corridors of Montana Avenue to the north, 21st Street to the east, Wilshire Boulevard to the south, and Ocean Avenue to the west. The neighborhood includes a variety of building types, architectural styles, densities and amenities.



Neighborhood Character

The Wilshire-Montana neighborhood includes many of the City's memorable cultural, architectural and geographical characteristics—from the bluffs of Palisades Park to the palm tree-lined avenues and the grand apartment hotels dating back to the 1920s and 1930s. The interplay between West Wilshire's residential buildings and the idyllic Southern California outdoor environment makes the neighborhood a highly desirable place to live.

Along its western edge at Ocean Avenue, luxury hotels and high-density condominiums possess enviable views of Palisades Park and the Pacific Ocean as well as easy connections to the Santa Monica Beach and Downtown.

East of 4th Court, residential density decreases slightly as does the makeup of the architectural collection. Residences comprise an assortment of early 20th century single family homes and bungalows together with duplexes, mid-century courtyards and hotel-style apartments common to Southern California. These are set amongst 21st century homes and condominiums designed in a variety of contemporary styles. Found among the residential areas are numerous places of worship, private schools and child care services. The area is also home to National Blue Ribbon Award-winning Lincoln Middle School.



Wilshire Montana (WilMont) is home to a wide variety of building types and architectural styles. It is also richly endowed with parks, open space and areas of historical and cultural interest.



of the neighborhood. New or rehabilitated development is consistent with the scale and mass of existing adjacent structures and with the surrounding neighborhood context. Adequate parking availability for residents, guests and retail businesses is managed through aggressive parking demand strategies. Improvements to street lighting, sidewalks, parkway strips and street trees enhance the aesthetic quality of WilMont, and encourages walking, biking and social interaction throughout the area.



The WilMont neighborhood contains a wide array of housing, ranging from small-scale California bungalow courts to elegant multi-family apartment buildings.

Throughout the entire WilMont neighborhood, an orderly grid pattern consisting of sidewalks, parkways, and rows of mature trees make it pedestrian-friendly. Bicyclists also enjoy the bicycle lane along California Avenue, allowing an easy route to the ocean, schools and parks.

Wilshire-Montana Neighborhood Vision

Wilshire-Montana continues to offer a wide range of housing options, from small-scale California bungalows and courtyard apartment buildings to higher-density townhomes and condominiums to ensure diversity in the demographic composition



The LUCE addresses WilMont's parking and traffic issues by expanding management options of parking resources and by considering traffic calming measures on local streets.



LUCE policies seek to protect existing single and multi-family residential properties in the WilMont neighborhood. Among the strategies are revised demolition regulations, increased public input and conservation incentives.

WILSHIRE-MONTANA NEIGHBORHOOD GOALS AND POLICIES

In addition to the citywide neighborhood goals and policies identified earlier in this section, the following goals and policies apply to the Wilshire-Montana neighborhood.

GOAL N9: Protect, preserve and enhance the Wilshire-Montana residential neighborhood, and ensure available parking and compatible design.

POLICIES:

N9.1 Prioritize the Wilshire-Montana neighborhood, or a portion of the neighborhood, for implementation of Neighborhood Parking Management techniques identified in the Parking section of the Circulation Element. Implementation shall include a neighborhood outreach program and various policies on a trial basis.

N9.2 Expand management options for residential parking permit districts in order to increase on-street parking availability for Wilshire-Montana residents and detailed in the Circulation Element. Specific options to be explored in Wilshire-Montana include:

- Consider allowing overnight parking at metered spaces on commercial streets by limiting restrictions aimed at street sweeping to specific days rather than all weekdays.

- Exclude new residential buildings that provide their own parking from participating in existing residential permit programs.

- Once distribution of residential permits is constrained, consider means to expand on-street parking supply, such as adding diagonal parking on streets with sufficient width and not part of the bicycle network.

- On residential streets abutting commercial areas, provide pay-and-display machines for visitors, setting the price so that employees are discouraged from parking all day.

N9.3 Facilitate, via market mechanisms, the efficiency of existing off-street parking and make the parking available to Wilshire-Montana residents, particularly those with insufficient on-site parking. Options that could be explored include:

- Facilitate a community shared parking program for joint use of church, school, or office parking during evening/weekend hours.


- Consider leasing privately owned lots to facilitate additional parking availability to residents.

- As funding allows, consider an online residential parking rental service, matching residents who need off-street parking with those who have excess off-street parking. By helping to create a market for residential off-street parking, some residents may be encouraged to remove non-vehicular storage from their garages.

(See chapter 4.0 Circulation Element for further information.)

N9.4 Investigate ways to reduce the volume of cut-through traffic on the residential streets in the Wilshire-Montana neighborhood. Options that could be explored include:

- Considering traffic calming measures on some local residential streets
- Routing construction vehicles to major avenues and boulevards
- Limiting commercial employee and customer on-street parking in the residential neighborhood

N9.5  Develop a program to encourage the protection of existing single family and multi-family residential properties in the Wilshire-Montana neighborhood. Options that could be explored include the following citywide actions:

- Modifying development standards
- Developing a Neighborhood Conservation Overlay District
- Modifying demolition regulations
- Establishing a Transfer of Development Rights program for historic properties and City-identified courtyard housing
- Developing a pattern book

N9.6 Develop a neighborhood improvement program for the Wilshire-Montana




The Wilshire-Montana neighborhood will continue to offer a wide range of housing options to ensure diversity in the demographic composition of the neighborhood. New or rehabilitated development will be consistent with the scale and mass of existing structures, and with the surrounding neighborhood context.

neighborhood that would describe city programs and infrastructure improvement actions that are planned for the intermediate-term and long-term periods. The improvements could include street lighting, sidewalks, park strips and street trees.

GOAL N10: Ensure that walking and bicycling are safe and comfortable on all Wilshire-Montana streets at all times of day.

POLICIES:

N10.1  Implement the Wilshire-Montana neighborhood bicycle and pedestrian actions and policies detailed in the Circulation Element.

PICO

Location

The Pico neighborhood is located in the central part of the City, adjacent to Santa Monica's industrial areas to the north and sharing Pico Boulevard with the residents of Sunset Park to the south. Its northern borders are geographically defined by Colorado Avenue between Centinela Avenue and 20th Street, and by Santa Monica Boulevard between 19th Court and Lincoln Boulevard. Centinela Avenue defines the eastern boundary, Pico Boulevard the southern boundary and Lincoln Boulevard defines the western boundary.



Neighborhood Character

The Pico neighborhood has a rich cultural heritage and social diversity. Named for Pio Pico, the last Governor of Mexican California before it became part of the United States, the community draws its identity from a rich ethnic and cultural history that is evident in its lively parks and open spaces.

Home to Virginia Avenue Park, Stewart Street Park, Memorial Park, Euclid Park and Woodlawn Cemetery, the neighborhood has expansive open spaces for community activities, and passive enjoyment. The low-scale character of the neighborhood fosters a strong sense of community. The neighborhood is also home to Santa Monica College's main campus, an active place of learning and interaction.

This neighborhood strives to maintain its culturally diverse and family-oriented resident base in the face of increasing redevelopment pressure. Maintaining the character of the community and diversity of residents, as well as continuing the commitment to improve the quality of affordable housing are all important to this community and the City. New investment interest in some of the community's multi-family structures and older single family homes has addressed issues of vacant or poorly-maintained sites, and should foster the community's other important values.



The Pico neighborhood is home to a diverse range of people who frequently gather at Virginia Avenue Park to interact and celebrate.



Interior courtyards and public open space amenities are desirable aspects of the Pico neighborhood.



Pico neighborhood: *This mural is painted on a neighborhood teen center and depicts the area's rich cultural and historic background.*

Pico Boulevard plays an important role in the neighborhood. It serves a twin role as a neighborhood-serving street and a major boulevard. The City has made significant investments along Pico Boulevard in the last decade, including streetscape improvements (median, landscape, and signature lighting) and renovation and expansion of Virginia Avenue Park, including the popular farmer's market.

Pico Neighborhood Vision

The Pico neighborhood maintains its culturally and economically diverse character by employing a variety of neighborhood conservation programs, including striving to maintain affordable housing units, thereby retaining long-term residents and social diversity. New or rehabilitated development is consistent with the scale and mass of existing adjacent structures and with the surrounding neighborhood context. Owners of vacant or neglected properties are encouraged to convert their properties into uses that benefit the community.

The quality and character of Pico Boulevard is enhanced with additional neighborhood-serving retail, amenities and services in addition to streetscape enhancements like wider sidewalks and land transit facilities. A new library in Virginia Avenue Park serves all residents. Businesses, residents and school facilities have sufficient parking resources and adhere to parking demand programs to reduce the impact on the surrounding neighborhood.

New north-south connections throughout the Pico neighborhood, particularly over the I-10 Freeway, promote crosstown circulation as well as access to and from the area. Enhanced bicycle and pedestrian connections will strengthen Pico Boulevard.



Infrastructure improvements to streets, sidewalks and landscaping enhance the neighborhood livability. In the artist rendering above, Pico Boulevard features local services and amenities, an enhanced streetscape and facilities for multi-modal transportation.

PICO NEIGHBORHOOD GOALS AND POLICIES

In addition to the citywide neighborhood goals and policies identified earlier in this section, the following goals and policies apply to the Pico neighborhood.

GOAL N11: Provide protections to the Pico neighborhood and Pico Boulevard through an area planning process.

 denotes sustainable policy

POLICIES:

N11.1 Prioritize the Pico residential neighborhood and its adjacent commercial Pico Boulevard for the preparation of an area plan designed to address key neighborhood issues and implement solutions.


N11.2 To implement the goals and policies outlined in the Boulevards Chapter for Pico, consider a program to reinvest in the north side of Pico Boulevard between 17th Street and Virginia Avenue Park, between Cloverfield and 28th Street, and 31st Street to Centinela as

a low-scale Neighborhood Commercial mixed-use area to improve access to local services and address commercial parking issues. This program could include:


- A public/private reinvestment partnership including the City, Pico Improvement Organization and local business representatives and Santa Monica College representatives to facilitate the consolidation of lots and recruitment of appropriate local-serving uses.
 - Analyzing the feasibility of locating a bank and post office in this area to serve local residents
 - Providing student-oriented housing, and encouraging workforce housing development for SMC faculty and support staff
 - Encouraging of local family restaurants to be used as alternatives to fast food restaurants
 - Encouraging family-friendly services and a reduction in the number of liquor stores
 - Implementing TDM programs to address circulation and parking challenges
 - Promoting a viable, vibrant boulevard with active street frontages
- N11.3**  Improve multi-family housing facilities in the Pico Neighborhood, preserve housing opportunities, and provide for community gardens.
- N11.4**  Explore options and incentives to encourage better exterior maintenance of multi-family housing serving low-and moderate-income residents. An option that could be explored is

the expansion of the low-interest rehabilitation loan program to improve the exterior façade of poorly-maintained multi-family properties and improve conditions for rent-controlled unit tenants. Establish criteria for qualifying structures, which might include:

- Creation of a Neighborhood Conservation Overlay District
- Documentation of housing opportunities for low-and moderate-income households including seniors and the disabled
- Development of a City-facilitated leasing program of long-term vacant lots for use as community gardens

N11.5  Develop a program to encourage the protection of existing single family and multi-family residential properties in the Pico neighborhood and preserve its character. Options that could be explored include the following citywide actions:


- Modifying development standards
- Developing a Neighborhood Conservation Overlay District
- Establishing a Transfer of Development Rights program for historic properties and City-identified courtyard housing
- Modifying demolition regulations
- Developing a pattern book


N11.6  Acknowledging the historic burden on the Pico Neighborhood of community and regional infrastructure, evaluate future development changes in terms of environmental justice and cumulative impact. This could include:

- Minimizing further facility and infrastructure burdens;
- Further protecting residents from air, water, and soil pollution associated with existing infrastructure uses; and
- Pursuing opportunities for increased green space, parks, and community gardens.

GOAL N12: Ensure that walking and bicycling are safe and comfortable on all Pico neighborhood streets at all times of the day, and improve the appearance and quality of locations where streets terminate because of the freeway or transit right-of-way.

POLICIES:

N12.1  Implement the Pico neighborhood policies and actions detailed in the Circulation Element. Implementation of the Michigan Avenue “Bicycle Boulevard”/Safe Routes to School and improved pedestrian crossing at Lincoln/Michigan and along Pico at Santa Monica College should be prioritized.

N12.2  Improve the appearance and quality of residential street ends adjacent to the I-10 Freeway. Options could include:



***Pico Area Plan:** The LUCE encourages an area planning process to address neighborhood priorities like providing local services that are accessible on foot or by bicycle.*

- Landscaping street ends
- Adding plantings along freeway fencing/walls
- Discouraging trash and inappropriate long-term parking through monitoring and maintenance

N12.3 Develop a neighborhood improvement program for the Pico neighborhood that would describe City programs and infrastructure improvement actions that are planned for the intermediate-term and long-term periods. These improvements could include street lighting, sidewalks, street trees and marked pedestrian crossings.

SUNSET PARK

Location

Sunset Park is one of the largest residential neighborhoods in Santa Monica, bound by Pico Boulevard to the north, the eastern City limits, the southern City limits, and Lincoln Boulevard to the west.



Neighborhood Character

Sunset Park enjoys a rich history steeped in local and international events. The expansion of the Douglas Aircraft Company during the 1930s sparked a building boom in southeast Santa Monica; the area immediately surrounding tiny Sunset Park at 17th Street and Ashland Avenue expanded to include the entire area south of Pico Boulevard and east of Lincoln Boulevard. During World War II, the Sunset Park area witnessed a dramatic change as thousands of war-related production jobs sprang up in Santa Monica and surrounding areas. In response, builders constructed hundreds of housing units to meet the growing demand from blue-collar and middle-class workers. These developments made Sunset Park a suburban community for working individuals and families.

Sunset Park has matured into a distinct neighborhood featuring schools, parks, small businesses and employers. Its development pattern is comprised of orderly single family homes with deep front setbacks oriented to quiet tree-lined streets. Some areas contain a limited number of multi-family buildings, as well as one- and two-story courtyard apartments.



The smaller single family homes of Sunset Park reflect the area's history as a working class residential neighborhood.

The neighborhood is walkable, and it contains two preschools, two elementary schools, a middle school, Fairview Library, parks, family-owned neighborhood-serving restaurants and businesses, and two grocery stores.

Based on topographical and zoning patterns, the Sunset Park neighborhood contains two sub-areas: Sunset Park South and Sunset Park North. Sunset Park South contains the majority of the neighborhood's single family homes but also provides some multi-family housing. Sunset Park North demarcated by Lincoln Boulevard east to 16th Street and Pico Boulevard south to Ocean Park Boulevard, offers a mix of low-density multi-family and single family housing options. Many of the hillside homes south of Ocean Park Boulevard have scenic views of Marine Park, Penmar Golf Course, Marina del Rey and the ocean. Many streets are lined with beautiful trees.

Sunset Park is serviced by three commercial corridors: Pico Boulevard, which it shares with residents of the Pico neighborhood, Ocean Park Boulevard and Lincoln Boulevard.



Sunset Park enjoys many shady tree-lined streets that add to neighborhood character and walkability.

Sunset Park Neighborhood Vision

Sunset Park maintains its semi-suburban character and continues to provide distinct single and multi-family housing opportunities. New or rehabilitated development, particularly on the adjacent boulevards is sensitive to the scale and mass of existing structures and with the surrounding neighborhood context. Character-defining features, like mature street trees, are preserved to perpetuate the quality of Sunset Park's outdoor environment.

Traffic congestion and parking issues—especially as they relate to Santa Monica College—are mitigated by a mixture of transportation and parking demand management programs to reduce the impact of cut-through traffic and parking shortages. The mixture of neighborhood-serving amenities near residential areas along Pico and Ocean Park Boulevards features a range of retail, dining and entertainment options and is easily accessible by foot, bicycle or car.



Conserving and protecting the quality and character of Sunset Park's single and multi-family housing stock is a primary objective of the LUCE.




The LUCE seeks to preserve character-defining features of the Sunset Park neighborhood, such as its mature street trees.

SUNSET PARK NEIGHBORHOOD GOALS AND POLICIES

In addition to the citywide neighborhood goals and policies identified earlier in this section, the following goals and policies apply to the Sunset Park neighborhood.

GOAL N13: Protect, preserve and enhance the Sunset Park residential neighborhood and ensure compatible design.


POLICIES:

N13.1  Develop a program to encourage the protection of existing single family and multi-family residential properties in the Sunset Park neighborhood. Options that could be explored include:

- Developing a pattern book
- Modifying development standards
- Developing a Neighborhood Conservation Overlay District in areas such as, but not limited to:
 - Areas that could be identified in the citywide Historic Resources Inventory Update
 - Bryn Mawr neighborhood
 - Multi-family courtyard buildings
- Modifying demolition regulations
- Establishing a Transfer of Development Rights program for historic properties and City-identified courtyard housing

- Exploring the benefits and impacts of modifying development regulations to allow existing single family garage conversions to other uses

- Analyzing the benefits and impacts of allowing tandem and otherwise non-independently accessible single family residential parking spaces on a driveway to meet the parking requirement

N13.2  Maximize protection of the existing tree canopy which lends such distinction to the Sunset Park neighborhood. Options that could be explored include:

- Identifying street trees that contribute to the unique character of the neighborhood
- Developing a program of protections which may include specific conservation measures and restrictions

GOAL N14 Ensure adequate parking availability for residents on residential streets at all times of day.

POLICIES:

N14.1 Prioritize the Sunset Park neighborhood, especially the area around Santa Monica College, for implementation of Neighborhood Parking Management techniques identified in the Parking section of the Circulation Element. Implementation shall include a neighborhood outreach program and various policies on a trial basis.



New parking management strategies provide increased options for residents in Sunset Park. Enhanced alternatives to driving are also promoted in the LUCE.

N14.2 Expand management options for the residential parking permit district in order to increase on-street parking availability for Sunset Park residents, as detailed in the Circulation Element. Specific options that should be explored in Sunset Park include:

- Excluding new residential buildings that provide their own parking from participating in existing residential permit programs
- Eliminating the one or two hours of free parking allowed, and instead creating mechanisms for residents to easily purchase guest permits
- Providing pay-and-display machines for visitors and students, and setting the prices so that visitors and students are discouraged from parking all day

GOAL N15: Reduce the impacts of through traffic on residential streets.

POLICIES:


N15.1 Strive to reduce the impacts on residential streets in Sunset Park by managing the major boulevards and avenues so that they provide shorter travel times than parallel avenues or neighborhood streets. Options that could be explored include:

- Prioritizing traffic calming treatments on residential streets with high traffic speeds and/or high volumes of through traffic
- Investigating feasibility with Big Blue Bus and Santa Monica College of consolidated drop-off points along Pico Boulevard

- Coordinating with Santa Monica College to mitigate impacts of garage access from alleyways near residential properties
- Coordinating with Los Angeles to improve Centinela Avenue traffic flow at the I-10 Freeway to better manage peak period surges

GOAL N16: Locate local services and amenities within walking distance of the Sunset Park neighborhood.


POLICIES:

N16.1  Foster the provision of enhanced local services and amenities to serve the residents of the Sunset Park neighborhood. Options that could be explored include:

- Establishing a City program to reinvest in the north side of Pico Boulevard between 17th Street and Virginia Avenue Park
- Continuing to support and enhance the existing neighborhood-serving retail on Pico and Ocean Park Boulevards

GOAL N17: Ensure that walking and bicycling are safe and comfortable on Sunset Park streets at all times of day.

POLICIES:

N17.1  Implement the Sunset Park policies and actions detailed in the Circulation Element. Implementation of the bicycle facility through the Santa Monica College campus along the 17th Street corridor should be prioritized.

OCEAN PARK

Location

The Ocean Park neighborhood is located at the City's southwest border, neighboring Venice in the City of Los Angeles, the Santa Monica Civic Center and the Pacific Ocean. The neighborhood is bounded by Pico Boulevard to the north, Lincoln Boulevard to the east, the southern City limit to the south and the Pacific Ocean on the west.



Neighborhood Character

One of the City's oldest neighborhoods, Ocean Park sprang to life at the turn of the 20th century when land developer Abbot Kinney bought a sandy strip of land in Santa Monica's southwestern edge and began building roads, homes, parks and piers. Because of its history and location, the Ocean Park neighborhood has developed a distinct identity that residents characterize as the "other Santa Monica," — a diverse and eclectic beach community in the middle of a thriving urban environment.

Ocean Park is largely a residential neighborhood that can be viewed as three sub-areas: Ocean Park proper, South Beach (South Neilson), and the Borderline area (a small enclave along the City's border with Los Angeles, east of Highland Avenue, and west of Lincoln Boulevard). All three sub-areas contain a mixture of residential building types that range from older single family homes, duplexes and triplexes to 1970s-era multi-family developments. The Ocean Park neighborhood is also home to a fine collection of Craftsman, Mediterranean and Modernist International style structures, some of which are located within the Third Street Neighborhood Historic District.



The Ocean Park neighborhood is one of the city's oldest residential areas, and it features many fine historic homes.



Hotchkiss Park has been an Ocean Park oasis for generations of people who enjoy taking in the ocean views or relaxing on the expansive turf.



The Edgemar Complex on Main Street provides the community with a vital gathering space.



Main Street: Local businesses cater to locals and visitors from all over. Boutique shops, restaurants and specialty businesses combine to make Main Street a beloved neighborhood street.



The South Beach area, pictured above, is reminiscent of Ocean Park's heritage as a small beach-oriented neighborhood. Small homes with lots of character exist in many areas of Ocean Park.

Ocean Park Neighborhood Vision

Ocean Park continues to be an eclectic residential neighborhood and maintains its identity as a beach-oriented community with close ties to neighboring Venice. The neighborhood benefits from a balanced approach toward preservation and conservation that emphasizes maintenance of existing multi-family housing. New or rehabilitated development is sensitive to the scale and mass of existing adjacent structures and with the surrounding neighborhood context. New pedestrian and bicycle enhancements facilitate nonmotorized transit through the neighborhood and to the beachfront, and additions to the community forest provide green relief, shade and environmental benefits. Parking shortages and cut-through traffic issues are resolved through transportation and parking demand management strategies. The South Beach neighborhood character benefits from neighborhood conservation strategies designed to maintain the historic character of this area.

Many of the older beach houses and Craftsman structures are located in the South Beach area, which is reminiscent of the neighborhood's fabric at the beginning of the 20th Century.


In the heart of Ocean Park is Main Street, a neighborhood commercial street that is home to many boutiques, restaurants and neighborhood-serving businesses. Like Montana Avenue, Main Street has both local and regional appeal, providing an eclectic mix of activities that is unique to Southern California.

OCEAN PARK NEIGHBORHOOD GOALS AND POLICIES

In addition to the citywide neighborhood goals and policies identified earlier in this section, the following goals and policies apply to the Ocean Park neighborhood.

GOAL N18: Protect, preserve and enhance the Ocean Park residential neighborhood and ensure compatible design.


POLICIES:

N18.1  Develop a program to encourage the protection of existing single family and multi-family residential properties in the Ocean Park neighborhood. Options that could be explored include:

- Developing a pattern book
- Modifying development standards
- Developing a Neighborhood Conservation Overlay District
- Modifying demolition regulations
- Revising and updating the Ocean Park Neighborhood Development Guide. Review the OP design standards to ensure that new development criteria are achieving the goals of existing neighborhood character and architectural styles
- Reviewing commercial development standards for the length of Main Street and

consider modifications to ensure that new development is compatible with the adjacent residential neighborhoods

- Ensuring appropriate transitions in scale and height, with step downs toward the neighborhood
- Considering design guidelines for new commercial development

N18.2  Provide additional protections for areas within Ocean Park with distinctive groupings of character-defining structures, such as, but not limited to the South Beach area and the Borderline area. Options could include:

- Requiring architectural review of development application projects focusing on scale and massing and architectural details to ensure compatibility with neighborhood character
- Designating areas as Neighborhood Overlay Conservation Districts
- Designation as a Historic District

GOAL N19: Manage the parking system to ensure adequate supply and availability to residents and mitigate impacts of visitors and employees.

POLICIES:

N19.1 Prioritize the Ocean Park neighborhood or a portion of the neighborhood for implementation of Neighborhood Parking Management techniques identified in the



Through improved controls and regulations, the LUCE seeks to protect, preserve and enhance the Ocean Park residential neighborhood, and ensure compatible design.


Parking section of the Circulation Element. Implementation shall include a neighborhood outreach program and various policies may be implemented on a trial basis.

N19.2 Expand management options for the residential parking permit district in order to increase on-street parking availability for Ocean Park residents and their guests, and limit on-street parking by beach visitors and retail business customers. At the same time, the City should provide parking options for beach visitors and business customers of Main Street businesses. Options that could be explored, in addition to those in the Circulation Element include:

- Prioritizing the residential streets adjacent to Main Street for implementation of Neighborhood Parking Management program improvements to provide greater flexibility in developing pilot parking program solutions
- Establishing an effective employee off-site parking program
- Providing shared parking arrangements for new buildings
- Managing the parking inventory through such approaches as Real Time Electronic Space Availability signs for adjacent public lots, better public directional signage appropriately located on Main Street; and consolidated pay stations for meter spaces
- Excluding new residential buildings that provide their own parking from participating in existing residential permit programs
- Eliminating the one or two hours of free parking allowed, and instead creating mechanisms for residents to easily purchase temporary guest permits
- Providing pay-and-display machines for visitors on the most impacted residential streets priced so that visitors are discouraged from parking all day
- Providing shuttle service to bring beach visitors from parking garages to the beach

GOAL N20: Reduce the impact of through traffic on residential streets.

POLICIES:

N20.1  Recognized streets and sidewalks




Improving the pedestrian and bicycle environment in the Ocean Park neighborhood is highly desirable. The LUCE also seeks to increase the tree canopy in this area, putting the “park” back in Ocean Park.

as important green open space with improved quality and enhanced connectivity for bicyclists and pedestrians.

N20.2 Strive to manage the major boulevards and avenues so that they provide shorter travel times than parallel minor avenues or neighborhood streets, and implement traffic calming measures on residential streets.


GOAL N21: Ensure that walking and bicycling are safe and comfortable on Ocean Park streets at all times of day.

POLICIES:

N21.1  Implement the Ocean Park neighborhood improvements in the Circulation Element, including the Shared Streets program.

GOAL N22: Improve the existing tree canopy in the Ocean Park neighborhood.

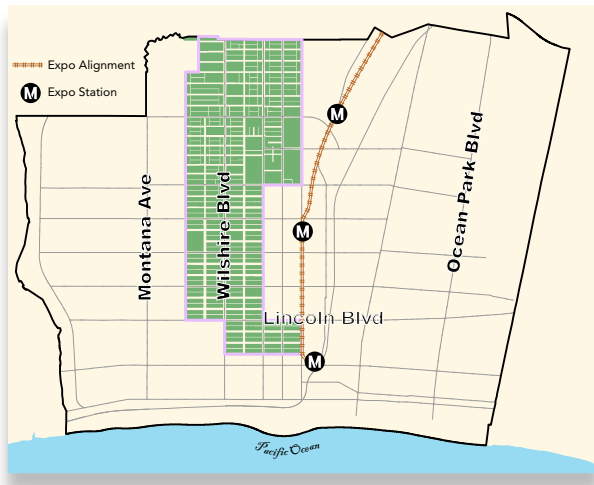
POLICIES:

N22.1  Use the City’s new inventory of trees to identify streets and areas in need of more plantings. Such areas might include: a) Hill Street and surrounding area, and b) Neilson Way.

MID-CITY

Location

Mid-City is geographically defined by Washington Avenue to the north, Centinela Avenue to the east, Colorado Avenue (adjacent to the industrial areas) and Santa Monica Boulevard to the south and 5th Street to the west. The area to the east of this neighborhood connects central Santa Monica to the West Los Angeles area, while the area to the west is a dense urban area characterized by its wide variety of architectural styles.



Neighborhood Character

The Mid-City neighborhood is composed of two sub-areas: Mid-City East—an area defined by Wilshire Boulevard to the north, Centinela Avenue to the east, Colorado Boulevard to the south and 25th Street to the west (including two small residential blocks of Berkeley and Franklin Streets)—and Central City which occupies land in the core of Santa Monica.

The residential component of the Mid-City neighborhood is made up of a large number of well maintained mid-20th century apartments. More recent 21st century contemporary Californian Spanish-Mediterranean and modern design styles are also woven into the architectural fabric. A number of single family homes remain as well—there are California bungalows and duplexes sprinkled throughout the area.

Mid-City is intersected by three major boulevards (Broadway, Santa Monica Boulevard and Wilshire Boulevard), and has an array of neighborhood- and regional-serving businesses and amenities within a short walk of most homes. The commercial services not only provide the neighborhood with products and services, but they also offer an assortment of employment opportunities for area residents.



Multi-family structures come in all varieties and provide housing opportunities for individuals and families. Well-sized streets are furnished with trees, sidewalks and curbside parking.

A significant feature of Mid-City is Santa Monica's medical industry, which is anchored by Santa Monica-UCLA Medical Center and Saint John's Health Center. These large complexes draw thousands of workers and patients to their locations every day.



Mid-City Neighborhood Vision

The Mid-City neighborhood continues to offer a range of housing types for a wide range of income levels. New or rehabilitated development is sensitive to the scale and mass of existing adjacent structures and with the surrounding neighborhood context. Commercial development on the boulevards transitions in height and intensity so as not to disrupt the residential character of the neighborhood. Residential neighborhoods adjacent to proposed districts benefit from additional conservation measures designed to protect the neighborhood quality of life. Mature trees and other forms of landscaping are preserved, and improvements to street lighting, sidewalks, parkways and other features enhance livability. Parking demand management programs are initiated to provide residents and businesses alike with sufficient resources.




A mix of housing types, architectural styles and neighborhood amenities, like the Santa Monica Community Garden on Park Avenue, contributes to the diversity of Mid-City's urban fabric.

MID-CITY NEIGHBORHOOD GOALS AND POLICIES

In addition to the citywide neighborhood goals and policies identified earlier in this section, the following goals and policies apply to the Mid-City neighborhood.

GOAL N23: Protect, preserve and enhance the Mid-City residential neighborhood and ensure compatible design.

POLICIES:

N23.1  Develop a program to encourage the protection of existing single family and multi-family residential properties in the Mid-City neighborhood. Options that could be explored include the following citywide actions:

- Developing a pattern book.
- Modifying development standards
- Modifying demolition regulations
- Establishing a TDR program for historic properties and courtyard housing

N23.2 Provide additional protections for areas within Mid-City that are adjacent to the proposed Healthcare District and the Mixed-Use Creative District. Such protections could include:

- Protections for the neighborhood in the development of the Area Plan for the Mixed-Use Creative District Area Plan

- Working with the Santa Monica-UCLA Medical Center and Saint John's Health Center on the development of a comprehensive circulation and parking strategy for the districts, employing aggressive Transportation Demand Management programs to mitigate potential impacts on adjacent residential neighborhoods and providing enhanced parking enforcement in the neighborhoods

- Designating adjacent residential areas as Neighborhood Conservation Overlay Districts

- Requiring clear edges and additional landscaping between the districts and the neighborhoods


- Increasing connectivity between the districts and the neighborhoods through enhanced pedestrian and bicycle facilities

- Ensuring that streets and sidewalks are recognized as important green open space with improved quality and enhanced connectivity

N23.3 Develop a neighborhood improvement program for the Mid-City neighborhood that would describe City programs and infrastructure improvement actions that are planned for the intermediate-term and long-term periods. The improvements could include street lighting, sidewalks, and street trees.


GOAL N24: Ensure that walking and bicycling are safe and comfortable on all neighborhood streets at all times of day.

POLICIES:

N24.1  Implement the Mid-City neighborhood improvements detailed in the Circulation Element.



The Mid-City neighborhood includes Saint John's Health Center. The LUCE makes a point of recommending appropriate transitions in scale and mass to preserve access to light and air.

 denotes sustainable policy

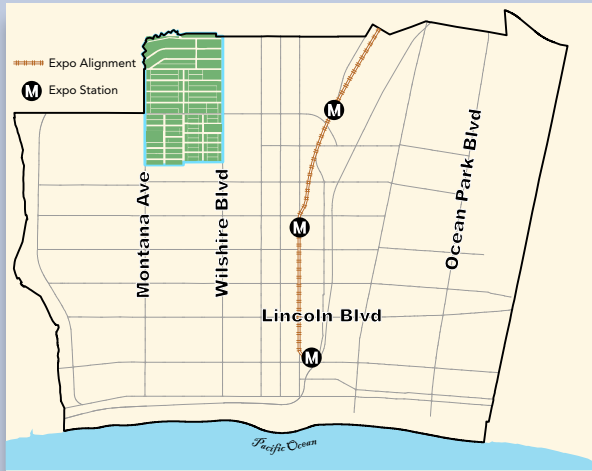


A mix of housing types, including courtyard apartments, defines the Mid-City neighborhood as an area of the City where individuals and families can live in a variety of settings.

NORTHEAST

Location

The Northeast neighborhood is bounded by Montana Avenue on the north, Centinela Avenue on the east, Wilshire Boulevard on the south, and 21st Street on the west.



Neighborhood Character

The Northeast residential neighborhood features mostly single family homes with a small mix of multi-family buildings that rim the Wilshire commercial corridor. Residents of Northeast enjoy a quiet suburban environment, enhanced by a natural tranquility that stems from their mature tree-lined and beautifully landscaped boulevards and avenues as well as a lack of intense traffic and automobile noises. Residents of this neighborhood have access to a wide range of amenities that support a variety of lifestyles. The neighborhood is served by commercial facilities located on Wilshire Boulevard at its southern edge.

Northeast Neighborhood Vision

The Northeast neighborhood maintains its suburban character and charm, and continues to provide safe and comfortable housing options that conform to neighborhood scale, architectural quality, pedestrian orientation and context. Mature trees in the public right-of-way that contribute to the character of the neighborhood are preserved. Cut-through traffic stemming from Wilshire Boulevard and Centinela Avenue is reduced through a variety of parking and TDM programs. Commercial development activities on Wilshire transition in height and intensity so as not to disrupt the residential character of the neighborhood.




The Northeast neighborhood features comfortable homes within close proximity to services and amenities.

NORTHEAST NEIGHBORHOOD GOALS AND POLICIES


In addition to the citywide neighborhood goals and policies identified earlier in this section, the following goals and policies apply to the Northeast neighborhood.

GOAL N25: Protect, preserve and enhance the Northeast residential neighborhood and ensure compatible design.

POLICIES:


N25.1  Develop a program to encourage the protection of existing single family and multi-family residential properties in the Northeast neighborhood. Options that could be explored include:

- Developing a pattern book
- Modifying development standards
- Developing a Neighborhood Conservation Overlay District
- Modifying demolition regulations

N25.2  Provide additional protections for areas within the Northeast neighborhood that are adjacent to Wilshire Boulevard. Such protections could include:

- Designating adjacent residential areas as Neighborhood Conservation Overlay Districts

- Requiring clear edges and additional landscaping between the districts and the neighborhoods
- Increasing connectivity between the districts and the neighborhoods through enhanced pedestrian and bicycle facilities
- Recognizing streets and sidewalks as important green open space with improved quality and enhanced connectivity


N25.3  Maximize protections of the existing tree canopy which lends such distinction to the Northeast neighborhood. Options that could be explored include:

- Identifying of street trees that contribute to the unique character of the neighborhood
- Developing a program of protections which may include specific conservation measures and restrictions

N25.4 Expand management options for the residential parking permit district in order to increase parking availability for Northeast residents. Options that could be explored are included in the Circulation Element.



Views from Franklin Hill in the Northeast neighborhood extend to the Pacific Ocean, downtown Los Angeles and the Santa Monica Mountains.

 denotes sustainable policy

DOWNTOWN

Location

Downtown Santa Monica is bound by Wilshire Boulevard on the north; Lincoln Boulevard on the east; the Santa Monica Freeway and Civic Center District on the south; and Ocean Avenue and Palisades Park on the west.



Neighborhood Character

As the economic and cultural heart of the City, Santa Monica's Downtown is the center of transportation, commerce and entertainment. It is best characterized as a vibrant mixed-use, pedestrian-oriented urban center with amenities ranging from retail, dining and entertainment to office, tourist and residential. A detailed description of Downtown's comprehensive mix of uses can be found in the Districts chapter.

While commercial development has largely characterized the identity of the Downtown throughout the City's history, residential and mixed-use buildings have always been a part of the urban fabric. In the tradition of many early American cities, the development of retail buildings in Downtown Santa Monica was often accompanied with residential units above the ground level. The Criterion building located at 3rd and Arizona (built in 1924) is an intact example of this building type. Despite this early pattern of mixed-use development, the construction of residential units in the Downtown waned as speculators subdivided large tracts of land in what are now the City's residential neighborhoods.

An emphasis on transforming Downtown into an urban neighborhood was not revisited until the adoption of the 1986 *Third Street*



Downtown Santa Monica is home to many mixed-use buildings, including the historic Criterion Building constructed in 1924.



Over 90 percent of the mixed-use buildings built in Santa Monica over the last decade have been in the Downtown. Above is 503 Colorado, a 100 percent affordable housing project that is also a green building.



Downtown continues to evolve into an exciting urban neighborhood that features distinctive architecture, local services, and access to everything Santa Monica has to offer.



Active ground floor uses contribute to Downtown's livability, energy and completeness.

Mall Specific Plan. This plan was intended to reverse the pattern of decline, deterioration and disinvestment which had characterized the downtown core area since the 1960s. The plan focused on providing a diversity of uses, activities, business and job opportunities, and underlined the need for a pedestrian-oriented, mixed-use, open-air environment. An update in 1996 provided significant incentives for the development of housing.

Since the late 1980s, the Downtown has made a comeback as an active and vital urban neighborhood and as a major area for new residential growth. From 1995–2005 roughly one third of all multi-family housing and over 90 percent of the mixed-use units built in Santa Monica were located in the Downtown. Focused primarily along 5th, 6th and 7th Streets, new residential and mixed-use projects have transformed this area into an attractive neighborhood featuring buildings with diverse architectural styles, landscaping and, in many cases, ground floor retail. The redevelopment of Santa Monica Place and the relatively low intensity of some parcels suggest the continued evolution of this area.

Downtown Neighborhood Vision


The Downtown neighborhood continues to evolve into a mixed-use urban center featuring a wide variety of housing types that cater to diverse lifestyles. Care is taken to preserve architecturally or culturally significant buildings, and where new buildings are proposed they conform to the City's development standards to ensure that all residents have access to air and light. In the Downtown, development is informed by a new Downtown Specific Plan that guides growth and development, encourages economic diversity, and creates a lively center of activity for the enjoyment of the entire Santa Monica community. Residential development also adheres to the new Downtown Specific Plan. The Expo Light Rail line minimizes residents' dependence on the automobile.

DOWNTOWN NEIGHBORHOOD GOALS AND POLICIES

In addition to the citywide neighborhood goals and policies identified earlier in this section, the following goals and policies apply to the Downtown neighborhood.

GOAL N26: Protect, preserve and enhance the Downtown residential neighborhood and ensure that structures of historical significance are preserved.


POLICIES:

N26.1  Develop a program to encourage the protection of existing historical properties in the Downtown neighborhood. Options that could be explored include:

- Developing a pattern book
- Modifying development standards
- Modifying demolition regulations
- Identifying an area or specific historic resources (e.g., old theaters) in the Downtown as a community benefit and a sending area for the TDR program
- Establishing a façade easement program that would preserve historic façades in return for a cash payment to the owner

GOAL N27: Provide standards and regulations for the development of the Downtown as a mixed-use urban neighborhood through a specific planning process.


POLICIES:

N27.1  Prioritize the preparation of a Downtown Specific Plan designed to address key issues related to the height, density, use and other land use or transportation regulations. Items that could be explored include:

- Land use, urban design and development standards that prescribe:
 - Preservation of access to light and air through graduated transitions between buildings and between the Downtown and adjacent residential neighborhoods
 - Height, density and mix of uses of new development including ground floor uses
 - Orientation of, and relationship to, the street in new development
- Development strategies for revitalizing aging components of the Downtown's economic base
- Circulation and transportation improvements, with particular emphasis on the Expo Light Rail terminus station and linkages to new and existing multi-modal systems
- Shared parking resources



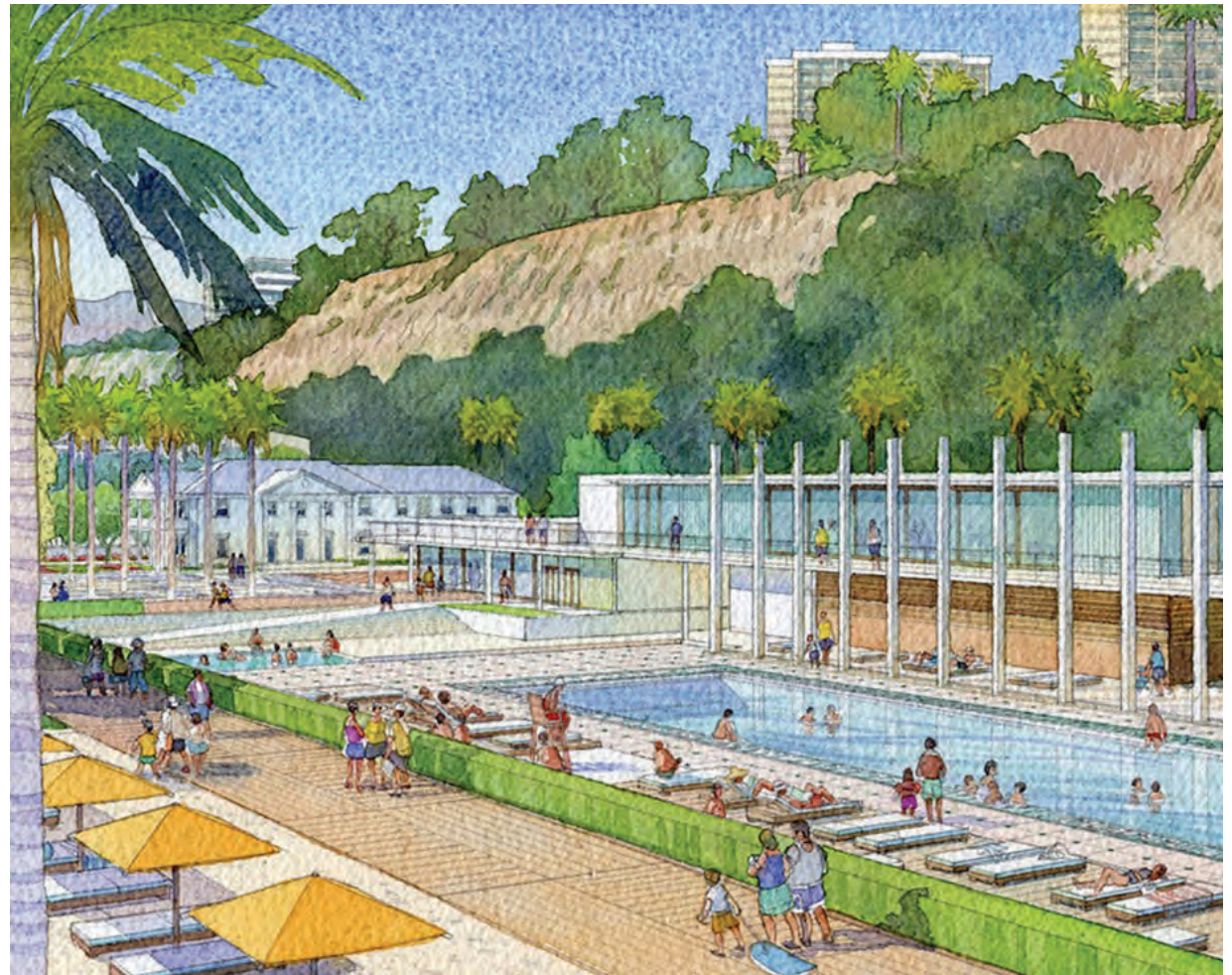
A specific planning process will ensure the continued viability of the Downtown, and will also provide protections to adjacent neighborhoods to promote harmony in mass, scale and land use.

 denotes sustainable policy

historic preservation

From the first sale of lots along Santa Monica's golden coast in 1875 until today, Santa Monicans have been engaged in constructing a city of beauty, harmony and great variety. These features are reflected in a mix of architectural styles from different periods of the community's growth as the City evolved along the coastline, the beach and rail lines. The City's founders created a famed resort with national visitor attractions including beaches, piers, the Palisades Bluffs, the Loeff Hippodrome and a City of vision with lively and elegant architecture.

From these auspicious beginnings, Santa Monica has evolved to be one of California's most architecturally, culturally and historically significant communities. In order to protect what is unique and valued within the City, the LUCE land use policies ensure that Historic Preservation is a fundamental community value incorporated throughout the Plan. The recommendations in this chapter, in the Neighborhood Conservation chapter and in the policies for retaining Santa Monica's



Adaptive reuse of historic structures, like the Annenberg Community Beach House, preserves and enhances Santa Monica's character.



The Third Street Neighborhood Historic District was designated in 1990 and consists of 43 contributing buildings constructed between 1875 and 1930.



The Historic Preservation Element integrates existing programs and policies and creates new avenues for the preservation of Landmarks like the Parkhurst Building at 185 Pier Avenue.

established urban form on its boulevards and in its districts, are all designed to work in concert to ensure that the City's past inspires its future, and gives it meaning. In this way, the LUCE provides a comprehensive range of preservation and conservation measures designed to protect the defining features that make the City unique. These goals and policies are consistent with the City's Historic Preservation Element and will assist in achieving its vision.

Over the years, the community began to note that the bright vision of its early founders was beginning to dim. In the early 1970s, residents concerned about the potential demolition of the Santa Monica Pier focused their attention on preserving the structure that has been one of the major contributors to Santa Monica's unique character and heritage. Their actions were successful, and it was from these beginnings, led by a handful of dedicated citizens, that a strong historic preservation program evolved. In 1975, the City Council created a Historical Site Committee which began to develop standards and procedures for landmark designation. A year later, on March 24, 1976, the Committee's work culminated with the Council's adoption of the Landmarks and Historic District Ordinance.

In 1990, Santa Monica designated its first historic district—a small neighborhood

in Ocean Park called the Third Street Neighborhood Historic District consisting of 43 contributing buildings constructed between 1875 and 1930. A second, much smaller district, the Bay Street Craftsman Cluster (also in Ocean Park) was later designated. Through the beginning of 2009, the Landmarks Commission designated 89 individual City Landmarks, four Structures of Merit and two historic districts.

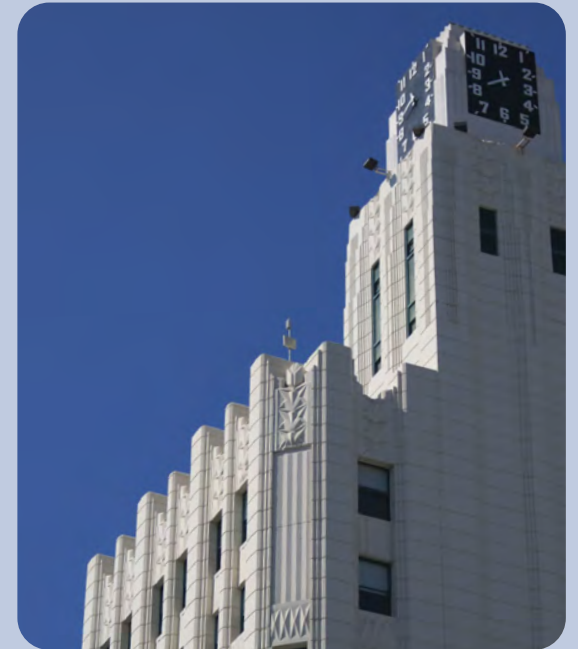
Since 1992, the City of Santa Monica has maintained its status as a Certified Local Government under the provisions of the National Historic Preservation Act. The City's preservation program was greatly enriched with the adoption of the Historic Preservation Element of the General Plan in September 2002. The Element now serves as a blueprint to guide the work of the City's Landmarks Commission and to promote historic preservation through integration with the City's planning processes.

In addition, the periodic updates to the City's Historic Resources Inventory are a valuable tool for understanding the location and status of key historic structures and resources. The updates will inform the development of policies and programs in the Land Use Element such as neighborhood conservation, specific planning and consideration for the future activity centers and Expo Light Rail stations.

KEY PRESERVATION ISSUES

City residents and public officials have identified the following historic preservation issues:

- Great strides have been made in the preservation program. However, interpreting the historic designation criteria continues to challenge those who care about Santa Monica's important resources.
- There is a need for other preservation mechanisms that deter demolition or allow recognition of resources that embody an aspect of the City's historical fabric, but may not meet the Landmark designation threshold.
- There is a need for mechanisms to ensure compatibility between the City's design objectives for new buildings in the character-defining areas that comprise Santa Monica's sense of place (e.g., Downtown, "The Gold Coast," and Ocean Park) that will prevent further loss of the historic fabric.
- There is a need to offer more tangible economic incentives for property owners to help retain structures that embody the City's diverse architectural and cultural history.
- There is a desire for the development of staff review guidelines for changes to resources such as an alteration, renovation and/or window replacement to safeguard against degradation of historic resources due to lack of maintenance or inappropriate maintenance.
- There is a need to modify demolition regulations to provide for a process of enhanced public noticing requirements and administrative review of written documentation.
- There is a need to acknowledge the importance of courtyard housing and its ground floor open space to the fabric of the City's neighborhoods.
- A conservation approach which provides both protections to character-defining neighborhood attributes and allows evolution over time is needed.
- There is a desire to acknowledge the importance of maintaining and nurturing mature trees and landscaping on the adjacent public streetscape and the sensitive maintenance and replacement of historic lights and sidewalks.



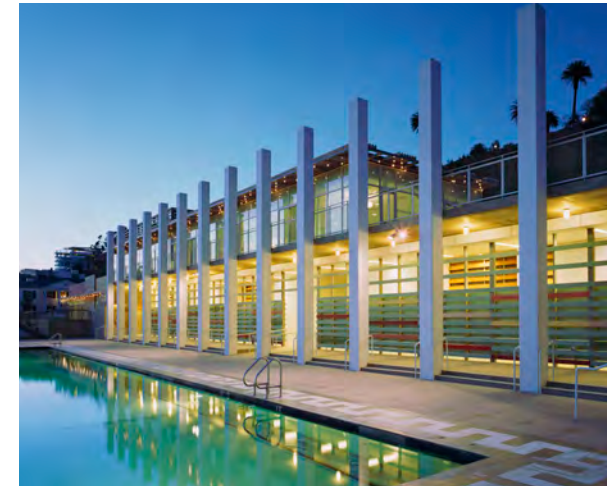
Historic buildings are located throughout most areas of the City and speak to Santa Monica's colorful past. A study of the homes, buildings and landmarks reveals much about the City and its former inhabitants.

The LUCE supplements the City's Historic Preservation Element by actively integrating the preservation of historic resources into planning efforts throughout the City. The Plan includes policies to ensure that the City continues to protect what is unique and valued on a citywide and neighborhood level, including Palisades Park and the bluffs; Santa Monica Pier; and neighborhood streetscapes, architecture, and building scale.

VISION

Santa Monica continues to celebrate its past by preserving attributes that characterize and represent the City's rich history. The City is aware that its historic resources are irreplaceable and help to form the core of its being. Through the LUCE, preservation and conservation efforts are integrated into the planning process and the City employs an expanded range of tools and incentives to ensure that preservation of historic properties is economically feasible.

Some owners of historic properties need economic incentives to be able to afford the repairs required to adequately maintain their properties. Without these incentives, historic properties could be lost by neglect or sale and redevelopment. Accordingly, the City examines incentives such as the Transfer of Development Rights (TDR), whereby the property owner of a historic structure receives cash for selling its unused development rights to owners of



***Sustainable adaptive reuse benefits the entire region.** Transforming the aged Marion Davies Estate into the award-winning Annenberg Community Beach House provides an excellent example of this practice.*

properties in growth areas. Other options available offer tax deductions under a conservation easement program and property tax reductions under the Mills Act.

There is also a need to regulate the demolition or redevelopment of historic or character-defining structures, especially those within a designated Neighborhood Conservation Overlay District. Regulation changes may also be needed to preserve the orientation and site planning characteristics of the ground level open space typical of courtyard housing.

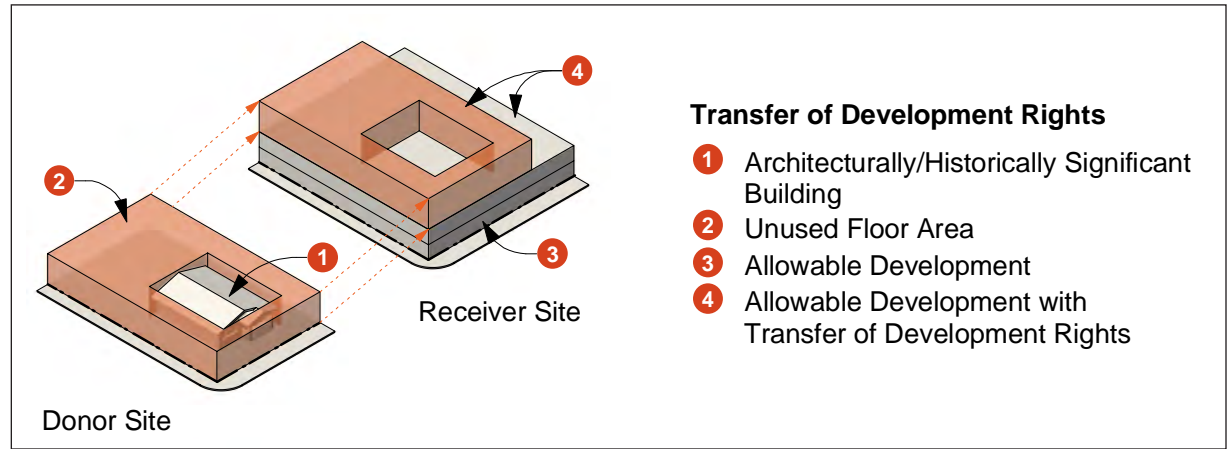
Sustainable Benefits from Historic Preservation

The benefits of historic preservation are widely accepted in terms of aesthetic, cultural and

social results, but the inherent sustainability aspects of this conservation approach have often not been fully appreciated. Today, however, it is widely recognized that the most sustainable building is the one already built and that the adaptive reuse or rehabilitation of existing buildings and the preservation of historic structures reduces consumption of raw materials, material production and the resulting carbon impact. The LUCE embraces historic preservation not only for its important role in preserving the character-defining features which make Santa Monica unique, but also for the critical contribution it makes in helping the community achieve its sustainability goals.

Transfer of Development Rights

A program that can provide additional financial incentives for the preservation of historic or character-defining neighborhood resources. The excess development rights from a site containing an historic resource are sold to another site located on the transit corridors or in activity center overlays.



Transfer of Development Rights Program:

In order to provide additional financial incentives for the preservation of historic resources, the LUCE identifies historic preservation as a core value of the community and a key community benefit. To ensure that future development contributes to the City and the community, the LUCE lowers the ministerial base height of new development and requires any building that wishes to go above the base height to contribute a variety of significant, tangible community benefits. As an identified community benefit, a historic structure could participate in a program of TDR along selected transit corridors and districts (receiving areas) identified within the LUCE. Frequently, the lack of capacity in a receiving area inhibits the implementation of such a program. However, the LUCE has identified a

select number of suitable sites with proximity to transit, particularly along the Expo Light Rail line, for new development. It is important to understand that the goal of the TDR program is to assist in implementing community goals.

In essence, the TDR program allows developers to purchase development rights (e.g. additional floor area, or other development rights) from one property (the sending area/site) to allow additional development on a new site (receiving area). The sale of unused development rights from properties with historic resources can provide important financial compensation for retaining older and smaller-scale historic structures. The sale is officially recorded and typically accompanied by a permanent maintenance agreement which also restricts future development. This accomplishes two things: (1) it provides an economic incentive for the resources needed

for preserving and maintaining a historic resource, and (2) it ensures the permanent maintenance of the resource.

The Downtown core contains the highest concentration of commercial buildings in the City with historic and cultural value. This area may be suitable for priority designation as a sending area. However, jurisdictions are not only limited to designating areas but may also designate a category of structure, such as a Landmark structure or character-defining courtyard structure as a sending site. Sending area owners do not have to participate in the program, but should they participate, they must record a covenant which requires the resource to be maintained and restrict future development. They then are allowed to sell their unused development rights. There are many variations in the operations of a TDR program, but a central challenge is



The Neighborhood Conservation program includes tools to preserve character-defining architectural, landscape and contextual features in residential neighborhoods.

the establishment or assignment of correct valuation to the “right” being sold.

Conservation Easement Programs

A second form of economic incentive available for the preservation and maintenance of historic resources is the establishment of a conservation easement program. Whereas the TDR program entails the sale of development rights, a conservation easement involves a “donation” of development rights, providing the donating owner with consideration by the Internal Revenue Service (IRS) for a tax deduction of this “gift.”

A historic preservation easement is a voluntary legal agreement made between a property owner (donor) and a qualified easement holding organization (donee) to protect a

significant historic property by restricting future changes to and/or development of the property. The donor may gift an entire site or a portion thereof, such as the façade or significant interior rooms. Each easement is tailored to the individual needs and requirements set forth by the property owner and agreed upon by the accepting organization. Under the IRS Qualified Conservation Contribution, the owner of a qualified real property can receive income tax deductions equivalent to the value of the rights given away to a qualified charitable or governmental organization. Depending on the jurisdiction, additional financial benefits may be available in the form of reduced estate, gift and local property taxes.

Easements are granted in perpetuity. Once recorded in the property records, an easement becomes part of the property’s chain of title and “runs with the land.” The easement transfers upon sale to the new owners.

A qualified organization is recognized by the IRS as one that is committed to protecting the historic preservation purposes of the donation. It is generally a governmental agency or a charitable organization (501(c)(3)), such as a historic preservation organization. A preservation easement gives the organization that holds it the legal authority to enforce the restrictions written in the easement

document. The grantee organization monitors the property at least once a year, maintaining written records of the visit, and ensuring that the terms of the easement are being followed. For example, the San Francisco Architectural Heritage organization plays such a role in San Francisco.

Neighborhood Conservation Programs


In addition to the Historic Preservation goals and policies in this chapter, the LUCE also provides a Neighborhood Conservation Program for protection of character-defining structures that embody an aspect of the City’s historical or cultural fabric, but may not meet the landmark designation threshold. The Plan also proposes that a new definition of “demolition” be developed along with a process for implementation which is designed to achieve community goals. This process could require findings for demolition applications that require consideration of the full range of issues that define neighborhood character, including aesthetic, social and cultural attributes. It also requires administrative review of written documentation provided in support of the demolition application.

(See chapter 2.2 Neighborhood Conservation for further information.)

CITYWIDE GOALS AND POLICIES

GOAL HP1: Preserve and protect historic resources in Santa Monica through the land use decision-making process.


POLICIES:

HP1.1  Follow policies for historic preservation contained in the Historic Preservation Element when making land use decisions.


HP1.2 Maintain and regularly update the Historic Resources Inventory.

HP1.3 Ensure that new development, alterations or remodeling on, or adjacent to, historic properties are sensitive to historic resources and are compatible with the surrounding historic context.


HP1.4 Continue to support Landmarks Commission review and public input for all structures proposed for demolition that are more than 40 years old.

HP1.5  Support rehabilitation and restoration of historic resources through flexible zoning policies and modifications to development standards, as appropriate, subject to discretionary review, required findings, and neighborhood compatibility such as: the in-kind replacement of


nonconforming features, reduced parking requirements, building height, parcel coverage, and building envelope requirements.

HP1.6  Promote awareness of adopted historic preservation policies, and the greenhouse gas reduction value of historic preservation and adaptive reuse.

HP1.7  Develop tools to address the conservation of unique and valued character-defining features in residential neighborhoods to preserve and enhance the existing architecture, scale, landscape and context.

HP1.8  Encourage the preservation and regular maintenance of mature trees and landscaping that contribute to the unique character of a neighborhood.

HP1.9 Promote the availability of financial incentives for historic preservation such as tax abatement, economic development, the Transfer of Development Rights, and conservation easements.

HP1.10  Review proposed developments for potential impacts on unique archaeological resources, paleontological resources, and incorporate appropriate mitigation measures to protect or document the resource.



The new Neighborhood Conservation Program promises to employ a variety of tools to preserve, protect and enhance the quality and character of the City's residential neighborhoods.





Updating the Historic Resources Inventory is an important ongoing task that provides additional protections against demolition of significant buildings.


 denotes sustainable policy

GOAL HP2: Preserve and protect historic resources through the development of economic incentives and neighborhood conservation approaches.

POLICIES:


HP2.1  Establish a program for the Transfer of Development Rights for specified categories of significant historic resources and character-defining structures, which will be considered a community benefit. Identify receiving areas such as boulevards, transit corridors, activity centers, and Districts.

HP2.2  Pursue and support a conservation easement program to allow owners of historic properties to earn a one-time income tax deduction through the donation of a property easement to a qualified preservation organization.

HP2.3  Establish Neighborhood Conservation Overlay Districts where appropriate but particularly in areas that contribute to Santa Monica's sense of place, and develop criteria for protection of neighborhood historic resources and character-defining structures and features such as streetscape, architecture, and scale in such a district.





Neighborhood Conservation Overlay Districts and other programs like Transfer of Development Rights and conservation easements combine to form a menu of solutions to preserve and protect valued historic or cultural resources.

HP2.4  Continue to encourage the preservation of homes with historic and architectural significance.


GOAL HP3: Integrate historic preservation practices into sustainable development decisions.

POLICIES:

HP3.1  Develop incentives to encourage preservation and adaptive reuse of historic buildings as a means of reducing the use of raw materials and realizing sustainable development goals.

HP3.2  Ensure that the promotion of sustainability technologies, such as solar panel installations and sustainable retrofitting are incorporated in such a way as to not adversely impact historic resources.

HP3.3 Incorporate conservation of historic resources located within the boundaries of specific plans into the Plan's overall design.

HP3.4  Support inclusion of historic preservation as a community benefit in development above the base.



The LUCE recommends providing incentives that encourage preservation and adaptive reuse. This former church in the Ocean Park neighborhood was converted into a house—a sustainable approach to repurposing older buildings.

ACTIONS

- Revise the Historic Preservation Element to include goals and indicators as appropriate to reflect LUCE policies.
- Update the Historic Resources Inventory (HRI) on an ongoing basis.
- Develop a Transfer of Development Rights program to promote preservation and maintenance of the City's historic resources, including those listed on the HRI and designated Landmarks and Historic Districts.
- Pursue a conservation easement program to promote preservation and maintenance of the City's historic resources.
- Coordinate Neighborhood Conservation Overlay Districts with the HRI.
- Incorporate the HRI into the City's permits system and update appropriately.
- Define terms such as "historic resource," "landmark," "historic character," "character-defining resources," and similar terms in the preparation of area plans and specific plans.

- Develop administrative procedures and staff review guidelines to ensure that alterations to properties listed on the HRI are reviewed for compliance with the Secretary of the Interior's Standards for the treatment of historic properties.
- Develop measures in the Santa Monica Zoning Ordinance to address appropriate additions to, and adaptive reuse of historic buildings.
- Continue to require that all demolition permit applications for structures that are more than 40 years old are reviewed by the Landmarks Commission and ensure consistency with requirements of the revised demolition definition and administrative review procedures.
- Incorporate indicators to measure achievement of historic preservation goals into the *Sustainable City Plan*.

The City will continue to oversee preservation of designated historic properties through the planning and zoning process. Community awareness of Landmark and historic preservation programs will be expanded and promoted.

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santa monica's boulevards

Taken together, Santa Monica's boulevards represent the City's largest public space. They are an integral part of the circulation system and development pattern that was established in the Los Angeles Basin prior to the development of the freeway and interstate system. Historically, these boulevards provided the major crosstown and through-town routes, and many accommodated the Pacific Electric Railway streetcar system that was removed in the 1950s. Today, I-10 provides the only east-west freeway route from the Pacific Ocean to Downtown Los Angeles, and traffic levels on I-10 usually exceed capacity at peak hours. Consequently, the boulevards have reemerged as important and necessary connections for transportation, open space and community activities.





North of I-10, the City's key east-west boulevards include:

- Wilshire Boulevard
- Santa Monica Boulevard
- Broadway
- Colorado Avenue
- Olympic Boulevard

South of I-10, the City's major east-west boulevards include:

- Pico Boulevard
- Ocean Park Boulevard

Santa Monica's only major north-south boulevard is **Lincoln Boulevard**, which serves as an important regional artery linking Los Angeles International Airport to the northbound Pacific Coast Highway.

OVERALL VISION

Many of Santa Monica's boulevards provide major routes for both the regional Rapid Bus system as well as Santa Monica's Big Blue Bus system. The LUCE's vision is to reconfigure the boulevards from automobile-oriented retail to a mix of residential, pedestrian and neighborhood-serving uses in order to achieve an active social environment within a revitalized streetscape. The Plan emphasizes additional incentives for the private sector to increase housing along the boulevards, with a specific focus on much-needed affordable and workforce housing in proximity to transit and neighborhood services. The Plan introduces the key concept of providing usable ground level open space as a community asset for all new boulevard development.

Active Gathering Spaces

The vision blends the boulevards' transportation role with the transformation of the public realm into areas with attractive storefronts, wider sidewalks and open space. Boulevards are envisioned as neighborhood assets, where goods and services oriented to the adjacent residential neighborhoods will encourage walking instead of driving and, in most cases, will be accessible by less than a ten-minute walk from homes. The LUCE envisions that new gathering spaces will be strategically located along the boulevards as part of a community benefit program that includes "greening" of streets.



The Expo Light Rail will provide a key connection between Santa Monica and the Los Angeles region.

Enhanced Transit Facilities

Transit along the boulevards is a defining element of the LUCE strategy as it creates an opportunity for a significant reduction in auto trips and congestion. Bus facilities will be enhanced on many of the boulevards—especially Wilshire, Santa Monica, Pico, and Lincoln Boulevards that have the highest level of transit service—with stations strategically located in proximity to open spaces, retail and institutions. Transit patrons will be encouraged to stop and shop along the boulevards on their way to other destinations.

Expo Light Rail Line

One of the most powerful influences affecting Santa Monica's future is the Expo Light Rail line, which promises to restore a critical transit link between Los Angeles' west side and the greater region. The Expo Light Rail line to Santa Monica is targeted to be operational in FY 2015. The line will have stations at Olympic and 26th Street, Colorado and 17th Street, and a terminus station at Colorado and 4th Street. The station locations are an opportunity to transform the character of these major roadways into centers of complete neighborhoods featuring additional affordable, workforce and market-rate housing; neighborhood services; and jobs in proximity to

high-frequency transit. Additionally, planning is in the early stages for another regional rail transit system that will serve Santa Monica. Preliminary plans for the “Subway to the Sea” have operations commencing in approximately 2030 or earlier and potentially located down Wilshire Boulevard.

Boulevard Activity Center Overlay

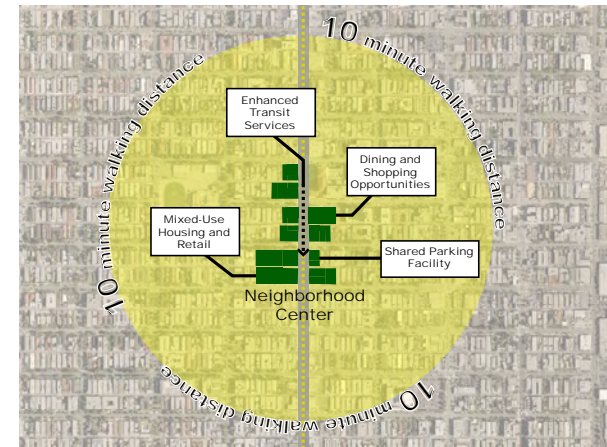
The Activity center overlay is strategically located as a focal point of retail and convenience services as well as housing, designed around public open space, to create a community gathering place within walking distance of adjacent neighborhoods.

The Activity center overlay is planned for the area near Memorial Park. The Bergamot Transit Village District, while not subject to an activity center overlay, is intended to include the characteristics of the activity centers. The site for the activity center overlay was carefully chosen after assessing the ability of the land to accommodate new mixed-use development containing housing and local-serving retail, as well as the potential to create parking and Transportation Demand Districts to provide for shared parking and significantly reduced private vehicle trips.

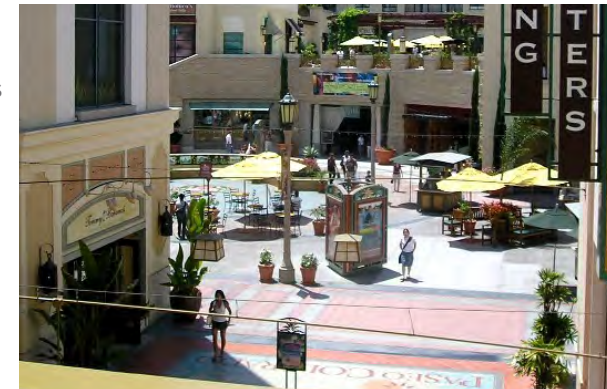
The general criteria for locating the activity center overlay includes the ability to:

- Support neighborhoods with retail and services, including a grocery store/drugstore as an anchor
 - Support neighborhoods through the creation of a community gathering space and a sense of place
 - Support existing transit and support-service enhancements—especially at intersections of north-south and east-west transit routes
 - Generate and support a pedestrian environment
 - Support a parking district that reduces trips by creating shared parking, the ability to park only once while shopping at multiple stores, and parking that can be used for off-peak residential use
 - Combine parcels to create efficient, synergistic development that includes needed public amenities
 - Recognize areas where existing land uses, and the age and condition of structures are appropriate for redevelopment or revitalization
 - Assure effective transitions in height and mass to adjacent residential units
 - Generate extensive community benefit
- (See chapter 2.5 Activity Centers for further information.)*

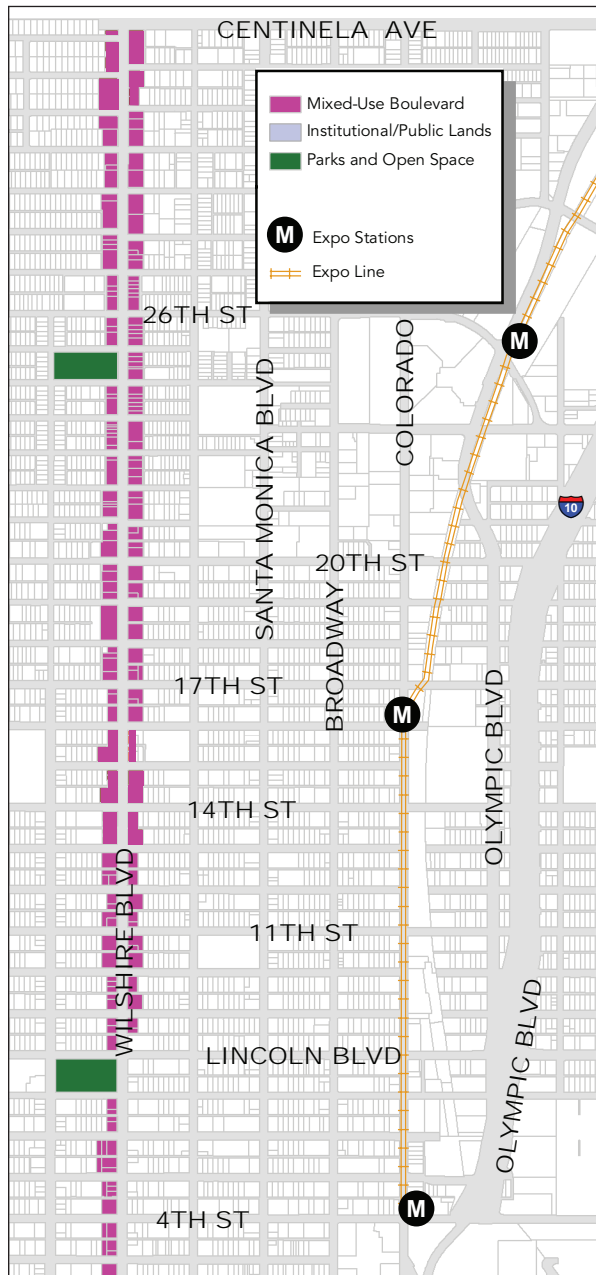
The following visions, policies and suggested actions for each of Santa Monica’s prominent boulevards represent the community’s aspirations for renewed energy and activity for the City’s major streets while contributing to a reduction in citywide traffic.



Neighborhood activity centers: Dining, shopping, and convenience service opportunities will be within walking distance of adjacent neighborhoods.



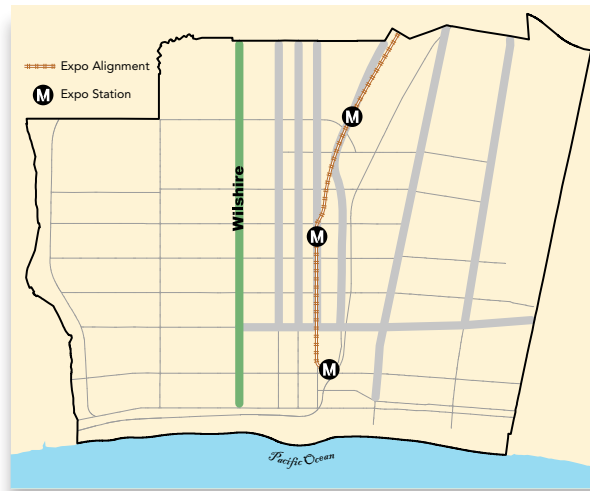
The activity center will include housing and active ground floor uses centered around people-gathering places.



Wilshire Blvd

Location

The Wilshire Boulevard corridor stretches from Centinela Avenue on the eastern edge of the City to Lincoln Boulevard, where it becomes part of the Downtown District.



“Wilshire has no ‘there’ there... the street feels too long. This is an opportunity to create a real ‘place’ for everyone to enjoy.”

- COMMENT FROM WILSHIRE PLACEMAKING WORKSHOP

Vision

Wilshire Boulevard is Southern California’s grand street, connecting Downtown Santa Monica to Downtown Los Angeles. The installation of a gateway feature on Wilshire Boulevard at the border of Santa Monica creates a distinct and elegant entryway into the City. Wilshire Boulevard is envisioned as a vibrant complete street with a continuous landscaped center median, enhanced pedestrian sidewalks and crosswalks and efficient transit services coordinated with improved vehicle circulation. The boulevard transitions over time from a vehicle-dominated, regional-serving commercial street to a transit/pedestrian priority boulevard lined with a mix of local-serving retail and residential uses. The ground floor includes retail and services catering to adjacent residential neighborhoods with attractive display windows along the length of the street. The upper levels will be devoted predominantly to a variety of affordable and market-rate housing types, stepped back from the face of the ground level stores to facilitate sun access to the sidewalk, provide privacy to the residential units and contribute to a sense of openness along the street. Trees, seating, comfortable sidewalks, safe and accessible crosswalks, and interesting shops and display windows will create a world-class pedestrian street environment.

New transit shelters and state-of-the-art electronic information kiosks add to the streetscape while making the Big Blue Bus and Metro transit more convenient, inviting and pleasant to use. Enhanced pedestrian circulation in the adjacent neighborhoods and leading to Wilshire will facilitate access to boulevard shops, services, and the transit system. The transit system becomes more efficient and timely through the use of sophisticated signal timing, and if deemed necessary, through the use of dedicated travel lanes to further facilitate the transit service.

In cooperation with property owners, the City may over time create new shared parking facilities to provide parking consistent with the enhanced transit environment, reduce vehicular traffic circulation, provide parking for adjacent under-parked neighborhoods and mitigate the intrusion of shoppers who seek parking in residential neighborhoods. The boulevard's character is enhanced with community benefits in the form of gathering areas, open space, enhanced landscaping and affordable and workforce housing. These community amenities contribute to the creation of a true sense of place, complete neighborhoods and a vibrant 17 hours per day/7 days per week boulevard scene.

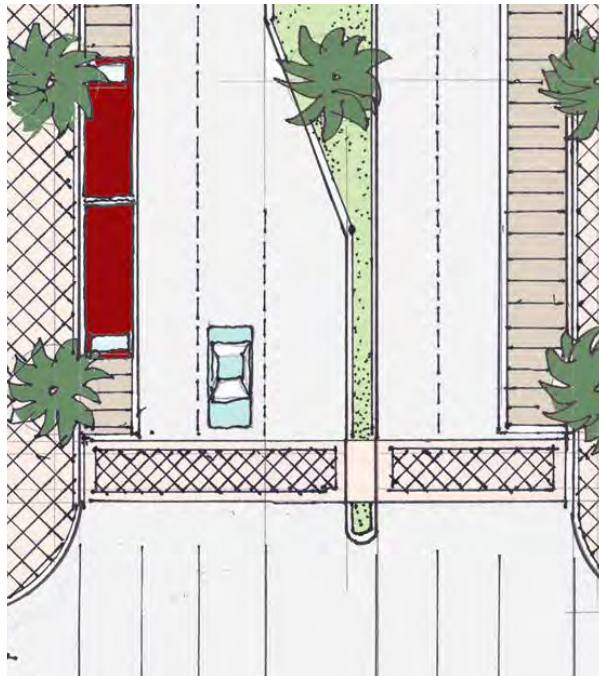


***Wilshire is envisioned as a lively pedestrian-oriented boulevard** featuring a mix of housing, retail and other important services.*

The Mixed-Use Boulevard designation provides the framework for Wilshire Boulevard to transition over time from a predominantly regional-serving commercial street to a mixed-use street with retail to service a diversity of residential uses along the boulevard, as well as adjacent residential neighborhoods.



***Neighborhood grocery stores** with residential and other uses are encouraged.*



A widened, landscaped median will visually narrow the width of the street and contribute to the “greening” of the streetscape.

Current Conditions, Trends and Issues

Wilshire Boulevard is the primary gateway into Santa Monica. It enters the City with the character and traffic volume of a regional automobile arterial. The street width and lack of continuous urban form contribute to the dominance of the vehicle. The lack of sidewalk amenities and compelling stores and display windows combine with the predominantly auto-oriented office and regional retail uses to limit pedestrian activity to business hours. Residential uses on the boulevard are limited. Small parcel size hinders the ability to provide



Enhanced transit services will provide alternatives to the automobile.

adequate parking and results in multiple vehicle entrances on Wilshire Boulevard. The boulevard is a key regional transit corridor, served by Big Blue Bus, Metro Rapid and the potential future “Subway to the Sea,” but it currently lacks adequate transit support facilities.

Strategic Approach

Wilshire Boulevard’s Mixed-Use Boulevard designation is designed to encourage mixed-use development providing ground floor local-serving retail and predominantly residential uses on the upper levels. New buildings should include varied heights, and architectural elements and shapes to create visual interest. Projects that provide community benefits that enhance the boulevard, such as shared parking, plazas, added green space or other neighborhood amenities, are given the opportunity to increase their development potential. Where limited parcel size impedes the redevelopment of a property, policies encourage joint-venture partnerships to facilitate shared parking.


Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

WILSHIRE BOULEVARD GOALS AND POLICIES


GOAL B1: Transform Wilshire Boulevard from a vehicle dominated street into a livable, enhanced pedestrian open space that is well served by transit and includes a local-serving mix of uses.

POLICIES:

B1.1  Establish Wilshire Boulevard as a dynamic mixed-use boulevard with a continuous landscaped center median, an enhanced pedestrian experience and improved transit facilities and traffic circulation.

B1.2  Include a mix of uses in new and redeveloped projects including ground level local-serving retail and neighborhood services. Land uses above the ground floor should predominantly include a wide range of market-rate and affordable housing units. Small floor plate and local-serving office uses are encouraged on the south side of Wilshire Boulevard within the boundaries of the Healthcare Mixed-Use District.

B1.3 Existing automobile dealerships on Wilshire may remain as permitted uses and may expand if developed according to the urban automobile dealership format as described for Santa Monica Boulevard. New automobile dealerships are discouraged.


 denotes sustainable policy




Wilshire's character will improve from an auto-dominated corridor into a more livable and multi-modal boulevard that is activated with local-serving amenities.

B1.4 Encourage mid-price range hotels along the boulevard.


B1.5 In order to create an interesting skyline, avoid uniformly flat roofs.


B1.6  Ensure that buildings fronting Wilshire Boulevard have primary façades facing the boulevard and located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.


B1.7  Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Ensure that ground floor façades include enhanced materials and detailing where they will be perceived by passing pedestrians.

B1.8 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the boulevard. Walls should have meaningful combinations of materials and articulation to engage the eye.

B1.9 Ensure that new commercial or mixed-use buildings adjacent to residential districts are contained within a prescribed building envelope that steps down toward the residential district to maintain access to light and air.

B1.10  Ground floor uses with active retail shall be generally continuous, transparent (non-tinted) display windows facing the sidewalk.


B1.11  Ensure that mixed-use developments include active ground floor uses that face the boulevard with residential as the predominant use located on the upper floors. Ground floor residential uses may be allowed if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration. Medical uses may be located on the south side of Wilshire between Euclid Street and 24th Street.

B1.12  Ensure that mixed-use areas contain a mix of local-serving retail (or healthcare uses within the boundaries of the Healthcare Mixed-Use District) and predominantly upper-level residential uses to create distinct neighborhood environments with 17 hours per day/7 days per week pedestrian activity.




A variety of rooflines and building shapes are encouraged. Larger projects will be required to transition in scale and mass to adjacent structures so as to weave into the existing city fabric.

B1.13 Offices and other limited pedestrian access uses are discouraged on the ground floor facing the boulevard. Entrances to upper-level uses, such as lobbies, shall be limited in length along the sidewalk.


B1.14  Encourage affordable and workforce housing in proximity to transit and major employment centers.


B1.15 Encourage sidewalk dining where it meets established criteria.

B1.16  Require new incentivized development above the base to participate in shared parking and Transportation Demand Management strategies.

GOAL B2: Transform Wilshire Boulevard into Santa Monica’s premier pedestrian/transit boulevard including a quality landscaped environment, improved transit service, enhanced traffic circulation, and a safe, attractive and inviting pedestrian experience.

POLICIES:

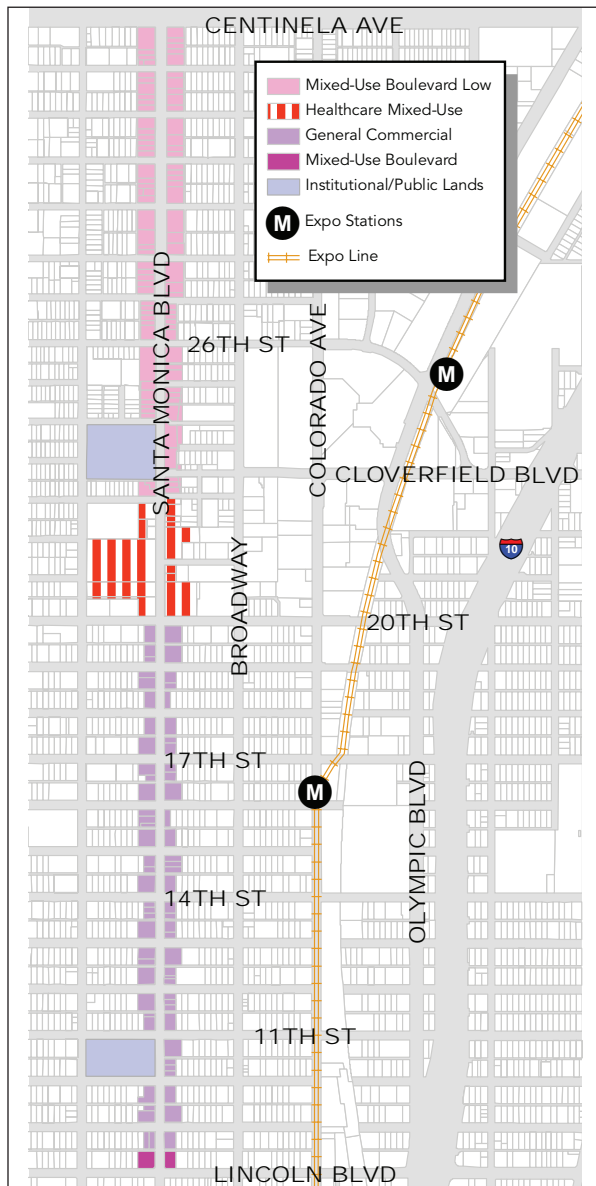
B2.1  Install a landscaped median the length of Wilshire Boulevard to reduce the apparent visual width of the street and “green” the length of the boulevard. The median should provide a “pedestrian harbor” at crosswalks to shorten the pedestrian crossing distance.

B2.2  Enhance the streetscape environment to create an inviting pedestrian experience with bus shelters, open plazas, bike parking and street level activity.

B2.3  Improve pedestrian crosswalks along the length of the boulevard.

B2.4 Discourage north-south alley access to Wilshire Boulevard and explore alternative routing.

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Santa Monica Blvd

Location

The Santa Monica Boulevard corridor begins at Centinela Avenue on the eastern edge of the City and extends west to Lincoln Boulevard, where it transitions to the Downtown District.



Vision

Santa Monica Boulevard from its eastern entrance into the City westward to Lincoln Boulevard and the Downtown is envisioned as a pedestrian-preferred transit street with a mix of local-serving commercial and retail uses, a variety of residential opportunities, and regional healthcare and auto-related retail/service. The current random mix of land uses will be organized into three distinct sub-areas integrated with their adjoining neighborhoods. As change occurs, the boulevard will be improved with enhanced sidewalks, crosswalks streetscape and transit amenities.

Santa Monica Boulevard’s three sub-areas include: Centinela Avenue to 26th Street—a mixed-use local-serving retail/services and residential area; 26th to 20th Streets—a mixed-use commercial and residential area to support the healthcare activities in the area; and 20th Street to Lincoln Boulevard—a General Commercial area and the home to Santa Monica’s important retail automobile sales and service companies.

“We should require as much as possible...essential characteristics like setbacks, appropriate heights, landscaping...and allow a variety of ground floor uses like outdoor cafes.”

-COMMENT FROM LAND USE BOULEVARDS WORKSHOP

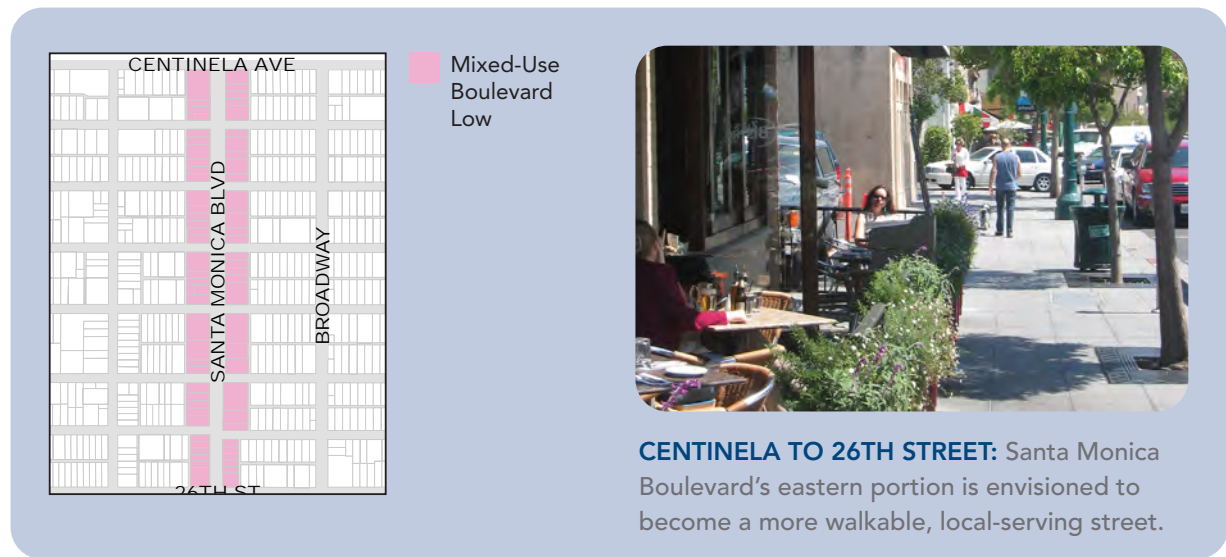
CENTINELA TO CLOVERFIELD:

Mixed-Use Boulevard Low

The eastern end of Santa Monica Boulevard is envisioned as evolving into a vibrant pedestrian and transit corridor with a mix of local and regional-serving retail offerings and services. The residential development that in recent years has emerged in this area will add to the character and enliven the eastern end of the boulevard. The Mixed-Use Boulevard Low land use designation will ensure the incorporation of local-serving retail uses, a variety of residential types and community spaces such as plazas and outdoor dining that will add vitality to the street and enable a wider range of neighborhood activities. The two existing automobile dealerships located in the sub-area are permitted to remain.

Current Conditions, Trends and Issues

This portion of Santa Monica Boulevard has existed as a nondescript thoroughfare with an uninviting mix of auto-related business, medical offices and a smattering of retail outlets and restaurants serving a primarily auto-based clientele. The physical condition of the streetscape lacks pedestrian amenities and provides little relief in the form of trees or plantings. While there has been a recent increase in the number of residential developments, current standards do not



CENTINELA TO 26TH STREET: Santa Monica Boulevard’s eastern portion is envisioned to become a more walkable, local-serving street.

provide sufficient incentives to promote housing and upgrade underutilized properties. Additionally, development standards do not provide the flexibility to require ground floor neighborhood-serving retail uses that could enhance the pedestrian experience and engage the neighborhood by providing needed services.

Strategic Approach

For this portion of Santa Monica Boulevard, standards will be revised to encourage mixed-use developments that provide ground floor local-serving retail uses and predominantly upper-level housing. In this Mixed-Use Boulevard Low area, new buildings will be encouraged to include varied heights, and architectural elements and shapes to create

visual interest. Projects that provide community benefits that enhance the boulevard, such as shared parking, plazas, added green space, affordable/workforce housing or other neighborhood amenities, will be given the opportunity to request approval to build above the base height. Where limited parcel size impedes the ability to provide shared parking, policies encourage joint-venture partnerships. The existing auto dealerships located in this sub-area may remain and expand, if developed according to the urban auto dealership form as described for the area of Santa Monica Boulevard between 20th Street and Lincoln Boulevard.

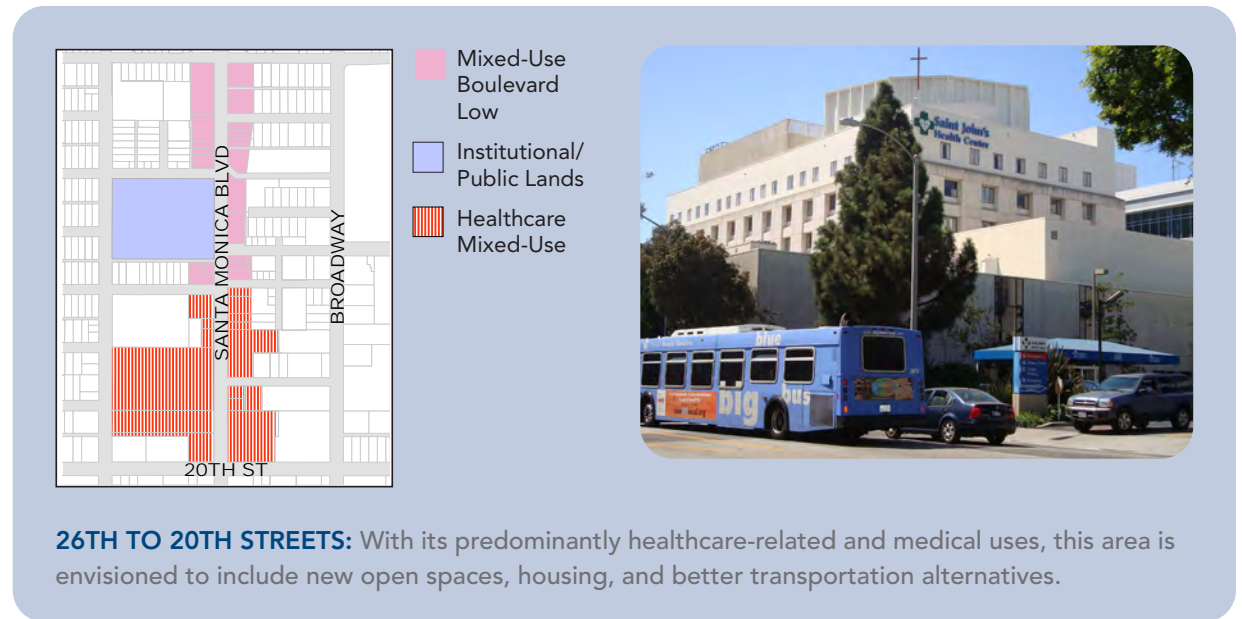
Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

CLOVERFIELD TO 20TH STREET:

Mixed-Use Boulevard Low, Healthcare Mixed-Use, Institutional/Public Lands

The predominance of healthcare uses will continue to shape the personality and character of this segment of the boulevard. New healthcare and support facilities, open spaces and additional community benefits are envisioned to emerge over time. Additional open space in the form of a green corridor along the boulevard will assist in accommodating the high volume of pedestrian traffic. Following repeal of the outdated Hospital Area Specific Plan, the size, scale and intensity of development are established in the Zoning Code, and a Master Plan for Providence Saint John's Health Center. This sub-area of Santa Monica Boulevard is characterized by an enhanced, active pedestrian environment with landscaped open space and pedestrian areas with ground floor patient-oriented retail and "storefront" out-patient medical uses. Less intensive medical facilities and workforce housing designed to serve employees in the healthcare industry will be located on upper floors. A parking district ensures adequate parking and an efficient shared parking program. An integrated TDM program for the Healthcare District, including shuttles to the Memorial Park Light Rail Station, will result in a



The complex block contains a map on the left and a photograph on the right. The map shows a grid of streets with colored overlays: pink for 'Mixed-Use Boulevard Low', blue for 'Institutional/Public Lands', and red vertical stripes for 'Healthcare Mixed-Use'. The streets shown are Santa Monica Blvd, Broadway, and 20th St. The photograph shows the Saint John's Health Center building, a blue bus, and a car on the street.

26TH TO 20TH STREETS: With its predominantly healthcare-related and medical uses, this area is envisioned to include new open spaces, housing, and better transportation alternatives.

substantial reduction in vehicle trips.

Current Conditions, Trends and Issues

This portion of the boulevard is focused primarily on Saint John's Health Center and related medical facilities and offices. The Saint John's Health Center campus has an existing Development Agreement and has undergone a multimillion dollar reconstruction over the past several years and future development is anticipated. However, the pedestrian experience of the street is in need of improvement and there are insufficient pedestrian linkages between the hospital and surrounding neighborhoods. With disconnected storefront retail, ground floor office uses and surface-level parking lots, this stretch of the

boulevard offers little to nearby residents or the hospital community in the way of shopping, services or dining opportunities. Additionally, there is an opportunity to coordinate parking operations in the area and implement TDM measures.

Strategic Approach

To ensure that the Saint John's Health Center campus is developed in a way that meets the needs of the hospital and addresses the concerns of nearby residents, a joint hospital/City planning process has been undertaken with community involvement leading to repeal of the outdated *Hospital Area Specific Plan* and development of a Master Plan for Providence Saint John's Health Center. Careful

consideration will be given toward protecting the adjacent residential neighborhoods, enhancing the pedestrian experience along Santa Monica Boulevard, meeting the day-to-day needs of the hospital community and nearby residents and creating a parking district and a coordinated TDM program.

(See chapter 2.6 Districts for further information.)

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

20TH STREET TO LINCOLN BOULEVARD:

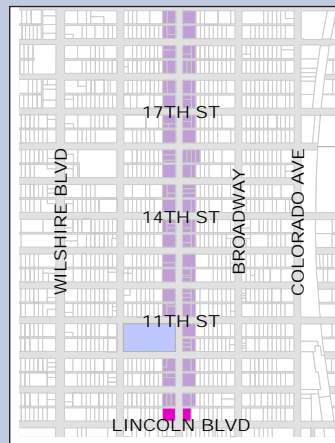
General Commercial, Institutional/ Public Lands, Mixed-Use Boulevard

For many years, Santa Monica Boulevard from 20th Street to Lincoln Boulevard has been Santa Monica’s “auto row” and it remains vital to the economic health of the City as an area dedicated to the sales and service of automobiles. This sub-area will continue to accommodate the predominant automobile dealership land use. However, it will redevelop over time into a new urban auto dealer format that more efficiently utilizes land, thereby creating a quality pedestrian environment and a cohesive and visually attractive street frontage. The new paradigm includes attractive

showrooms abutting the sidewalk with inventory storage, vehicle service and customer parking located to the rear of the property or in multilevel structures.

Current Conditions, Trends and Issues

This area of Santa Monica Boulevard is home to many successful and long-standing auto dealership. Most are built in a suburban auto dealership format with large, open lots adjacent to the boulevard, a minimal amount of landscaping, and sales and service buildings located toward the rear of the properties. Because of the lack of landscaping and preponderance of parking lots and car displays adjacent to the sidewalks, the pedestrian and transit experience of the area is severely compromised.



- General Commercial
- Institutional/ Public Lands
- Mixed-Use Boulevard



20TH STREET TO LINCOLN BOULEVARD: A reimagined “auto row” will feature attractive pedestrian amenities.

Strategic Approach

As existing auto dealerships are upgraded or replaced, they are required to redevelop in an urban auto dealership format that more efficiently utilizes the site and creates a cohesive and visually attractive street front. The upgraded facilities are encouraged to be built with inventory storage, customer parking and service areas located in subterranean or multi-level parking structures at the rear of the showrooms. Requirements for step backs and noise mitigation ensure an appropriate interface with adjacent neighborhoods.

To incentivize existing auto dealerships to redevelop and upgrade, a slight increase in building height and FAR can be requested for projects that are urban in form and/or provide community benefits, such as shared parking, plazas, added green space or other neighborhood amenities. When auto dealerships are upgraded, they are required to do so in a way that contributes to the desired character and pedestrian experience of the area and that protects nearby residential neighborhoods.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)



The existing automobile dealership format includes surface parking on the street frontage that does not actively engage the public.





The LUCE recommends rethinking the showroom and service facility design of automobile dealerships.

SANTA MONICA BOULEVARD GOALS AND POLICIES

GOAL B4: Create an enhanced multi-modal, mixed-use boulevard that provides residents, employees and visitors with an inviting pedestrian environment.

POLICIES:

B4.1  Ensure that buildings fronting Santa Monica Boulevard have their primary façades facing the boulevard and located on the property line or back side of the sidewalk. However, to support a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.

B4.2  Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Include enhanced materials and detailing where ground floor façades are perceived by passing pedestrians.

B4.3 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the boulevard. Walls should have meaningful combinations of materials and articulation to engage the eye.

B4.4 In order to create an interesting skyline, avoid uniformly flat roofs.





Outdoor dining opportunities are encouraged to locate in areas that cater to residential areas and the Healthcare District.




A safe pedestrian realm requires better infrastructure and improvements. The LUCE recommends new streetscape amenities that include enhanced crosswalks.

B4.5 Ensure that new commercial or mixed-use buildings adjacent to residential districts are contained within a prescribed building envelope that steps down toward the residential district to maintain access to light and air.


B4.6  Ground floor uses with active retail shall be generally continuous, transparent (non-tinted) display windows facing the sidewalk.

B4.7  Ensure that mixed-use developments have active ground floor uses that face the boulevard with residential as the predominant use located on the upper floors east of 23rd Street. Ground floor residential uses may be allowed if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration. Small floor plate, local-serving medical offices may also be located on the upper floors within the Healthcare Mixed-Use designation.

B4.8 Offices and other limited pedestrian access uses are discouraged on the ground floor facing the boulevard. Entrances to upper-level uses, such as lobbies, shall be limited in length along the sidewalk.

B4.9  Encourage affordable and workforce housing in proximity to transit and major employment centers.

B4.10 Encourage sidewalk dining where it meets established criteria.

B4.11  Require new incentivized development above the base height to participate in a shared parking district and Transportation Demand Management (TDM) strategies.

B4.12 🌿 Enhance the streetscape environment to create an inviting pedestrian environment.

B4.13 🌿 Improve pedestrian crosswalks along the length of the boulevard.

B4.14 Discourage north-south alley access to Santa Monica Boulevard and explore alternative routing.

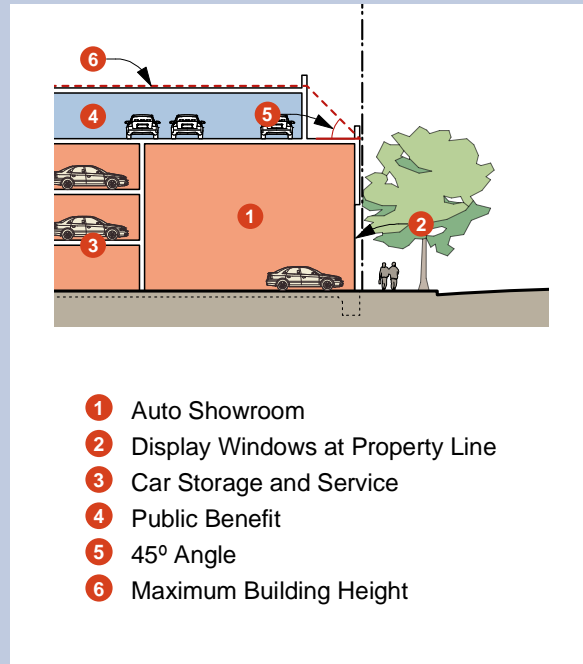
GOAL B5: Transform Santa Monica Boulevard into an attractive, mixed-use boulevard that recognizes the distinct character of its three sub-areas and contributes to the well-being of the healthcare and auto-related segments of the City's economy.

POLICIES:

B5.1 🌿 Encourage affordable and workforce housing in conjunction with new mixed-use development.

B5.2 🌿 Require new incentivized development above the base height to participate in a shared parking district and TDM strategies.

B5.3 🌿 Ensure that mixed-use areas east of 20th Street contain a mix of local-serving retail or healthcare uses and predominantly upper-level residential to create distinct neighborhood environments with 17 hour per day/7 day per week pedestrian activity.



A new auto showroom format is required for upgraded or new auto dealerships.



*New development beyond the base height will be required to participate in a **shared parking program**.*

B5.4 🌿 Design healthcare and related facilities with community benefits planned around open spaces and enhanced pedestrian and transit facilities.

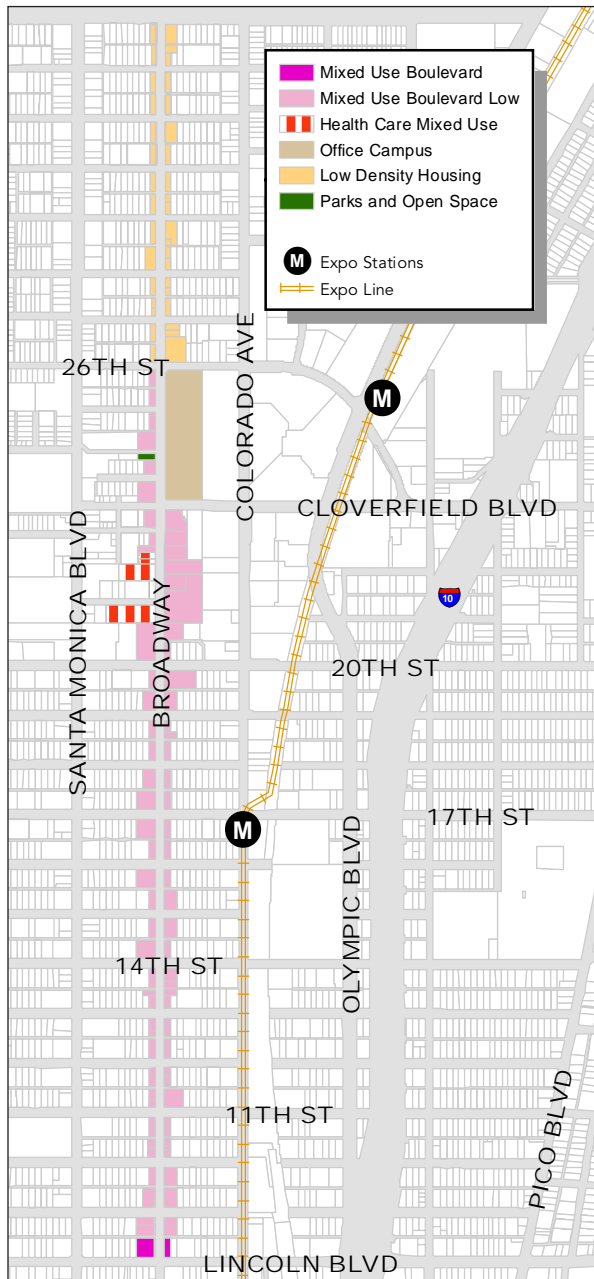
B5.5 Ensure that new and existing auto dealerships from 20th Street to Lincoln Boulevard develop in an urban auto dealership format, locating showrooms adjacent to the sidewalk and new car inventory, customer parking and service facilities either below grade and/or in multi-story facilities to the rear of the retail showrooms.

B5.6 Design new and remodeled auto dealerships to minimize impacts on adjacent residential neighborhoods.

B5.7 New auto dealerships east of 20th Street are discouraged; existing auto dealerships may remain as permitted uses and expand if developed according to the urban auto dealership format.

B5.8 Encourage auto-related uses to contribute to the desired character and pedestrian experience of the boulevard with vehicle service and parking access discouraged from Santa Monica Boulevard.

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Broadway

Location

The Broadway mixed-use commercial corridor is situated at the center of Santa Monica's geographic boundaries and runs east-west from Centinela Avenue at the City's eastern limits to Lincoln Boulevard, where it enters the Downtown.



“It’s the heart of Santa Monica. It welcomes those off the I-10 & Lincoln and is where 3rd Street empties out into the community.”

—RESIDENT’S COMMENT FROM A DISCOVER SANTA MONICA GUIDEBOOK

Vision

Broadway is envisioned to maintain its current role as a transit and major east-west bicycle route into Downtown. Over time, Broadway west of 26th Street will transition into a mixed-use corridor with residential, creative arts studios, offices and local-serving retail uses. This combination of uses is designed to create a more attractive and inviting street environment by capitalizing on existing landscape assets such as the medians east of 26th Street.

Broadway’s existing land uses and the context of the surrounding development define four distinct sub-areas from Centinela to Lincoln Boulevard: Centinela Avenue to 26th Street—a continuation of what is essentially a neighborhood street; 26th Street to Cloverfield Boulevard—transitioning from existing large buildings to Santa Monica’s typical boulevard scale; Cloverfield Boulevard to 20th Street—an interface between existing larger-scale development to the south and the emerging healthcare center to the north; and 20th Street to Lincoln Boulevard—a low-scale mixed-use environment continuing the pattern of the City’s creative office use with local-serving retail and a variety of new housing types to promote 17 hours per day/7 days per week activity. Broadway features enhanced pedestrian and transit facilities and improved bicycle pathways to enhance Broadway’s role as the bicycle gateway to Downtown.

CENTINELA AVENUE TO 26TH STREET:

Low-Density Housing

Broadway's eastern sub-area from Centinela to 26th Street is maintained as a tranquil and comfortably designed residential street. The scale and character of the residential uses lining both sides of this seven-block length of Broadway are conserved with a Low-Density Housing designation. The landscaped medians will be maintained to provide visual relief, and dedicated bike lanes will continue to accommodate bicycle access to Downtown.

Current Conditions, Trends and Issues

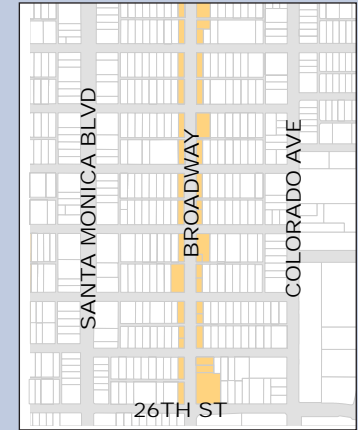
Broadway from Centinela Avenue to 26th Street contains a stable mix of predominantly multi-family residential buildings. The existing streetscape provides a pleasant thoroughfare for pedestrians, cyclists and automobiles. This segment is entirely residential in character and boasts landscaped medians that contribute to the area's charm.

Strategic Approach

No changes are anticipated for this segment of Broadway. Policies will ensure that the neighborhood is protected and not negatively impacted by changes in adjoining districts.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)



Low-Density Housing

CENTINELA AVENUE TO 26TH STREET:

The character of this sub-area is mainly residential, offering a landscaped median, a bike lane, pedestrian lighting and a variety of housing types.



DEDICATED BIKE LANES ON BROADWAY provide a vital link between West Los Angeles and Santa Monica.

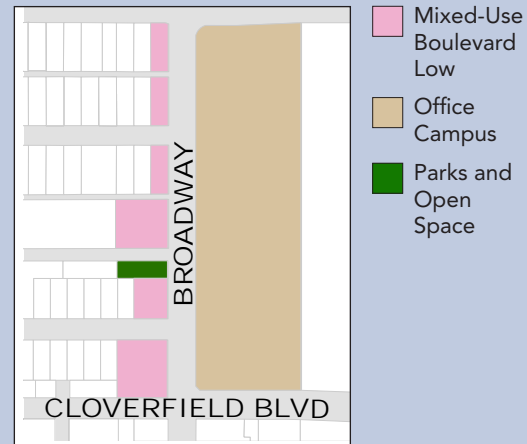
26TH STREET TO CLOVERFIELD BOULEVARD:

Mixed-Use Boulevard Low, Office Campus, Parks and Open Space

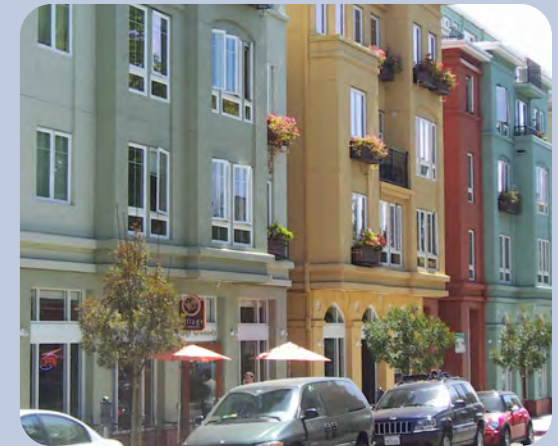
West of 26th Street, the heights of new buildings transition down from the taller buildings at Yahoo! Center to lower-scale, mixed-use buildings on the north side of Broadway and beyond to the existing residential development. The ground floor local-serving retail on the north side will open onto an enhanced sidewalk to create a vital pedestrian environment in contrast to the existing south side of the street.

Current Conditions, Trends and Issues

The south side of Broadway in this area is developed with a public access park at the southwest corner of Broadway and 26th Street and Yahoo! Center. No redevelopment of Yahoo! Center is anticipated. On the north side of Broadway there are opportunities for buildings and uses to enhance the area by removing surface parking lots and improving the pedestrian experience. Current development standards lack sufficient incentives to upgrade these properties.



26TH STREET TO CLOVERFIELD BOULEVARD: Vital pedestrian links and a mix of uses will enhance the environment of this Broadway sub-area.



UNDERUTILIZED PARCELS COULD TRANSFORM INTO NEW OPPORTUNITIES for local business development, housing, or healthcare and medical offices.

Strategic Approach

To encourage the upgrading of the underutilized properties in this area, additional height above the base height may be requested for projects that include community benefits, and housing projects will be provided with additional height and FAR. Additionally, this segment within the Office Campus District may also provide a diversity of housing types. The height of new development steps down toward adjacent residential properties. For all new developments, shared parking and participation in area-wide TDM strategies is encouraged.

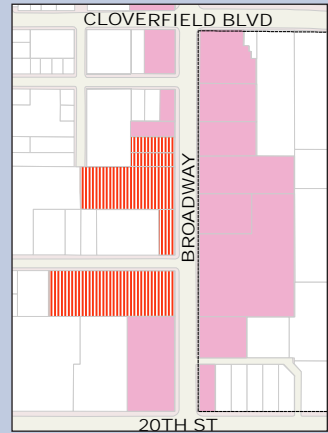
Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

CLOVERFIELD BOULEVARD TO 20TH STREET:

Mixed-Use Boulevard Low

Over time, the north side of the street will transition into a mixed-use pattern that provides commercial, health services and residential to support the healthcare center to the north. Mixed-use development on the south side of Broadway creates a lively, vital pedestrian streetscape while providing a transition to the existing tall buildings in the Office Campus District to the south and east and the lower mixed-use sub-area to the west. The land within this Broadway sub-area does not abut existing residential neighborhoods. A coordinated architectural street frontage with opportunities for increased ground level open space contributes to the quality of the street life and supports enhanced transit, pedestrian and bicycle routes. New shared parking facilities and TDM strategies reduce vehicle trips.



Mixed-Use Boulevard Low



CLOVERFIELD BOULEVARD TO 20TH STREET: A Mixed-Use Boulevard Low designation will encourage additional affordable and workforce housing, shared parking and a vibrant pedestrian experience.

Current Conditions, Trends and Issues

The portion of Broadway between Cloverfield Boulevard and 20th Street features a mix of building types and uses, including a row of single-story brick warehouses on the south side of the street that have been converted to media/entertainment-related offices. The north side of the street includes a combination of parking lots and small office uses. The block between Broadway and Santa Monica Boulevard currently contains a variety of residential buildings, offices and hospital-related facilities.

Strategic Approach

As properties redevelop in this area, new projects are designed in a mixed-use pattern with ground floor commercial space adjacent to the sidewalk and upper-level residential uses.

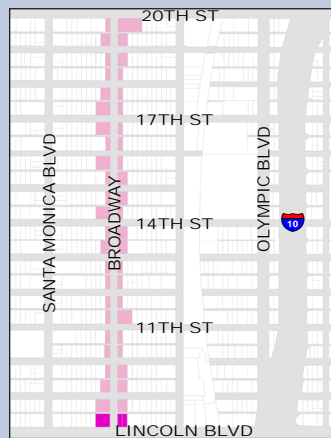
Land Use Parameters

(See chapters 2.1 Land Use Policy and Designations for further information.)

20TH STREET TO LINCOLN BOULEVARD:

Mixed-Use Boulevard Low, Mixed-Use Boulevard

Broadway’s traditional one to three-story mixed-use corridor between 20th Street and Lincoln Boulevard is envisioned to expand its prominence in the City by continuing to encourage mostly local-serving retail uses at the ground floor while also allowing flexibility for limited ground floor residential uses designed in a pedestrian-oriented manner. Small creative arts industries that have called Broadway home for years and add to the vitality and variety of housing types are also encouraged. Enhancement of the pedestrian



20TH STREET TO LINCOLN BOULEVARD:

This area is envisioned to retain its prominence as a major bicycle corridor accentuated by a variety of housing types and retail offerings.



Broadway’s built environment is aging, and does not engage the bicyclist or pedestrian consistently along the street.



Broadway has the potential to become an interesting and vibrant boulevard that takes advantage of its mixed-use designation to provide spaces for artists, small offices and a variety of housing types.



Ground floor uses on active pedestrian and bicycle corridors take advantage of the pedestrian flow, and contribute to an area's overall livability. Broadway has the potential to evolve into an exciting and vibrant corridor if care is taken to ensure that development remains human-scaled and oriented to the individual.

environment, improvements to the east-west bikeway and new transit facilities will establish Broadway as an important entrance to the Downtown.

Current Conditions, Trends and Issues

This segment of Broadway features residential, retail, small-scale industrial and locally-oriented incubator spaces. Mixed-use buildings have recently been developed in this area, creating some land use conflicts such as automotive repair facilities in close proximity to residential

uses. The 50-foot depth of parcels fronting on Broadway severely limits the development of sufficient parking to support the redevelopment of parcels.

Strategic Approach

To enhance the pedestrian experience, ground level uses are encouraged to have display windows with exhibits that represent the business, and vehicular access is discouraged from Broadway. Ground floor residential uses are required to be designed in a pedestrian-oriented manner with features such as wider

sidewalks, street-facing main entrances, stoops, patios, and fenestration. The primary building façades face the street and are located along the property line. Bicycle routes are enhanced to enforce Broadway's role as a primary east-west bicycle thoroughfare.


Land Use Parameters


(See chapter 2.1 Land Use Policy and Designations for further information.)

BROADWAY GOALS AND POLICIES

GOAL B6: Create an enhanced mixed-use, pedestrian- and bicycle-oriented boulevard that provides residents, employees and visitors with an inviting landscaped pedestrian environment.

POLICIES:

B6.1  Ensure that buildings fronting Broadway have their primary façades facing the boulevard and located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.

B6.2  Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Ground floor façades should include enhanced materials and detailing where they will be perceived by passing pedestrians.


B6.3 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the boulevard. Walls should have meaningful combinations of materials and articulation to engage the eye.


B6.4 In order to create an interesting skyline, avoid uniformly flat roofs.



The built and streetscape environment shall be enhanced to create a comfortable pedestrian environment that is inviting to residents, employees and visitors.

B6.5 Ensure that new commercial or mixed-use buildings adjacent to residential districts are contained within a prescribed building envelope that steps down toward the residential district to maintain access to light and air.

B6.6  Limit ground floor uses to mostly active retail with generally continuous, transparent (non-tinted) display windows facing the sidewalk.


B6.7  Ensure that mixed-use developments have active ground floor uses that face Broadway with predominantly residential located on the upper floors. Ground floor residential uses may be allowed in limited



To increase the quality of the bicycle network, the LUCE proposes enhancing Broadway's prominence as a bicycle thoroughfare, and as a mixed-use boulevard catering to the creative arts.


areas if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration.


B6.8 General office and other limited pedestrian access uses are discouraged on the ground floor facing Broadway. Entrances to upper-level uses, such as lobbies, shall be limited in length along the sidewalk.


B6.9  Affordable and workforce housing should be encouraged in proximity to transit and major employment centers.

B6.10 Encourage sidewalk dining where it meets established criteria.

 denotes sustainable policy

B6.11  Require new incentivized development above the base to participate in a shared parking district and Transportation Demand Management strategies.


B6.12  Enhance the streetscape environment to create an inviting pedestrian environment. The replacement of character-defining streetscape elements, such as street lamps, should respect the existing character of the boulevard to the greatest extent feasible, and be completed in accordance with City policy.


B6.13  Improve pedestrian crosswalks along the length of Broadway.

GOAL B7: Develop an integrated pattern of land uses along Broadway to preserve existing low-density residential neighborhoods, create “incubator” spaces for the creative arts, and provide opportunities for affordable and workforce housing to support nearby employment centers.

POLICIES:


B7.1 Preserve existing low-density residential neighborhoods east of 26th Street.


B7.2  Encourage affordable and workforce housing in proximity to major employment centers.

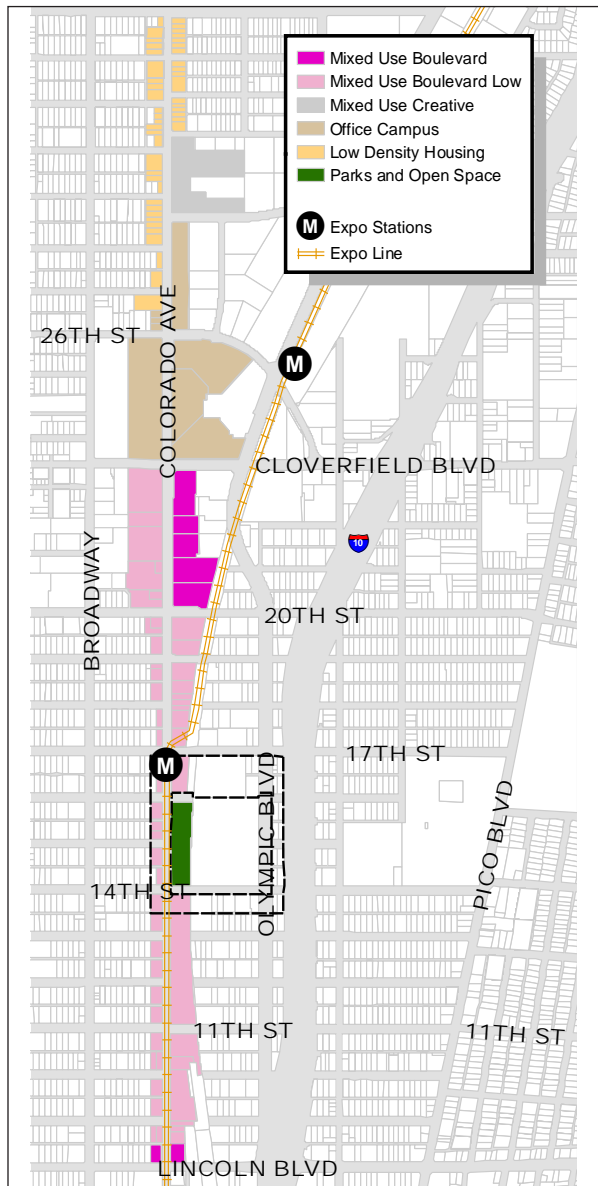
B7.3  Encourage a mix of residential, small-scale retail and creative arts uses between 20th Street and Lincoln Boulevard.

GOAL B8: Create a safe and attractive bicycle artery on Broadway that connects the eastern neighborhoods of the City with the Beach.

POLICIES:

B8.1  Design new development along Broadway to complement the street’s function as a cycling route through the City.

B8.2  Enhance the dedicated bike lane on Broadway to better facilitate east-west bicycle circulation and intersection crossings.



Colorado Ave

Location

Colorado Avenue is located between Broadway and Olympic Boulevard and extends from the eastern City limit at Centinela Avenue to Lincoln Boulevard where it transitions to the interface between the Downtown and Civic Center Districts.



“The City needs mixed-use, strategic planning, and bonuses for low-income housing and open space... it is a work in progress and can be even nicer than it is today.”

-COMMENT FROM INDUSTRIAL LANDS WORKSHOP #1

Vision

Colorado Avenue is envisioned to retain much of its diverse character while accepting its new role as a light rail transit corridor west of 17th Street to Downtown. The low-density, variably-scaled character of the residential neighborhoods east of 26th Street will be conserved. The south side of Colorado Avenue between Stanford and Stewart Streets will transition to a mixed-use pattern over time where the northern boundary of the Mixed-Use Creative District (MUCD) meets Colorado. The MUCD provides for effective physical step downs to the residential areas with appropriate design transitions to the adjacent residential areas to the north along with needed neighborhood commercial retail and services. West of Stewart Street the existing major entertainment, industrial and financial service buildings constructed under Development Agreements are unlikely to be redeveloped.

The Expo Light Rail which transitions to Colorado Avenue from a dedicated right-of-way just east of 17th Street presents a special opportunity to enliven and improve the avenue. The Memorial Park Light Rail Station just west of 17th Street within the Colorado Avenue right-of-way provides needed service to the Healthcare District and Santa Monica College. The light rail tracks will be at grade down the center of Colorado Avenue west of

the Memorial Park Light Rail Station to the Downtown Light Rail Station at 4th Street. West of the Memorial Park Light Rail Station, Colorado Avenue transitions from a mix of small office and light industrial uses to a mixed-use pattern with local-serving retail and small office ground floor uses and residential uses above. An enhanced sidewalk and streetscape developed as part of the light rail construction will ensure a spirited pedestrian environment.

The Memorial Park Activity Center Low Overlay capitalizes on the location of the Expo Light Rail station with the potential for shared parking, expansion of Memorial Park and a joint-development opportunity to combine excess Metro, City, and Santa Monica-Malibu Unified School District land. The open space resource of Memorial Park and its proximity to transit presents an opportunity to create a lively mixed-use neighborhood at the activity center overlay .

(See chapter 2.5 Activity Centers for further information.)



This portion of Colorado Avenue contains a variety of industrial and office uses that are auto-oriented.



A new program of activities facilitated by a Mixed-Use Boulevard designation will allow Colorado Avenue to emerge as an attractive and interesting street. Enhanced transit facilities will reduce the need for vehicle trips.

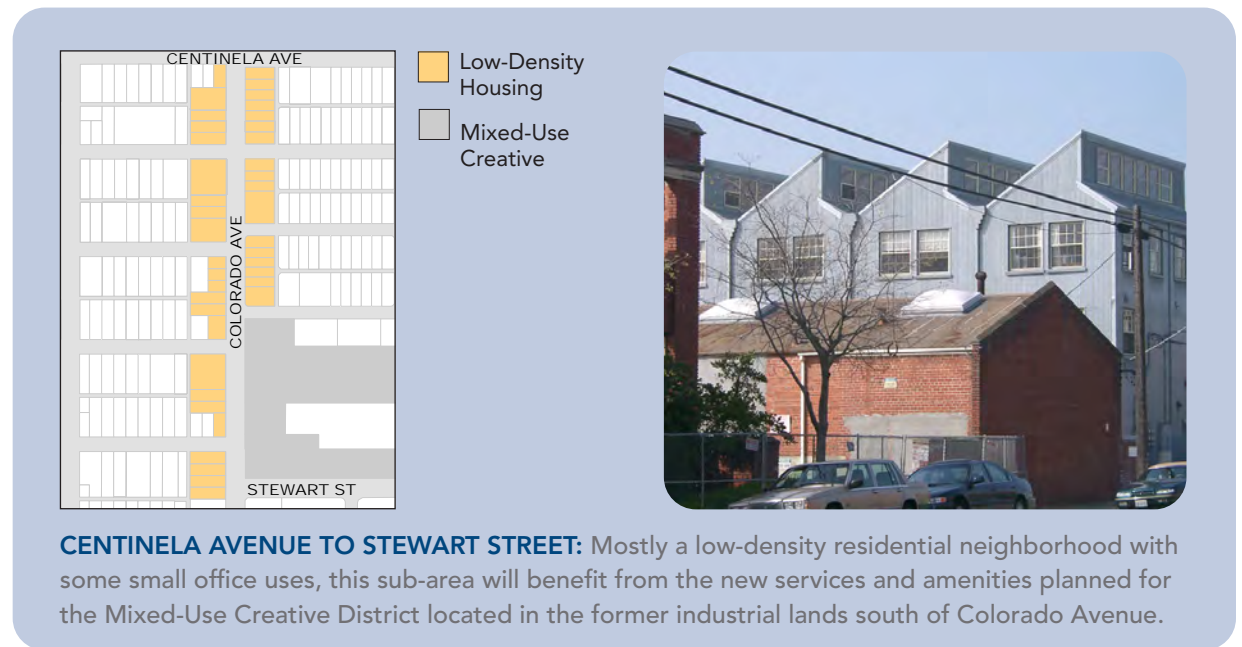
CENTINELA AVENUE TO STEWART STREET:

Low-Density Housing, Mixed-Use Creative

The eastern segment of Colorado Avenue, with the exception of the Mixed-Use Creative District (MUCD) on the south side of the Avenue between Stanford and Stewart Streets, retains its use and character as a low-density residential neighborhood. The MUCD borders the south side of the avenue from Stanford to Stewart Streets. The low scale of Colorado is maintained through controls embodied in the MUCD requiring buildings fronting on Colorado to step down to the existing scale of the street. Ground floor restaurants and local-serving retail provide convenient services for the entire neighborhood within an enhanced pedestrian environment.

Current Conditions, Trends and Issues

With the exception of the south side of Colorado Avenue between Stanford and Stewart Streets, this area consists of a modestly-scaled residential neighborhood with a varied mixture of single family, multi-family and mobile home housing types. While the residential buildings are well-woven into the fabric of the adjacent neighborhoods, the buildings on the south side between Stanford and Stewart Streets relate more to



CENTINELA AVENUE TO STEWART STREET: Mostly a low-density residential neighborhood with some small office uses, this sub-area will benefit from the new services and amenities planned for the Mixed-Use Creative District located in the former industrial lands south of Colorado Avenue.

the City's industrial districts and for the most part do not provide services or uses that are compatible with the residential neighborhood. The streetscape in this segment of Colorado Avenue does not enhance the residential character of the neighborhood or encourage pedestrian activity.

Strategic Approach

Streetscape improvements enhance the pedestrian character of the residential portion of this neighborhood. In the MUCD south of Colorado Avenue between Stanford and Stewart Streets, a new commercial/residential neighborhood emerges where opportunities

for creative arts jobs are balanced with a variety of affordable, workforce and market-rate housing and local-serving retail and services. New development along Colorado Avenue is designed to transition down to adjacent residential areas and provide green streets that establish a more pedestrian friendly street grid.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

STEWART STREET TO 20TH STREET:

Low-Density Housing, Office Campus, Mixed-Use Boulevard Low and Mixed-Use Boulevard

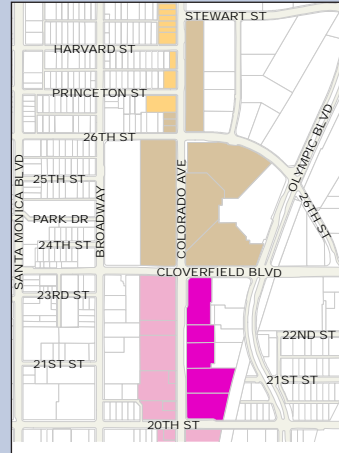
Most of this area of Colorado Avenue is not expected to change as the street proceeds west, bordered by major existing development. The MTV Building, the internally-oriented Water Garden complex and Arboretum on the south side of the street and the Yahoo! Center on the north side will remain, as the useful life of those office complexes are likely beyond the time horizon of this Plan. The existing residential uses on the north side of Colorado between Stewart and 26th Streets are maintained.

Current Conditions, Trends and Issues

The Office Campus and Mixed-Use Boulevard designations reflect existing development at the MTV Building, Water Garden, Yahoo Plaza and Arboretum, which are not expected to redevelop within the time horizon of this Plan.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)



- Low-Density Housing
- Office Campus
- Mixed-Use Boulevard Low
- Mixed-Use Boulevard



STEWART STREET TO 20TH STREET: The existing large office buildings will remain.

20TH STREET TO LINCOLN BOULEVARD:

Mixed-Use Boulevard Low, Parks and Open Space

Memorial Park is the focal element for a Memorial Park Activity Center Overlay. This activity center overlay capitalizes on the Memorial Park Light Rail Station with connecting bus and shuttle routes. With the City's acquisition of the Fisher Lumber property, and the Los Angeles County Metropolitan Transit Authority's likely acquisition of property at the corner of Colorado Avenue and 17th Street, the avenue visually opens onto Memorial Park. From the Memorial Park Light Rail Station to Downtown, the avenue emerges as a mixed-use corridor with ground floor local-serving uses, small office and upper-level residential uses adjacent to an at-grade segment of the Expo Light Rail line.

(See chapter 2.5 Activity Centers for further information.)

Current Conditions, Trends and Issues

From 20th Street west to 17th Street, the area contains a variety of small industrial uses where lot depth is reduced by the Expo right-of-way. West from 17th Street to Lincoln Boulevard, the character is generally low-scale industrial in conformance with the existing light industrial zoning. The former Fisher Lumber facility on the south side of Colorado Avenue between 14th and 16th Streets has been purchased by



- Parks and Open Space
- Mixed-Use Boulevard Low
- Mixed-Use Boulevard
- Activity Center Overlay

20TH STREET TO LINCOLN BOULEVARD:

A comprehensive mix of uses around the Expo Light Rail Station and Memorial Park will be the core of this area.



the City for public use. From 14th Street to Lincoln Boulevard, the street has a decidedly low-scale industrial character, with uses such as auto repair, wholesale and retail outlets related to the construction industry, and the Southern California Edison utility plant on the northeast corner of Colorado Avenue and Lincoln Boulevard.

Strategic Approach

The Activity Center Overlay Area Plan centered on Memorial Park capitalizes on an expanded park, the Memorial Park Light Rail Station, a shared parking facility, and potential joint development for new residential and office uses including new facilities for the Santa Monica-Malibu Unified School District. New local-serving retail and residential units will combine to form a new urban neighborhood around Memorial Park.

The activity center's physical proximity to the recreational activities provided by the park, transit facilities and the visual proximity to the park's expansive open space create an ideal situation for a thriving mixed-use neighborhood. The insertion of new local retail, a variety of residential units and the potential joint development to accommodate new school district offices and shared parking combine to form a new urban neighborhood around an expanded and enhanced Memorial Park. This planned neighborhood accommodates new infrastructure improvements including an underground reservoir. The potential capping of the I-10 Freeway in the area south of Memorial Park offers an opportunity to expand open space and link neighborhoods south of the freeway to the park.

Along the path of the new Expo Light Rail line from 17th Street to Downtown, a new streetscape plan is implemented in conjunction with the construction of the transit line. New mixed-use buildings are encouraged along the transit corridor, and existing service facilities for auto dealerships may remain.

Land Use Parameters

(See chapters 2.1 Land Use Policy and Designations and 2.5 Activity Centers for further information.)



The LUCE establishes a goal to translate new transit opportunities into housing creation. Affordable and workforce housing are highly desirable.

COLORADO AVENUE GOALS AND POLICIES

GOAL B10: Create an enhanced mixed-use, pedestrian boulevard that provides residents, employees and visitors with an inviting landscaped pedestrian environment.

POLICIES:

B10.1 Ensure that buildings fronting Colorado Avenue have their primary façades facing the street and located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.

B10.2 Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Ground floor façades should include enhanced materials and detailing where they will be perceived by passing pedestrians.

B10.3 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the boulevard. Walls should have meaningful combinations of materials and articulation to engage the eye.

 denotes sustainable policy

B10.4 In order to create an interesting skyline, avoid uniformly flat roofs.

B10.5 Ensure that new commercial or mixed-use buildings adjacent to residential districts are contained within a prescribed building envelope that steps down toward the residential district to maintain access to light and air.

B10.6 Ground floor uses with active retail shall be generally continuous, transparent (non-tinted) display windows facing the sidewalk.

B10.7 Ensure that mixed-use developments have active ground floor uses that face Colorado Avenue with predominantly residential located on the upper floors. Ground floor residential uses may be allowed if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration. In the activity centers and Mixed Use Creative designation, creative arts uses may also be located on upper floors.

B10.8 General office and other limited pedestrian access uses are discouraged on the ground floor facing Colorado Avenue. Entrances to upper-level uses, such as lobbies, shall be limited in length along the sidewalk.

B10.9 Arts and entertainment uses are encouraged in a mixed-use pattern balanced with residential and local-serving retail to create a complete neighborhood.

B10.10 Encourage affordable and workforce housing in proximity to transit and major employment centers.

B10.11 Encourage sidewalk dining where it meets established criteria.

B10.12 Require new incentivized development above the base to participate in a shared parking district and Transportation Demand Management strategies.

B10.13 Enhance the streetscape to create an inviting pedestrian environment.

B10.14 Improve pedestrian crosswalks along the length of Colorado Avenue.

GOAL B11: Maintain the integrity of the low-density residential area north and east of the Mixed-Use Creative District.

POLICIES:

B11.1 Preserve the existing low-density residential neighborhood on the north side of Colorado, east of 26th Court, and on the south side of Colorado, east of Stanford Street.

B11.2 Design new developments to minimize impacts on adjacent residential neighborhoods.



A walkable environment can be created with quality building design, landscaping, wider sidewalks and accessible transit.


GOAL B12: Build on the existing character of the eastern portion of the avenue by encouraging creative arts and residential uses to create a unique neighborhood with workforce housing and services to support the City's arts and entertainment employers.

POLICIES:

B12.1 Integrate the new Mixed-Use Creative District with the neighborhood to the north of Colorado Avenue by locating local-serving retail and residential uses along the avenue and stepping the mass of the buildings down to provide effective transitions to the adjacent lower-scale residential area.

GOAL B13: Create focal points of activity on Colorado at 17th that provide a variety of residential, community gathering, entertainment and shopping opportunities.

POLICIES:

B13.1  Integrate the activity center overlay at Memorial Park with the Expo Light Rail line and ensure that it contains a mix of local-serving retail, affordable and workforce housing, small office uses, and school district facilities.


GOAL B14: Develop Colorado Avenue as the light rail artery from the Memorial Park Station at 17th Street to Downtown while enhancing the street along the way to create a safe and appealing pedestrian experience.

POLICIES:

B14.1  Design new buildings fronting on the light rail line to have their primary façades facing the avenue to create an enhanced pedestrian experience.

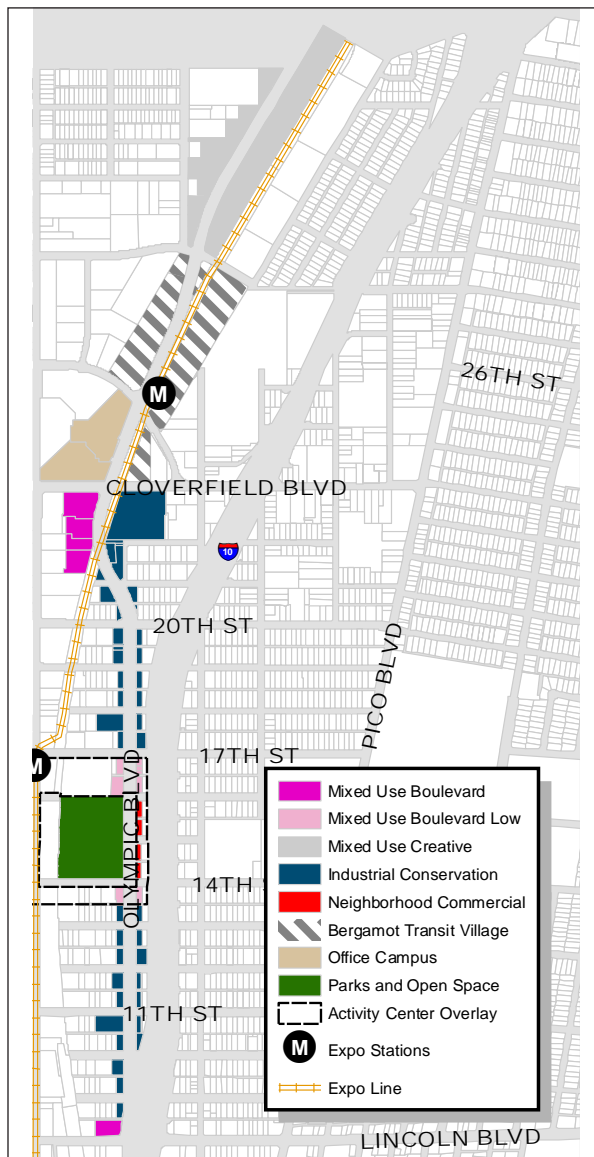


A neighborhood activity center, like that proposed at Memorial Park, will provide the adjacent residential neighborhoods with transit options, open space, employment centers and a variety of housing opportunities.

B14.2  Implement a streetscape plan with the construction of the light rail line for the public right-of-way along the avenue between the Memorial Park Station and Downtown.

B14.3 Where feasible, provide vehicle access from the alley or side street and discourage it from Colorado Avenue.

B14.4 Maintain service/storage facilities for automobile dealerships as permitted uses west of 20th Street. A discretionary approval process may be implemented to authorize auto sales at existing dealership service and storage facilities.



Olympic Blvd

Location

Recognized as a major transit corridor from Downtown Los Angeles through West L.A., Santa Monica's Olympic Boulevard transforms from a wide highway into a green, pleasant corridor, highlighted by a procession of mature coral trees in a median that extends from the



City limits at Centinela Avenue to 10th Street. The boulevard becomes one-way westbound after 10th Street, and as its path merges with I-10, ends at 5th Street. Eastbound lanes begin at Main Street (Olympic Drive), run along the south edge of the I-10 Freeway from 4th Street, reuniting with the main part of the boulevard on the north side of the freeway at 11th Street.

Vision

Olympic Boulevard is one of the important eastern gateways to Santa Monica and immediately establishes a sense of arrival through installation of a gateway feature while becoming the spine of the new Bergamot Transit Village District and the Mixed-Use Creative District. Historically, Olympic was part of a state highway network and vehicular access to the boulevard in the form of driveways and curbcuts was limited. The LUCE envisions Olympic as a boulevard that will connect with the traditional street grid pattern introduced into the City's former industrial lands. The new grid streets increase both vehicular and pedestrian circulation and create the framework for the transition of the former large industrial parcels into mixed-use neighborhoods. The new districts on either side of Olympic encourage the expansion of the arts and entertainment industries through enhanced transit services and new shared parking reservoirs with a balance of residential and local-serving retail. The addition of the Expo Light Rail line paralleling Olympic between Stewart Street and Cloverfield, with its new Bergamot Light Rail Station located just east of 26th Street, is key to creating a lively mixed-use, transit-friendly neighborhood in this former industrial area with affordable and workforce housing and new employment

opportunities. This area of the City is envisioned as a pedestrian-friendly precinct that capitalizes on the transit opportunity and the existing Bergamot Station Arts Center. New streetscape amenities, including improved sidewalks, are added to Olympic along with on-street parking where appropriate. Key to the implementation of these new districts is the creation of major shared parking facilities, which will consolidate parking, provide efficiencies through mixed-use sharing of spaces, and permit the redevelopment of existing on-grade parking into a new mixed-use pattern that is appropriate in scale and is environmentally, economically and socially sustainable.

From Cloverfield Boulevard west to 17th Street, land uses to the south of Olympic Boulevard will remain light industrial. West of 26th Street, the Expo Light Rail line tracks rise from grade and cross over Cloverfield and Olympic Boulevards and return to grade within the former railroad right-of-way north of Olympic. The parkway character of the boulevard is maintained with the coral trees preserved and median landscaping enhanced.

Between 17th and 14th Streets, Olympic Boulevard passes by and opens onto Memorial Park before transitioning to existing light industrial uses in the area from 14th Street to the Downtown.

(See chapter 2.5 Activity Centers for further information.)



Olympic is a gateway into Santa Monica from neighboring West Los Angeles, yet it is understated, and lacking in pedestrian infrastructure and urban design amenities.



Adding street-facing retail and housing will enliven the gateway into Santa Monica from West Los Angeles. New sidewalks and possibly a walking trail in the landscaped median will enhance the pedestrian experience as shown in this

CENTINELA AVENUE TO CLOVERFIELD BOULEVARD:

Mixed-Use Creative, Transit Village, Office Campus

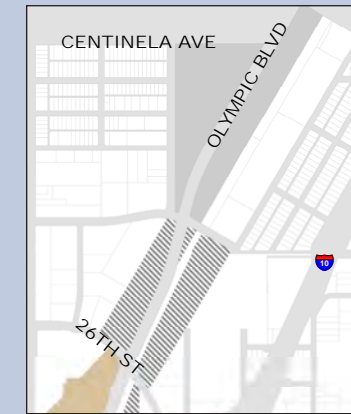
The modern Bergamot Light Rail Station provides the focus for this historically isolated industrial area as it converts over time to a sustainable mixed-use neighborhood. A new street grid lined with a mix of local-serving ground floor uses, creative arts facilities and a variety of residential types intersects with Olympic Boulevard to accommodate vehicles and pedestrians while providing direct links to the new light rail station. The new neighborhoods create opportunities to live, work, play and learn within a livable transit-accessible environment. The Plan envisions retaining the scale and character of the existing Bergamot Station Arts Center as a community-gathering place and relocating parking into nearby shared structures. Bergamot Station Arts Center adds to the vitality of the area; the center is opened visually to Olympic and the light rail station with direct pedestrian connections to the transit station. Olympic will intersect with new roadways to establish a traditional grid street pattern. The vehicle-dominated character of the street will change to a walkable environment with new development opening out onto the street, new pedestrian sidewalks and streetscape elements incorporated into the street right-of-way.

Current Conditions, Trends and Issues

Olympic Boulevard enters the City at an angle, then curves through the former industrial area north of I-10. The boulevard's irregular geometry and its lack of intersecting north-south streets in this area is a remnant of its former designation as a state highway route. Consistent with its former role as a highway, the boulevard lacks sidewalks and other pedestrian amenities. This segment of the boulevard contains a variety of older industrial and manufacturing buildings, many of which have been rehabilitated or adaptively reused to accommodate more modern uses such as entertainment production facilities.

Strategic Approach

With the exception of the Water Garden office complex, the area of Olympic Boulevard between Centinela Avenue and Cloverfield Boulevard passes through the Mixed-Use Creative and Bergamot Transit Village Districts. Olympic Boulevard is the spine for these two new districts, which stimulate new energy and expand the existing uses of the creative arts and entertainment industries. These districts combine to create new urban neighborhoods within a livable and transit-accessible environment. Provisions for shared parking create the opportunity to implement a new street grid and open space on existing surface parking lots.



CENTINELA AVENUE TO CLOVERFIELD:

New transit-oriented urban neighborhood districts will contain a mix of affordable, workforce and market-rate housing.

Residents and employees will be linked to the nearby transit station by safe and attractive bikeways and pedestrian pathways. New developments above the base height are required to participate in shared parking programs and TDM strategies.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

CLOVERFIELD BOULEVARD TO 17TH STREET:

Mixed-Use Boulevard, Industrial Conservation

West of the Bergamot Transit Village District, the parkway character of the boulevard is maintained, the existing coral trees are preserved and the median landscaping is enhanced. A portion of the Arboretum with an existing grocery store abuts Olympic at the point where the Expo Light Rail line crosses over Olympic. To the south, vacant land and under utilized one-story industrial uses are expected to evolve into new light industrial uses. The Industrial Conservation land use designation supports the traditional small industrial uses and affordable start-ups in addition to maintaining important local services and other commercial uses.

Current Conditions, Trends and Issues

Existing uses and buildings in this portion of the Industrial Conservation District include a variety of businesses and services, such as industrial uses, automotive facilities, utility providers, private schools and creative studios. These uses provide a valuable service to the community, and LUCE policies encourage their retention. The land designated Mixed-Use Boulevard includes the site of the Arboretum mixed-use complex, where no new development is anticipated.



The map on the left shows a street grid with Cloverfield Blvd at the top, Colorado Ave on the left, and Olympic Blvd running vertically. A pink shaded area indicates 'Mixed-Use Boulevard' and a blue shaded area indicates 'Industrial Conservation'. A horizontal line labeled '20TH ST' crosses the map. To the right is a photograph of a building with a sign that reads 'Rich SHEET METAL' and '1725'. The building has 'RICH SHEET METAL' written on its facade. A dark car is parked in front of the building.

CLOVERFIELD BOULEVARD TO 17TH STREET: The Industrial Conservation land use designation is intended to provide a sanctuary for traditional small industrial uses and affordable start-ups. The existing Arboretum development is likely to remain, as it provides housing as well as a grocery store and drugstore.

Strategic Approach

Policies encourage the retention of the existing light industrial, education and creative art uses and the development of new buildings designed to facilitate “incubator” industrial space. While the preservation of industrial uses is the priority for this area, a diversity of housing types should also be allowed in efforts to expand housing opportunities within this corridor.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

17TH STREET TO 14TH STREET:

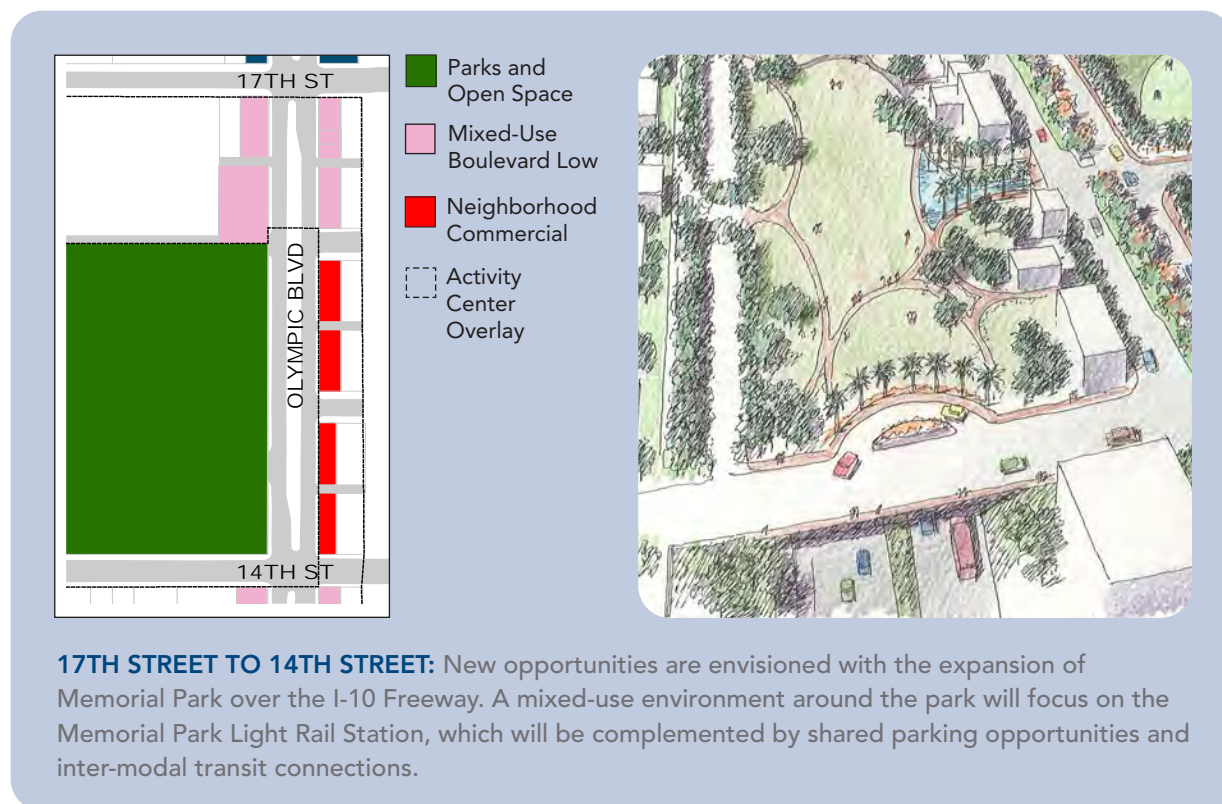
Mixed-Use Boulevard Low, Neighborhood Commercial, Parks and Open Space

The LUCE envisions the expansion of Memorial Park south of Olympic and over I-10, which will have a dramatic impact on this portion of the boulevard. The enhanced median landscape and new pedestrian facilities will traverse the expanded park and become an important part of the park. The Memorial Park Activity Center Overlay capitalizes on the park expansion, the Memorial Park Light Rail Station, additional transit routes and key joint-development/shared parking opportunities.

(See chapter 2.5 Activity Centers for further information.)

Current Conditions, Trends and Issues

Memorial Park features a wide selection of sports facilities and the Police Activities League building. Uses surrounding the park include a variety of low-scale industrial, office and commercial uses, and the Santa Monica-Malibu Unified School District headquarters. While the park is a valuable resource for the City and provides needed green space, it does not capitalize on its potential to contribute to the pedestrian experience along Olympic Boulevard. The south side of Olympic is a mix of low-scale commercial and limited retail uses.



17TH STREET TO 14TH STREET: New opportunities are envisioned with the expansion of Memorial Park over the I-10 Freeway. A mixed-use environment around the park will focus on the Memorial Park Light Rail Station, which will be complemented by shared parking opportunities and inter-modal transit connections.

Strategic Approach

The Memorial Park Activity Center Overlay creates a geographical and functional central park for Santa Monica within a new urban neighborhood focused around the Expo Light Rail station. The activity center overlay designation reflects the physical proximity to the recreational activities provided by the park, transit facilities, and the visual proximity to the park's expansive open space. New developments above the base height in this area, pursuant to the activity center overlay

incentives, are required to participate in shared parking and TDM strategies to minimize vehicle trips.

Land Use Parameters

(See chapters 2.1 Land Use Policy and Designations and 2.5 Activity Centers for further information.)

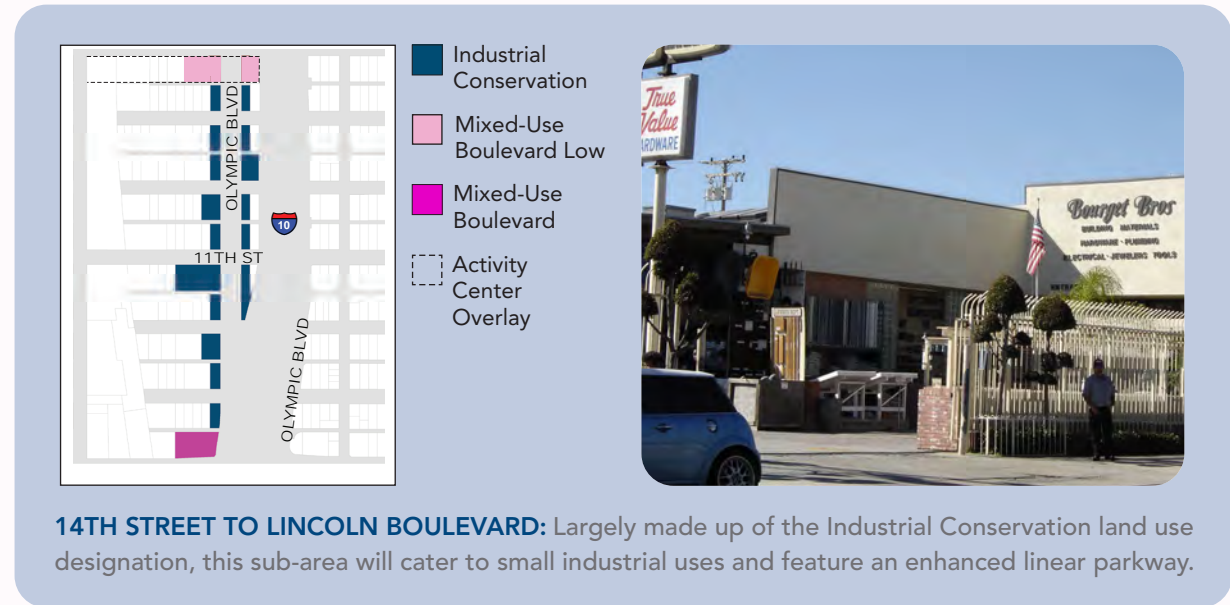
14TH STREET TO LINCOLN BOULEVARD:

Industrial Conservation, Mixed-Use Boulevard Low, Mixed-Use Boulevard

Little change is envisioned for the land uses to the north and south of Olympic Boulevard west of Memorial Park and 14th Street. Small-scale traditional industries continue to provide needed services and amenities to the local community, while also providing a range of employment opportunities for people with various skill levels. This segment of the boulevard is enhanced as a linear park, similar to San Vicente Boulevard. The boulevard transitions to the Downtown at Lincoln Court.

Current Conditions, Trends and Issues

The Industrial Conservation District is characterized by small-scale industrial and commercial uses, including light manufacturing facilities, services and businesses providing materials and supplies for the building industry.



The image contains a map and a photograph. The map on the left shows a grid of streets with Olympic Blvd running vertically and 11th St and Lincoln Blvd running horizontally. Land use designations are indicated by colored blocks: dark blue for Industrial Conservation, light pink for Mixed-Use Boulevard Low, and magenta for Mixed-Use Boulevard. A dashed box indicates an Activity Center Overlay. To the right is a photograph of a street scene with a 'True Value Hardware' sign and a 'Bourget Bros' building.

14TH STREET TO LINCOLN BOULEVARD: Largely made up of the Industrial Conservation land use designation, this sub-area will cater to small industrial uses and feature an enhanced linear parkway.

Strategic Approach

The Industrial Conservation area preserves existing light industrial-type services and encourages similar new uses. Additionally, this segment of Olympic Boulevard may also provide a diversity of housing types. Streetscape enhancements for this area include acknowledgements to the historic terminus of Route 66 at Olympic and Lincoln Boulevards.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)





Preserving spaces for industrial uses adds to the diversity of land uses in Santa Monica and protects small businesses that many residents find invaluable.

OLYMPIC BOULEVARD GOALS AND POLICIES

GOAL B15: Develop an integrated pattern of land uses along Olympic Boulevard to establish a new mixed-use district with opportunities for housing to support nearby employment centers, and an emphasis on the boulevard's close proximity to the Expo Light Rail line.

POLICIES:

B15.1  Ensure that buildings fronting Olympic Boulevard have primary façades facing the street and located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.

B15.2  Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Ground floor façades should include enhanced materials and detailing where they will be perceived by passing pedestrians.

B15.3 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the boulevard. Walls should have meaningful combinations of materials and articulation to engage the eye.

 denotes sustainable policy





An enhanced Olympic Boulevard will include improved pedestrian amenities such as marked crossings, pedestrian harbors, and wider sidewalks, similar to this boulevard in West Hollywood..

B15.4 In order to create an interesting skyline, avoid uniformly flat roofs.

B15.5 Ensure that new commercial or mixed-use buildings adjacent to residential districts are contained within a prescribed building envelope that steps down toward the residential district to maintain access to light and air.

B15.6 In areas where residential uses are found to be appropriate and beneficial to the community along Olympic Boulevard, the first residential floor may be located one half level above the sidewalk and set back to provide for privacy.

B15.7  Ground floor uses with active retail shall be generally continuous, transparent (non-tinted) display windows facing the sidewalk.

B15.8  Mixed-use developments should have active ground floor uses that face the boulevard with residential located on the upper floors. Ground floor residential uses may be allowed if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration. Entrances to upper-level uses, such as lobbies, should be limited in length along the sidewalk. Uses engaged in the creative arts may also be located on the upper floors within the Bergamot Transit Village and Mixed Use



An enhanced median will create a prominent gateway into Santa Monica while also providing a community recreational asset.

Creative designations. Within the Industrial Conservation designation, light industrial uses may also be located on the upper floors.

B15.9 General office and other limited pedestrian access uses are discouraged on the ground floor facing Olympic Boulevard. Entrances to upper-level uses, such as lobbies, shall be limited in length along the sidewalk.

B15.10 Arts and entertainment uses are encouraged in a mixed-use pattern balanced with residential and local-serving retail uses to provide a complete neighborhood.

B15.11 Encourage affordable and workforce housing in proximity to transit and major employment centers.

B15.12 Encourage sidewalk dining where it meets established criteria.

B15.13 Require new incentivized development above the base height to participate in a shared parking district and Transportation Demand Management strategies.

GOAL B16: Convert Olympic Boulevard to a mixed-use pattern on its east end to function as the spine for the new Bergamot Transit Village and the Mixed-Use Creative District.

POLICIES:

B16.1 Convert the eastern portion of Olympic Boulevard from its existing limited access form and function into a City boulevard to interface with an expanded street grid through converted industrial area north of the boulevard.

GOAL B17: Enhance the existing median on Olympic Boulevard along its total length to establish a parkway character comparable to San Vicente Boulevard.

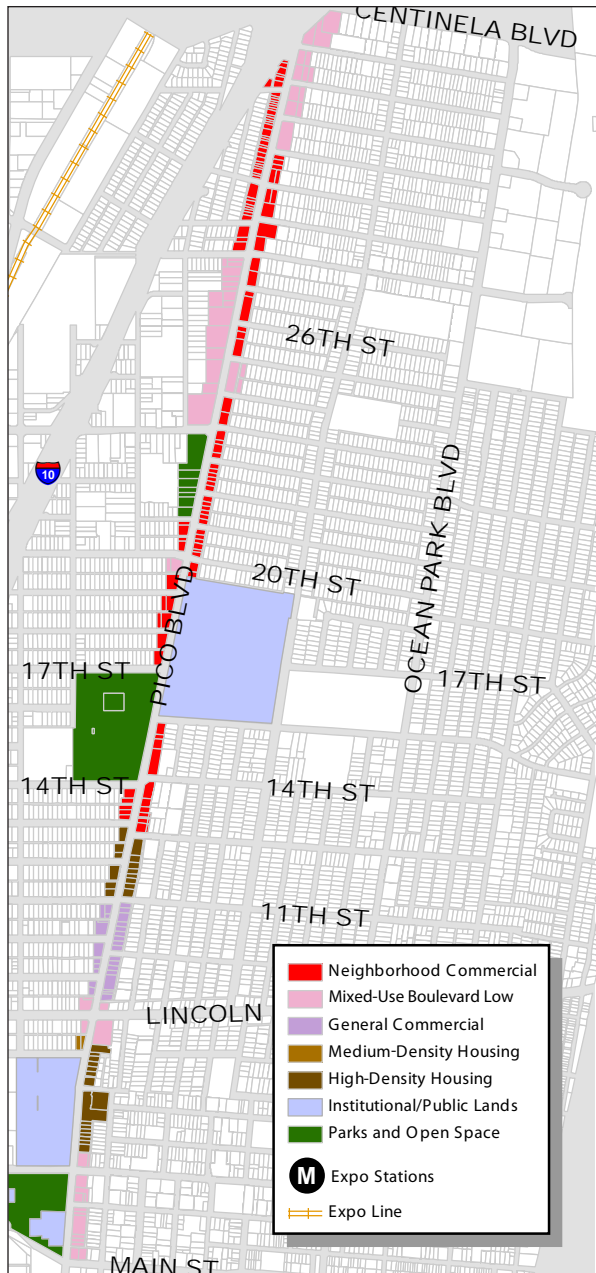
POLICIES:

B17.1 Enhance the streetscape to create an inviting pedestrian environment.

B17.2 Improve pedestrian crosswalks along the length of Olympic Boulevard.

B17.3 Enhance the landscaped median along with the conservation of the existing coral trees to establish a parkway character.

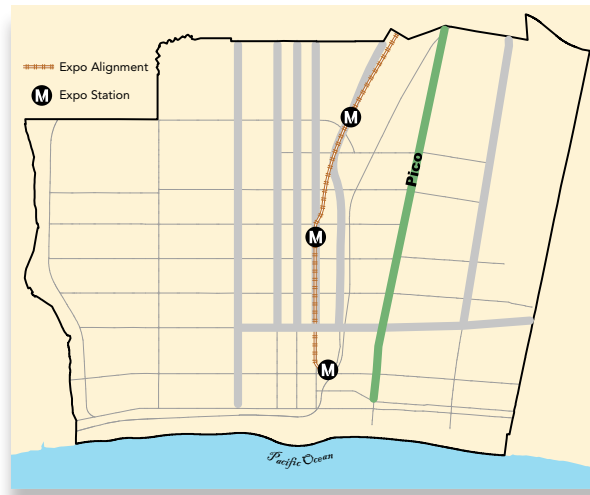
B17.4 Where feasible, ensure that new or redeveloped projects locate vehicle and service access in an alley or side street, and locate surface lots to the rear of buildings and screen from view.



Pico Blvd

Location

Pico Boulevard is an important connection between West Los Angeles, Santa Monica College, Downtown and the Pacific Ocean. Pico Boulevard extends from the City limits at Centinela Avenue west to the Beach at the crossroads between the Civic Center District and the Ocean Park neighborhood.



“Our neighborhood should be clean and safe with...a grocery store in walking distance and coffee houses around the corner.”

-COMMENT FROM LAND USE BOULEVARDS WORKSHOP

Vision

Pico Boulevard is envisioned as an attractive, local-serving boulevard that provides an enhanced environment for pedestrians. The vision includes a wider choice of local-serving retail, expanded mobility, shared parking and an enhanced pedestrian environment to create an attractive and cohesive streetscape.

An area plan for the length of the boulevard from Centinela Avenue to 9th Street identifies neighborhood destinations at the eastern edge of the City to serve local shopping needs and at Santa Monica College to serve the needs of the students, faculty and adjacent neighbors. The neighborhood centers establish parking districts that create shared parking opportunities to efficiently provide parking for multiple uses including local-serving retail, housing and open space.

Mixed-use development with ground floor retail and dining is encouraged to better serve local users. Along the length of the corridor, new buildings will form a stronger relationship to the street by bringing buildings forward and locating parking to the rear or underground. Enhanced sidewalks and streetscape improvements along with new transit amenities create a lively local-serving shopping environment.

CENTINELA TO STEWART STREET:

Mixed-Use Boulevard Low, Neighborhood Commercial

The eastern portion of Pico Boulevard is envisioned as a mixed-use neighborhood center, serving nearby residents with a mix of uses including ground floor local-serving retail and a range of residential types on the upper floors. A parking district is established to facilitate shared parking and TDM strategies, which, coupled with enhanced pedestrian environments, result in reduced vehicle trips. The walking, biking and transit experience is improved with the addition of enhanced pedestrian crossings at key locations and green pathways linking the adjacent neighborhoods to the boulevard.

Current Conditions, Trends and Issues

The eastern end of Pico Boulevard includes a collection of pedestrian-oriented commercial buildings with street-level retail. However, it suffers from a lack of parking and a limited selection of neighborhood sit-down restaurants, retail and services. Limited public parking restricts uses such as neighborhood cafes and small exercise studios from occupying existing buildings. The implementation of the Pico Boulevard Streetscape Plan improved the visual quality



The map on the left shows a grid of streets with Centinela Blvd at the top, Stewart St at the bottom, and Pico Blvd running vertically. A pink shaded area along Pico Blvd is labeled 'Mixed-Use Boulevard Low', and a red shaded area is labeled 'Neighborhood Commercial'. To the right is a photograph of a Trader Joe's store with a red awning, parked cars, and trees under a blue sky.

CENTINELA AVENUE TO STEWART STREET: This sub-area of Pico includes some pedestrian-oriented, local-serving uses. However, it still suffers from a lack of parking and urban design amenities.

of the boulevard, but the opportunity remains to enhance the pedestrian experience and linkages to the neighborhoods. The shallow depth of parcels on the north side of the boulevard limits the opportunity for individual parcels to change.

Strategic Approach

A Pico Boulevard Area Plan outlines a program of shared parking, transportation improvements, and streetscape enhancements to encourage new mixed-use activity along the boulevard. The Mixed-Use Boulevard Low designation retains a low-scale character while providing an opportunity for joint-venture partnerships for shared parking.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)



The existing conditions at the eastern end of Pico Boulevard are of low-scale restaurants, cafes and small retail shops. The presence of a grocery store has made the area a popular destination for local and West Los Angeles residents. Context-sensitive redevelopment on appropriate infill properties, particularly on Pico Boulevard's south side, will create opportunities for shared parking and active, neighborhood-serving uses.

STEWART STREET TO 20TH STREET:

Mixed-Use Boulevard Low, Neighborhood Commercial, Parks and Open Space

The character of Pico Boulevard from Stewart Street to 20th Street is transformed from an auto-oriented thoroughfare into a neighborhood-serving boulevard that is activated by local-serving commercial uses and enhanced pedestrian and bicycle connections to and from the neighborhoods. Virginia Avenue Park and the new Pico Branch Public Library provide a catalyst to improve the pedestrian vitality of the nearby neighborhoods and supply a focal point for the area. Mixed-use developments on the north side of the boulevard include pedestrian pathways connecting the boulevard to the adjacent neighborhoods, breaking up the excessively long block between Stewart Street and Cloverfield Boulevard.

Current Conditions, Trends and Issues

This section of Pico Boulevard is dominated by auto-oriented commercial uses with surface parking lots adjacent to the sidewalk and buildings located toward the rear of the parcels. Virginia Avenue Park is an asset to the surrounding area, but it alone cannot mitigate the impacts that result from the heavy automobile traffic on Cloverfield



STEWART STREET TO 20TH STREET: Virginia Avenue Park is the cultural heart of the Pico neighborhood. The above mural references the weekly farmer's market that draws crowds from all over the City.

Boulevard. Development along Pico Boulevard has occurred in a piecemeal fashion with no planned efforts to address the parking and circulation issues in the area or to make needed physical connections to adjacent neighborhoods.

Strategic Approach

The Mixed-Use Boulevard Low designation encourages replacement of the auto-oriented uses along this section of Pico Boulevard while adding new housing and additional community benefits, such as shared parking, plazas and green space. Such benefits may also include new north-south pedestrian pathways to

improve circulation and provide visual relief along the 1,800-foot-long “superblock” on the north side of the boulevard between Stewart Street and Cloverfield Boulevard. To enhance the activity generated by Virginia Avenue Park and the new Pico Branch Public Library, local-serving and pedestrian-oriented retail and sit-down dining uses are encouraged near the intersection of Cloverfield Boulevard.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

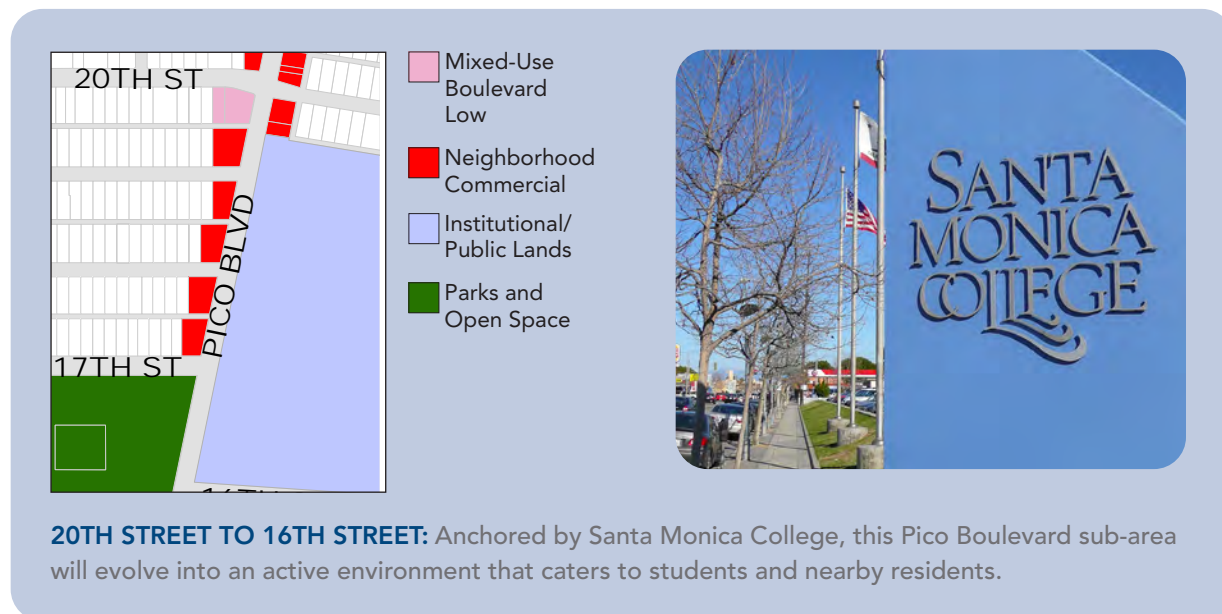
20TH STREET TO 16TH STREET:

Mixed-Use Boulevard Low, Neighborhood Commercial, Parks and Open Space, Institutional/Public Lands

Santa Monica College anchors this stretch of Pico Boulevard. The existing surface parking lots on Pico transition to buildings or landscape features that actively engage the street edge and support pedestrian activity. The new Santa Monica College Student Services Building, fronting on Pico Boulevard near the corner of 20th Street, is an example of how future campus buildings can better relate to the boulevard and the surrounding community. Nearby commercial uses, such as service-oriented retail and cafes, benefit from their proximity to the college and help to form a cohesive neighborhood destination. The Big Blue Bus continues to play a major role in addressing the transportation needs of the students with frequent shuttle connections to the Memorial Park Light Rail Station, rapid bus service and bike parking centers.

Current Conditions, Trends and Issues

Santa Monica College is a leader in the field of education and a community asset, but the interface between Pico Boulevard and the campus represents a missed opportunity for the college to engage the surrounding neighborhood, and for the neighborhood to enjoy the visual assets of the campus. The



20TH STREET TO 16TH STREET: Anchored by Santa Monica College, this Pico Boulevard sub-area will evolve into an active environment that caters to students and nearby residents.

campus' frontage along the boulevard includes multi-level parking structures, surface lots, and buildings with little or no pedestrian orientation to the boulevard. As a result, the north side of Pico Boulevard has not developed in a way that would complement the college with student-serving commercial uses and housing. While the college is located along a major Big Blue Bus route and many students use transit to access the campus, traffic and parking remain a problem in the surrounding area. Potential options for traffic reduction through TDM strategies have not been fully realized.

Strategic Approach

Housing and student-oriented retail and service uses across the boulevard from Santa Monica College are encouraged through a reduction of parking requirements. TDM programs, enhanced shuttle bus service to remote parking and the Memorial Park Light Rail Station, incentivized transit use and ridesharing programs and expanded pedestrian and bicycle access and facilities substantially reduce vehicle trips. There is an opportunity for a collaborative effort with the college on these programs.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)



20th Street to 16th Street is largely dominated by Santa Monica College. In this artist rendering, the area around the college is revitalized with a mixture of land uses that supports both the residential neighborhood and the student population. The management of transportation resources is critical to realizing a better functioning Pico Boulevard.

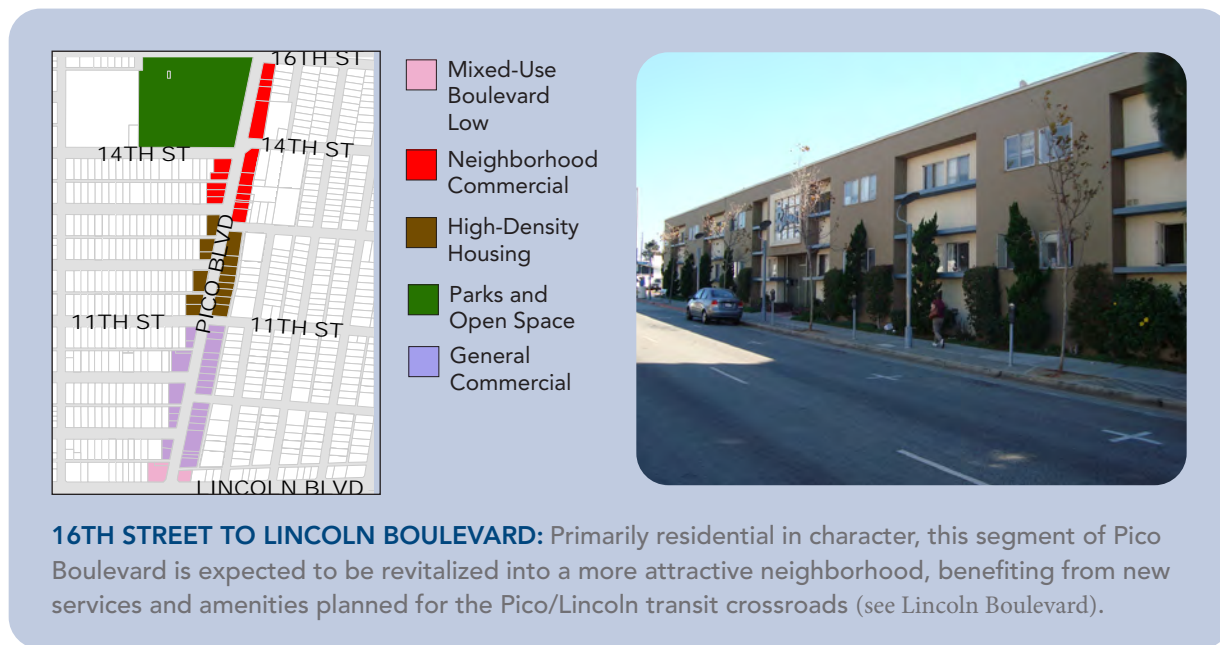
16TH STREET TO LINCOLN BOULEVARD:

Neighborhood Commercial, General Commercial, High-Density Housing, Parks and Open Space

This segment of Pico Boulevard will continue as a predominantly residential area with limited changes to the existing land uses. Over time, some existing underutilized parcels and auto-related uses redevelop into residential uses that may include local-serving retail. More significant changes are planned for the intersection of Pico and Lincoln Boulevards, which are discussed in the Lincoln Boulevard section of this chapter.

Current Conditions, Trends and Issues

This area of Pico Boulevard is primarily a residential area, with a limited amount of neighborhood commercial, office and service uses located near the intersection of Lincoln Boulevard. The pedestrian and bicycle environment of this segment of the boulevard lacks convenient connections to the college to the east and the Lincoln Boulevard corridor to the west.



16TH STREET TO LINCOLN BOULEVARD: Primarily residential in character, this segment of Pico Boulevard is expected to be revitalized into a more attractive neighborhood, benefiting from new services and amenities planned for the Pico/Lincoln transit crossroads (see Lincoln Boulevard).

Strategic Approach

As parcels redevelop, they are encouraged to do so in a way that strengthens the residential neighborhood character and improves the pedestrian environment. Bicycle connections to other parts of the City are improved with north-south connections on 11th Street and 14th Street.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

LINCOLN BOULEVARD TO MAIN STREET:

Mixed-Use Boulevard Low, High-Density Housing, Parks and Open Space, Institutional/Public Lands

A mixed-use transit complex is envisioned at the corner of Pico and Lincoln Boulevards (see Lincoln Boulevard for details). Santa Monica High School and high-density housing face an enhanced pedestrian streetscape from Lincoln to 4th Street. On the south side of Pico between 4th Street and Main Street, dynamic mixed-use developments create active retail on the ground floor and a mix of residential uses on the upper floors. The multifaceted urban character of this revitalized portion of Pico faces and supports the Civic Center and the expanded Civic Auditorium complex described in the amended *Civic Center Specific Plan*, and it creates an inviting entrance to the beachfront area and the Ocean Park neighborhood.



The map on the left shows a street grid with Lincoln Blvd running north-south and Pico Blvd running east-west. Key streets labeled include Lincoln Blvd, Pico Blvd, 4th St, and Main St. A legend to the right of the map identifies four land use categories: Mixed-Use Boulevard Low (pink), High-Density Housing (brown), Institutional/Public Lands (light blue), and Parks and Open Space (green). The photograph on the right shows a street scene with palm trees, a colorful mural on a utility box, and a sign for 'FRUITVALE VILLAGE'.

LINCOLN BOULEVARD TO MAIN STREET: The Pico/Lincoln transit crossroads will provide new housing and local-serving amenities, while a revitalized Pico Boulevard between 4th Street and Main Street will support new services planned for the Civic Center.

Current Conditions, Trends and Issues

Lincoln Boulevard to Main Street is currently dominated by vehicular movement. The primary land uses along this segment, including Santa Monica High School and the Civic Center, do not relate to the boulevard or encourage pedestrian circulation. The existing traffic and lack of pedestrian orientation prevents the boulevard from becoming a balanced, mixed-use, pedestrian-oriented corridor that adds to the community's quality of life.

Strategic Approach

An amended *Civic Center Specific Plan* outlines a program of new community and cultural uses on the north side of Pico Boulevard. New mixed-use development on the south side is designed to engage the boulevard with commercial uses that support the Civic Center, add new residential uses and increase community life on the street.

Land Use Parameters


(See chapter 2.1 Land Use Policy and Designations for further information.)


PICO BOULEVARD GOALS AND POLICIES

GOAL B18: Support a mixed-use pattern along the entire length of Pico Boulevard to establish a pedestrian-friendly transit corridor with a series of activity nodes.

POLICIES:

B18.1 Prepare a Pico Boulevard Area Plan that provides detailed direction and an implementation strategy for Pico Boulevard.

B18.2  Ensure that buildings fronting Pico Boulevard have their primary façades facing the street and located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.

B18.3  Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Ground floor façades should include enhanced materials and detailing where they will be perceived by passing pedestrians.


B18.4 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the boulevard. Walls should have meaningful combinations of materials and articulation to engage the eye.


B18.5 In order to create an interesting skyline, avoid uniformly flat roofs.



A mixed-use development pattern provides opportunities for nearby residents to have access to their daily needs within walking or biking distance of their homes.

B18.6 Ensure that new commercial or mixed-use buildings adjacent to residential districts are contained within a prescribed building envelope that steps down toward the residential district to maintain access to light and air.


B18.7  Ground floor uses with active retail shall be generally continuous, transparent (non-tinted) display windows facing the sidewalk.

B18.8  Ensure that mixed-use developments have active ground floor uses that face the boulevard with residential as the predominant use located on the upper floors. Ground floor residential uses may be allowed if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration. Small floor plate, local-serving offices may also be located




on the upper floors within the Neighborhood Commercial and General Commercial designations.

B18.9 Discourage general office and other limited pedestrian access uses on the ground floor facing Pico Boulevard. Entrances to upper-level uses, such as lobbies, shall be limited in length along the sidewalk.

B18.10  Encourage affordable and workforce housing in proximity to transit and major employment centers.

B18.11 Encourage sidewalk dining where it meets established criteria.

B18.12  Require new incentivized development above the base to participate in a shared parking district and TDM strategies.

 denotes sustainable policy

GOAL B19: Create two mixed-use neighborhood destinations on Pico Boulevard, one between Centinela Avenue and Stewart and the other around Santa Monica College (between 20th and 16th Streets).

POLICIES:

B19.1 🌿 Focus the neighborhood center on Pico between Centinela Avenue and Stewart Street on creating a cohesive commercial district that serves the daily needs of the surrounding Pico neighborhood and capitalizes on opportunities to create a shared parking district for businesses and residents.

B19.2 🌿 Reduce parking requirements for restaurants and cafes in areas that are served by parking districts and have an associated TDM program.

B19.3 🌿 Encourage property at the southeast corner of Pico Boulevard and 34th Street to transform into a gateway project that may include a moderate-priced hotel, local-serving uses, and shared parking opportunities for the eastern portion of Pico Boulevard.

B19.4 🌿 Focus the neighborhood center on Pico Boulevard around Santa Monica College on creating a greater mix of shopping, dining and entertainment opportunities that cater to residents and the college community.

B19.5 🌿 Encourage retail land uses at the intersection of Pico and Cloverfield Boulevards.

GOAL B20: Establish high-quality pedestrian and bicycle routes to connect Pico Boulevard to the Pico, Sunset Park and Ocean Park neighborhoods.

POLICIES:

B20.1 🌿 Require new incentivized development above the base along the 1,800-foot-long “superblock” between Stewart Street and Cloverfield Boulevard to enhance neighborhood connections by facilitating the creation of north-south pedestrian or vehicular access between Pico Boulevard and Kansas Avenue.

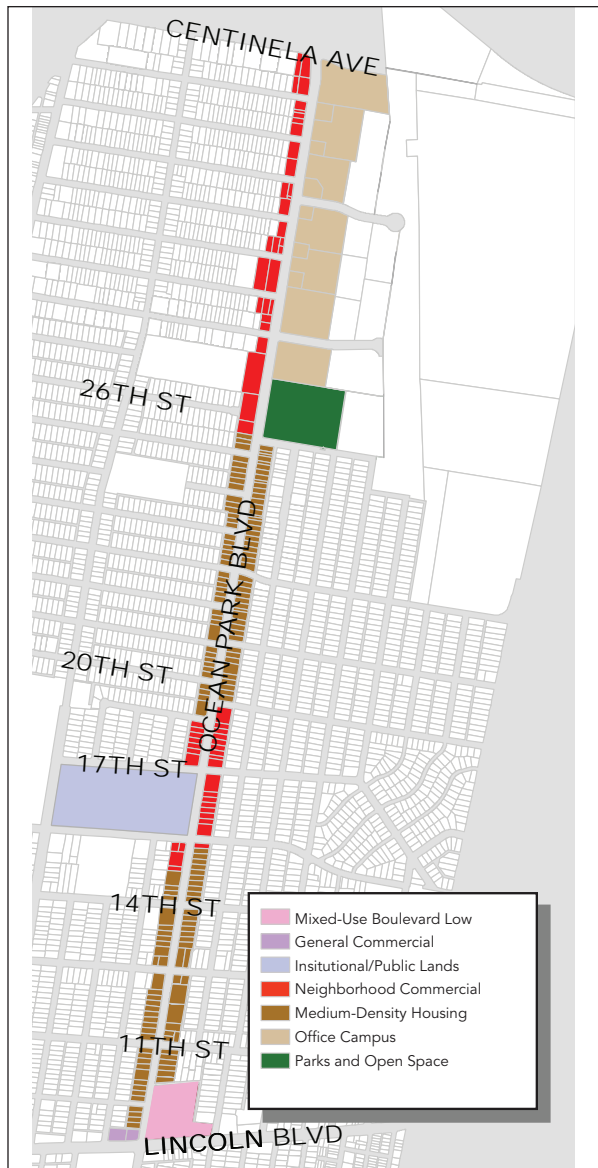
B20.2 🌿 Transform Pico Boulevard into a high-quality landscaped pedestrian environment with an enhanced pedestrian experience and improved transit service and traffic circulation.

B20.3 🌿 Improve pedestrian crosswalks along the length of Pico Boulevard.

B20.4 Where feasible, require new or redeveloped projects to locate vehicle and service access from an alley or side street and surface lots to the rear of buildings and screened from view.



Pedestrian and bicycling amenities, like new crosswalks, pathways and bike connections, are desirable along Pico Boulevard.



Ocean Park Blvd

Location

Ocean Park Boulevard extends from the eastern City limit at Centinela Avenue to Lincoln Boulevard, where the Ocean Park neighborhood begins. The boulevard has two distinct commercial areas: the area east of Clover Park and the area around 17th Street. The remainder of the boulevard is a combination of single family and multi-family residential uses within the Ocean Park and Sunset Park neighborhoods.



Vision

Ocean Park Boulevard, supported by the Sunset Park and Pico neighborhoods, is a local-serving boulevard with two vibrant, neighborhood-serving commercial areas. The boulevard is a complete street for pedestrians, bicycles, transit and autos, with an enhanced streetscape and dining, retail and service needs within walking distance of the neighborhoods. Where new development occurs on the boulevard, it is in scale with the existing neighborhood. West of Lincoln, the boulevard becomes part of the Ocean Park neighborhood.

“This area should favor small-scale neighborhood retail...height limits should be low: 2-3 stories.”

-COMMENT FROM LAND USE BOULEVARDS WORKSHOP

CENTINELA TO 25TH STREET:

Office Campus, Neighborhood Commercial, Parks and Open Space

The small shops and restaurants in this area are an asset to the nearby businesses and the surrounding neighborhood. As development occurs, new buildings include ground floor commercial uses and local-serving offices or housing on the upper floors, which strengthen the area's role as a neighborhood center. The height and scale of projects are limited to provide an appropriate transition to the surrounding residential neighborhood. The office park's surface parking lots facing the well-defined street façade on the north side is replaced by subterranean parking structures beneath new buildings. These parking structures will help create an active pedestrian-oriented environment.

Current Conditions, Trends and Issues

Ocean Park Boulevard from the eastern City limits to Clover Park serves a large office park on its southern edge with smaller offices, restaurants and retail shops on the north side. The smaller businesses on the north attract employees from the office park during the day and serve nearby residents in the evening and on weekends. The landscaped median facilitates mid-block pedestrian crossing and serves as a traffic calming device. The median limits left turns and traffic cutting through the



residential neighborhoods to the north. The office park has limited access from Ocean Park Boulevard and much of the land is surface parking, which creates an undefined street edge more characteristic of a suburban development.

Strategic Approach

Santa Monica Airport/Business Park Specific Plan is prepared to transition the stand-alone office park into an integrated part of the City. New roadways and pedestrian paths link the property to the City's grid system, enhance the boulevard, and connect to future uses at the airport property. Options include encouraging and incentivizing housing development within the business park to improve its integration

with the surrounding residential neighborhood, and encouraging subterranean parking to free up land for buildings that define the southern edge of the boulevard. The businesses on the north side of Ocean Park Boulevard are supported by customers from the office park and surrounding neighborhoods, and parking standards are modified to reflect the local origin of the customers. New development in the office park provides shared parking and participates in TDM strategies. The landscaped median is maintained to minimize cut-through traffic to the northern residential neighborhood.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

25TH STREET TO 18TH STREET:

Medium-Density Housing

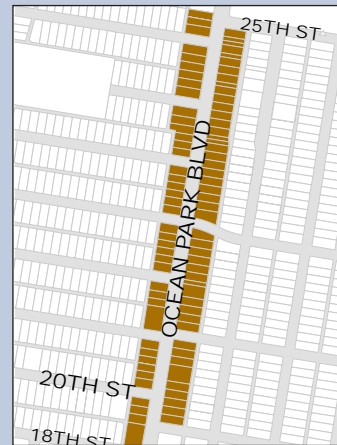
No land use changes are proposed for the existing multi-family residential areas between the key neighborhood centers on Ocean Park Boulevard. The primary focus is on revitalizing and improving the existing housing stock and enhancing the pedestrian environment through an improved landscaping and streetscape plan.

Current Conditions, Trends and Issues

This segment of Ocean Park Boulevard includes residential uses with a variety of architectural styles and building heights. The existing streetscape does not contribute to the pedestrian experience of the area.

Strategic Approach

Preservation of neighborhood housing is encouraged. Properties that redevelop within the natural evolution of the area accommodate affordable, workforce and market-rate housing compatible with the existing context and character. A streetscape improvement plan improves the quality of the street environment with an emphasis on pedestrian and bike safety, and additional green space.



Medium-Density Housing



25TH STREET TO 18TH STREET: No land use changes are proposed for this sub-area of Ocean Park Boulevard. Instead, the focus will be on improving the existing housing stock and pedestrian environment.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

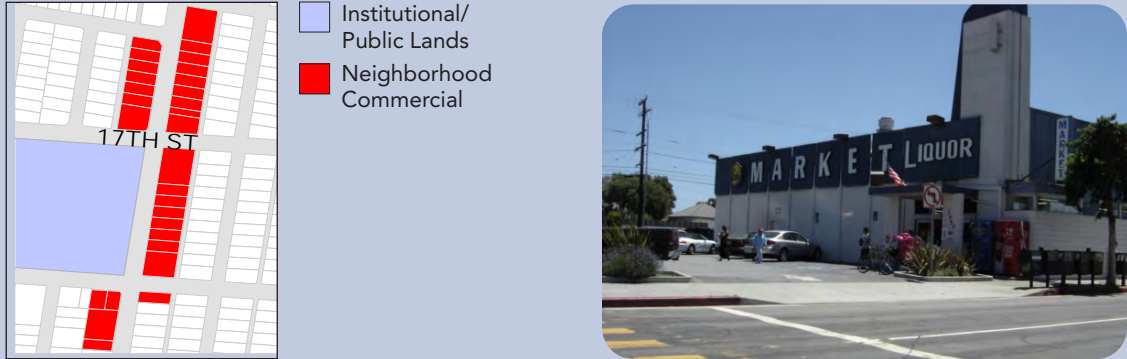
17TH STREET NEIGHBORHOOD CENTER:

Neighborhood Commercial, Institutional/Public Lands

This small-scale neighborhood retail district is preserved and enhanced with improvements to the visual character and quality of the existing buildings, uses that support the local neighborhoods and opportunities for new shared parking. New streetscape features enhance the pedestrian experience and encourage a unique sense of place.

Current Conditions, Trends and Issues

Ocean Park Boulevard between 18th and 16th Streets consists of a mixture of small shops, services and restaurants serving the surrounding neighborhoods. Despite concerns about traffic conditions, businesses attract pedestrians from nearby neighborhoods. The boulevard is the same width as Montana Avenue, but it appears wider and is not as inviting or visually cohesive. The pedestrian experience is diminished along John Adams Middle School by the tall chain-link fencing and lack of pedestrian amenities. On-street parking is located on both sides of the boulevard.



17TH STREET NEIGHBORHOOD CENTER: Building upon existing land use patterns, the LUCE recommends that this local neighborhood center is enhanced with new streetscape features to encourage pedestrian activity. Reduced parking standards and shared parking might also encourage desirable local-serving businesses to locate here.

Strategic Approach

The aesthetic character of the small-scale neighborhood retail district between 18th and 16th Streets is improved to ensure the continued success of uses that support the neighborhoods. Parking standards are modified for local-serving uses, as appropriate, to account for customers who do not drive to the business. The pedestrian environment is enhanced through measures aimed at providing safer bicycle and pedestrian crossings at key boulevard locations. Options to improve the pedestrian experience along John Adams Middle School are considered.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)



Ocean Park neighborhood center: The existing neighborhood commercial district between 18th and 16th Streets has a variety of shops and restaurants situated on a wide street. Due to the speed and volume of traffic and lack of pedestrian amenities, the environment is not particularly inviting and lacks visual cohesiveness. A photosimulation concept of the 17th Street neighborhood center shows that streetscape improvements could include a signage and streetlight program, tree planting, and enhanced crosswalk paving to make the environment safer and more attractive for pedestrians.

16TH STREET TO LINCOLN BOULEVARD:

Medium-Density Housing, Mixed-Use Boulevard Low, Neighborhood Commercial, General Commercial

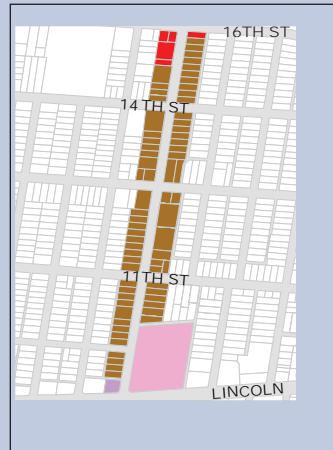
No land use changes are proposed for the existing multi-family residential areas between the key neighborhood centers on Ocean Park Boulevard. The primary focus is on revitalizing and improving the existing housing stock and enhancing the pedestrian environment through an improved landscaping and streetscape plan.

Current Conditions, Trends and Issues

This segment of Ocean Park Boulevard includes residential uses with a variety of architectural styles and building heights. The existing streetscape does not contribute to the pedestrian experience of the area.

Strategic Approach

Preservation of neighborhood housing is encouraged. Properties that redevelop within the natural evolution of the area accommodate affordable, workforce and market-rate housing compatible with the existing context and character. A streetscape improvement plan improves the quality of the street environment with an emphasis on pedestrian and bike safety and additional green space.



- Mixed-Use Boulevard Low
- Medium-Density Housing
- Neighborhood Commercial
- General Commercial



16TH STREET TO LINCOLN BOULEVARD: Characterized by predominantly multi-family housing, a streetscape plan will enhance this portion of Ocean Park Boulevard, which will be served by a neighborhood center that features a grocery store as an anchor.


Land Use Parameters


(See chapters 2.1 Land Use Policy and Designations for further information.)

OCEAN PARK BOULEVARD GOALS AND POLICIES

GOAL B21: Establish Ocean Park Boulevard as a local-serving boulevard with distinctive neighborhood centers east of Clover Park and around 17th Street, featuring land uses that cater primarily to the daily needs of the adjacent Sunset Park and Pico neighborhoods, with improved transit, pedestrian and cycling routes.

POLICIES:

B21.1  Ensure that buildings fronting Ocean Park Boulevard have their primary façades facing the street and located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.


B21.2  Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Ground floor façades should include enhanced materials and detailing where they will be perceived by passing pedestrians.


B21.3 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the boulevard. Walls should have meaningful combinations of materials and articulation to engage the eye.




B21.4 In order to create an interesting skyline, avoid uniformly flat roofs.

B21.5 Ensure that new commercial or mixed-use buildings adjacent to residential districts are contained within a prescribed building envelope that steps down toward the residential district to maintain access to light and air.


B21.6  Ground floor uses with active retail shall be generally continuous, transparent (non-tinted) display windows facing the sidewalk.

B21.7  Ensure that mixed-use developments have active ground floor uses that face the boulevard with predominantly residential uses located on the upper floors. Ground floor residential uses may be allowed if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration.


B21.8 Discourage general office and other limited pedestrian access uses on the ground floor facing Ocean Park Boulevard. Entrances to upper-level uses, such as lobbies, shall be limited in length along the sidewalk.

B21.9  Encourage affordable and workforce housing in proximity to transit and major employment centers.

B21.10 Encourage sidewalk dining where it meets established criteria.

B21.11  Require new incentivized development above the base to participate in a shared parking district and TDM strategies.

B21.12 Encourage the retention and aesthetic improvement of local businesses at neighborhood centers.

B21.13  Encourage a balance of dining, retail and service uses at the neighborhood centers.

B21.14 Encourage a proactive dialogue between property owners, tenants, developers and the surrounding neighborhood to promote the enhancement of neighborhood centers around Ocean Park east of Clover Park and around Ocean Park at 17th Street.

B21.15 🌿 In conjunction with a shared parking district and TDM strategies, adjust parking standards to ensure the continued success of the many small businesses that serve the Pico, Ocean Park and Sunset Park neighborhoods and Santa Monica Business Park.

B21.16 🌿 Evaluate parking requirements for local-serving uses and modify as appropriate to account for customers who do not drive to the businesses.

GOAL B22: Create a safe and attractive pedestrian experience on Ocean Park Boulevard that supports and encourages pedestrian and bicycle activity.

POLICIES:

B22.1 🌿 Develop a streetscape improvement plan that encourages attractive and safe pedestrian and bicycle routes and crossings.

B22.2 Maintain the landscaped median on Ocean Park Boulevard east of Clover Park to minimize cut-through traffic to the northern residential neighborhood.



A neighborhood center at the intersection of Ocean Park Boulevard and Lincoln Boulevard is recommended to provide both Ocean Park and Sunset Park residents with services and amenities to enhance the neighborhood.

GOAL B23: Create a specific plan for the Santa Monica Airport/Business Park that addresses the need for greater connectivity to Ocean Park Boulevard with new buildings that address the street, create an active pedestrian environment and complement the uses on the north side of the boulevard.

POLICIES:


B23.1 🌿 Develop a Santa Monica Airport/Business Park Specific Plan to transition the stand-alone office park into an integrated part of the City with new roadways and pedestrian paths linking the property to the City's street grid system, enhancing the boulevard and


connecting to future uses at the airport property.

B23.2 🌿 Include buildings with active ground floor uses that address Ocean Park Boulevard in the redevelopment of the office park.

B23.3 🌿 Ensure that buildings fronting Ocean Park Boulevard have their primary façade facing the boulevard and located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.


B23.4  Convert surface parking for the Santa Monica Business Park to subterranean parking to make land available for additional landscaping, gathering places and other amenities.

B23.5  Require new development above the base height in the office park to provide shared parking and participate in TDM strategies.


B23.6  Encourage and incentivize housing development within the business park to improve its integration with the surrounding residential neighborhood.

GOAL B24: Encourage the ongoing maintenance and improvement of the aesthetic quality of existing residential areas on Ocean Park Boulevard.

POLICIES:

B24.1  Encourage the maintenance and preservation of existing housing stock.

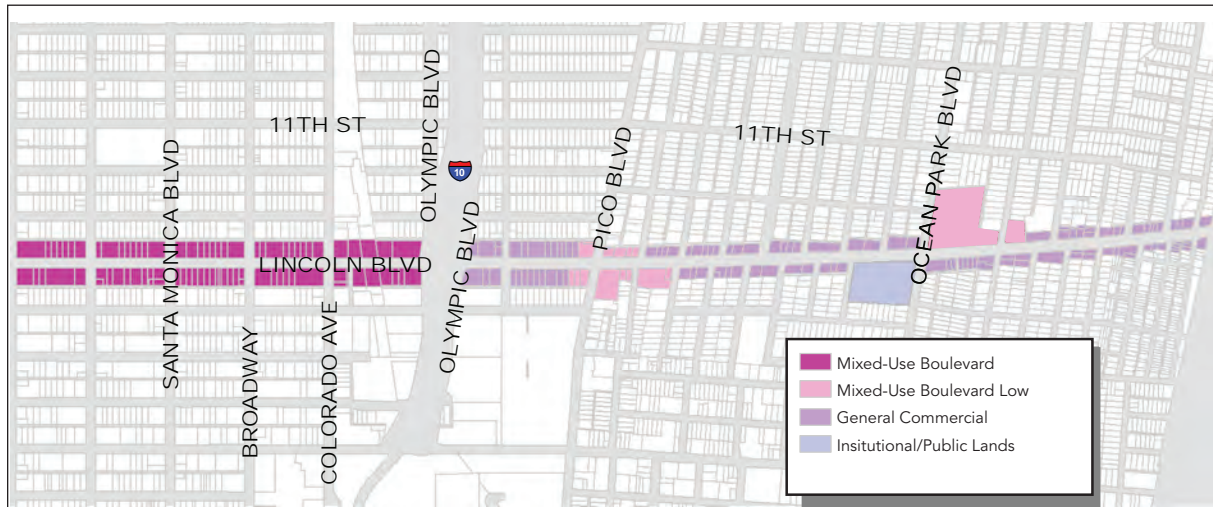
B24.2 Ensure that new construction is sensitive to the existing scale and character of the surrounding environment.

B24.3  Encourage affordable, workforce and market-rate housing as properties redevelop over time.



***A greener street:** Continued improvements to Ocean Park Boulevard will better integrate the neighborhoods that share this important local and regional street.*

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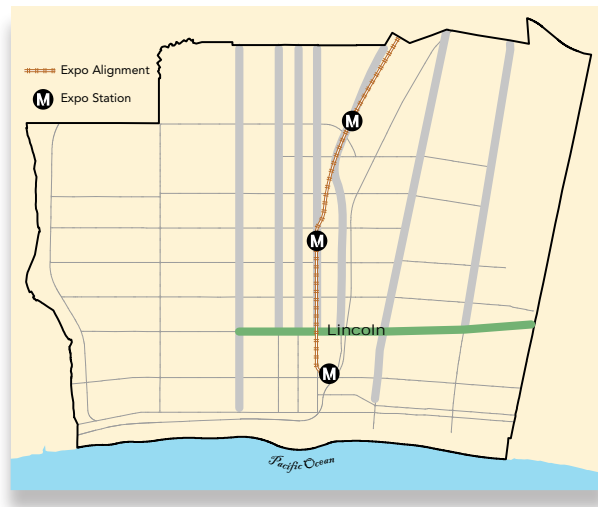


Lincoln Blvd

Vision

Lincoln Boulevard is a major route linking Santa Monica and communities to the north to Los Angeles International Airport and the South Bay. The boulevard has two distinct characters; south of I-10, it is a distinct commercial corridor with an improved streetscape and a variety of commuter- and local-serving retail and services. The boulevard's streetscape will be enhanced to link the Sunset Park and Ocean Park neighborhoods with an active pedestrian environment, while maintaining its role as a functional regional roadway. Lincoln Boulevard north of I-10 is included in an expanded Downtown District and emerges as an ideal location for mid-priced hotels, workforce housing and visitor-serving retail uses. The scale and height of buildings step down from the Downtown to provide a transition to the residential neighborhoods to the east.

A focus is the transit crossroads at Pico Boulevard. Residents from Sunset Park and Ocean Park benefit from the availability of evolving convenience retail and services within walking distance, thereby reducing vehicle trips. Shared parking at the Transit Crossroads support nearby businesses.



Location

Lincoln Boulevard serves as an important regional artery that links Los Angeles International Airport to the northbound Pacific Coast Highway. The approximately two-mile-long corridor in Santa Monica extends from the southern City limits to Wilshire Boulevard. North of Wilshire Boulevard, Lincoln Boulevard transitions into a multi-family residential neighborhood.

“Lincoln Boulevard has an image problem...it’s undesirable from the perspective of pedestrians, bicyclists, and motorists.”

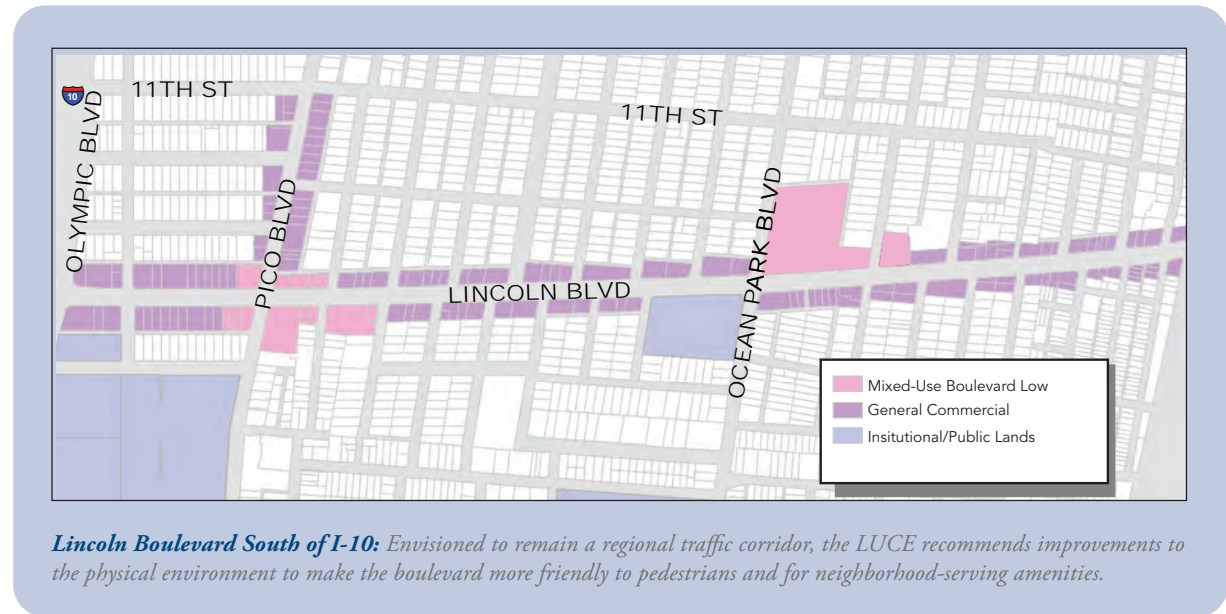
-COMMENT FROM PLACEMAKING WORKSHOP

LINCOLN BOULEVARD SOUTH OF I-10:

General Commercial, Mixed-Use Boulevard Low, Institutional/Public Lands

Improvements focus primarily on the public realm, with the installation of a gateway feature at the southern entrance to the City, improved transit and streetscape enhancements. The existing commercial uses continue to be allowed, but with an enhanced pedestrian environment uses will transition over time to more pedestrian-oriented, local-serving businesses. Existing uses are encouraged to make façade improvements, reduce curb cuts on the boulevard and increase window transparency. As sites redevelop, residential uses such as affordable and workforce housing are encouraged on the upper floors. With consolidated parcels and the potential for shared parking, the opportunity exists to create a distinctive commercial district. The intersection of Lincoln and Pico Boulevards is a transit hub with enhanced transit amenities, expanded ground floor retail and upper-level housing.

Current Conditions, Trends and Issues



Lincoln Boulevard South of I-10: Envisioned to remain a regional traffic corridor, the LUCE recommends improvements to the physical environment to make the boulevard more friendly to pedestrians and for neighborhood-serving amenities.

Lincoln Boulevard is visually cluttered, unattractive and devoid of coordinated streetscape or landscaping. Land uses include a mix of auto-related businesses and miscellaneous retail/services. The general pattern of use is strip commercial and drive-in facilities, requiring direct auto access via curb cuts across the sidewalk. The predominant auto access pattern discourages pedestrian activity, limits on-street parking and interrupts traffic flow. The volume of traffic and an absence of pedestrian amenities negatively impact the urban character of Lincoln Boulevard. The overall topography, auto-oriented businesses, and limited depth and size of parcels discourage redevelopment

of properties along Lincoln. Many of the businesses fronting on Lincoln Boulevard have blank walls or surface parking lots that do not appropriately engage the public realm. Lincoln's role as a regional highway and major transit route further limits options for an enhanced pedestrian environment. The existing transit crossroads at Pico Boulevard lacks adequate facilities to serve the volume of bus passengers.

Strategic Approach

Lincoln Boulevard transitions slowly from an auto-dominated boulevard to a pedestrian-oriented boulevard servicing the adjacent neighborhoods. A new aesthetic order will be established for the streetscape and buildings along the boulevard. Traffic flow is improved and on-street parking is increased through elimination of driveway curb cuts. Façade improvements are encouraged for existing commercial uses, including clearly defined entries and the use of window glazing to provide visual transparency. As sites redevelop, there are opportunities for residential uses such as affordable, workforce and market-rate housing on the upper floors. Shared parking facilitates redevelopment of small sites, and area-wide TDM strategies reduce the number of vehicle trips.

Land Use Parameters

(See chapters 2.1 Land Use Policy and Designations and 2.5 Activity Centers for further information.)



The intersection of Lincoln Boulevard and Pico Boulevard is where proximity to I-10 results in some of the highest traffic volumes in the City. Current development is auto-oriented and lacks architectural identity.



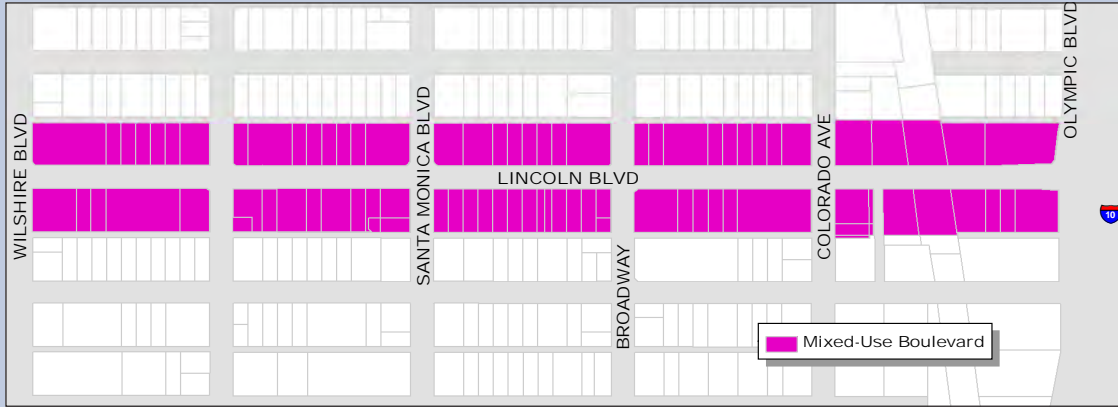
A photosimulation of the intersection of Lincoln Boulevard and Pico Boulevard. New development should anchor each corner of the intersection and provide active ground floor uses with the potential for housing on the upper floors.



An artist interpretation of a better functioning Lincoln Boulevard. The enhanced pedestrian environment is accompanied by landscaping, lighting, local-serving uses and transit options. Redevelopment provides pedestrian- and transit-oriented benefits such as housing, retail and open space.



Due to its proximity to the I-10 Freeway and Santa Monica High School, the Pico/Lincoln transit crossroads is an area that experiences high traffic and pedestrian volumes, but is critically underserved by services and amenities. The LUCE envisions redevelopment providing pedestrian- and transit-oriented benefits such as housing, retail and open space.



Lincoln Boulevard in the Downtown: As a gateway to Santa Monica's Downtown District, Lincoln Boulevard will provide a range of experiences and offer critical services to the adjacent neighborhoods. Buildings on Lincoln Boulevard will begin to transition in height downwards to meet the scale of nearby residential buildings.

LINCOLN BOULEVARD IN THE DOWNTOWN:

Mixed-Use Boulevard

As the gateway entry into the Downtown, this segment of Lincoln Boulevard becomes part of the Downtown District. Uses include ground floor local-serving retail and upper-level housing.

Current Conditions, Trends and Issues

This portion of Lincoln Boulevard contains a mix of uses, including auto-related businesses, office buildings, and local-serving stores and restaurants. The area has not experienced a significant amount of redevelopment, but lot sizes and depths could allow projects that provide upper-level housing and subterranean parking.

Strategic Approach

Lincoln Boulevard is integrated into the Downtown and facilitates a transition between the taller buildings in the Downtown to the west and the lower-scale residential neighborhood to the east. The existing auto



Lincoln Boulevard transitions into an urban boulevard as it enters Santa Monica's Downtown. The LUCE promotes integrating it more into the City fabric.

dealership at Lincoln and Santa Monica Boulevard remains a permitted use. The property at the southwest corner of Lincoln Boulevard and Broadway is redeveloped to eliminate the surface parking lot and provide a new grocery store, housing and other uses.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)



North of the I-10 Freeway, in the City's Downtown area, Lincoln Boulevard is expected to integrate better into the urban fabric, and provide a more diverse range of amenities like housing, neighborhood-serving retail and service commercial uses. Building regulations will ensure that commercial development does not encroach on the adjacent residential neighborhoods.

LINCOLN BOULEVARD GOALS AND POLICIES

GOAL B25: Redevelop Lincoln Boulevard as a distinct and visually-cohesive mixed-use commercial boulevard.

POLICIES:

B25.1 As businesses turnover, encourage façade improvements such as clearly defined signage and storefront glazing that are compatible with the character of the boulevard.

B25.2 Encourage mid-price range hotels and other visitor-serving uses on Lincoln Boulevard.

B25.3 Encourage aggregation of smaller parcels to facilitate sites to create an active mix of uses and provide opportunities for shared parking in subterranean structures.

B25.4 In order to provide an incentive for redevelopment on Lincoln Boulevard, explore parking strategies such as encouraging shared parking between adjacent properties and land uses and parking reductions in association with parking districts.

B25.5 Ensure that buildings fronting Lincoln Boulevard have primary façades facing the street and located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.

B25.6 Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Ground floor façades should include enhanced materials and detailing where they will be perceived by passing pedestrians.

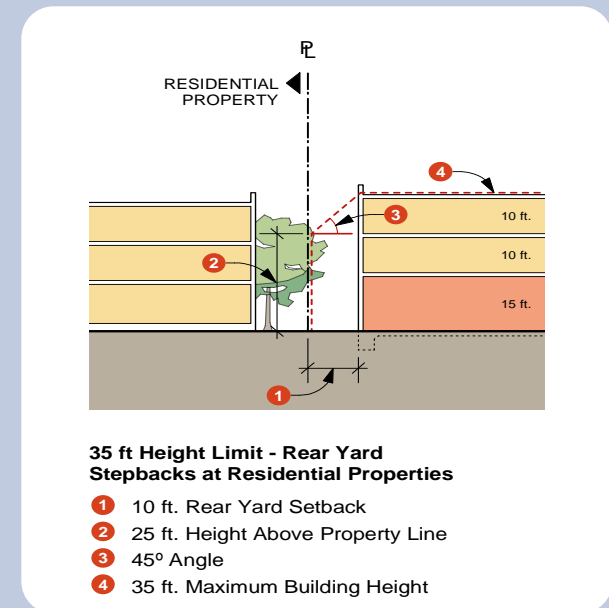
B25.7 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the boulevard. Walls should have meaningful combinations of materials and articulation to engage the eye.

B25.8 In order to create an interesting skyline, avoid uniformly flat roofs.

B25.9 Ensure that new commercial or mixed-use buildings adjacent to residential districts are contained within a prescribed building envelope that steps down toward the residential district to maintain access to light and air.



Mid-price range hotels and other visitor-serving uses are encouraged to locate on Lincoln Boulevard.



Access to light and air is maintained through the enforcement of a building envelope that requires mixed-use or commercial buildings conform to development heights and angles.

B25.10 🌿 Ground floor uses with active retail shall be generally continuous, transparent (non-tinted) display windows facing the sidewalk.

B25.11 🌿 Ensure that mixed-use developments have active ground floor uses that face the boulevard with residential or small floor plate, local-serving office uses located on the upper floors. Ground floor residential uses may be allowed if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration.

B25.12 General office and other limited pedestrian access uses are discouraged on the ground floor facing Lincoln Boulevard. Entrances to upper-level uses, such as lobbies, should be limited in length along the sidewalk.

B25.13 🌿 Encourage affordable and workforce housing in proximity to transit and major employment centers.

B25.14 Encourage sidewalk dining where it meets established criteria.

B25.15 🌿 Require new incentivized development above the base height to participate in a shared parking district and TDM strategies.

GOAL B26: Create a transit-oriented, multi-modal boulevard that provides a safe and engaging environment for pedestrians with improved transit amenities while also allowing for efficient transit and traffic circulation.

POLICIES:

B26.1 🌿 Prepare a streetscape master plan to transform Lincoln Boulevard's pedestrian environment into a high-quality landscaped environment.

B26.2 🌿 Improve pedestrian crosswalks along the length of the corridor.

B26.3 🌿 Collaborate with transit agencies on finding ways to improve the frequency and capacity of transit service.

B26.4 🌿 Improve transit amenities along the boulevard with an emphasis on the intersection of Lincoln and Pico Boulevards.

B26.5 Design new development projects to eliminate existing curb cuts on the boulevard to the greatest extent feasible, minimize the creation of new curb cuts by consolidating parcels to provide circulation on private property, and provide access for service and parking from available rear alleys.

B26.7 Locate on-site surface parking at the rear of buildings or in a subterranean garages.




Affordable and workforce housing is desirable in proximity to the transit crossroads, and other areas served by public transportation.




Sidewalk dining opportunities should be encouraged in order to promote increased pedestrian activity as well as an enlivened commercial and retail environment.

GOAL B27: Create a vibrant shopping and gathering place at the intersection of Lincoln Boulevard and Pico Boulevard that capitalizes on the high-frequency of available transit service.


POLICIES:

B27.1  Actively work to create a transit hub focused on the southwest corner that serves the dual purpose of providing comfortable transit amenities, convenience retail and services for the surrounding neighborhood.

B27.2  In consultation with Big Blue Bus, provide improvements to transit facilities including benches, landscaping and shelters.

GOAL B28: Create an opportunity site at the intersection of Lincoln Boulevard and Broadway.

POLICIES:

B28.1  Encourage the redevelopment of the site at the southwest corner of Lincoln Boulevard and Broadway to include a new grocery store and other uses to serve nearby residents and visitors and eliminate the surface-level parking lot.

activity centers


The activity center overlay areas provide a strategic opportunity for property owners and/or the City to engage in true Placemaking at appropriate locations along the City's boulevards. The activity center overlays foster dynamic spaces by enabling the creation of mixed-use development at transportation crossroads on parcels of sufficient size to support creative design, and to provide active and passive open space, affordable and market-rate housing, and shared parking facilities. The shared parking facilities service the new uses and provide parking for adjacent neighborhoods that lack sufficient parking. The activity centers provide focal points for community services and improved vitality at strategic places within the City.




CITYWIDE GOALS AND POLICIES FOR ACTIVITY CENTER OVERLAYS


GOAL AC1: Create activity center overlays in selected areas well served by transit that can support a coordinated Transportation Demand Management (TDM) strategy and include local-serving uses such as a grocery store, a drugstore, neighborhood retail uses, small floor plate offices, a mix of housing types and a shared parking district.

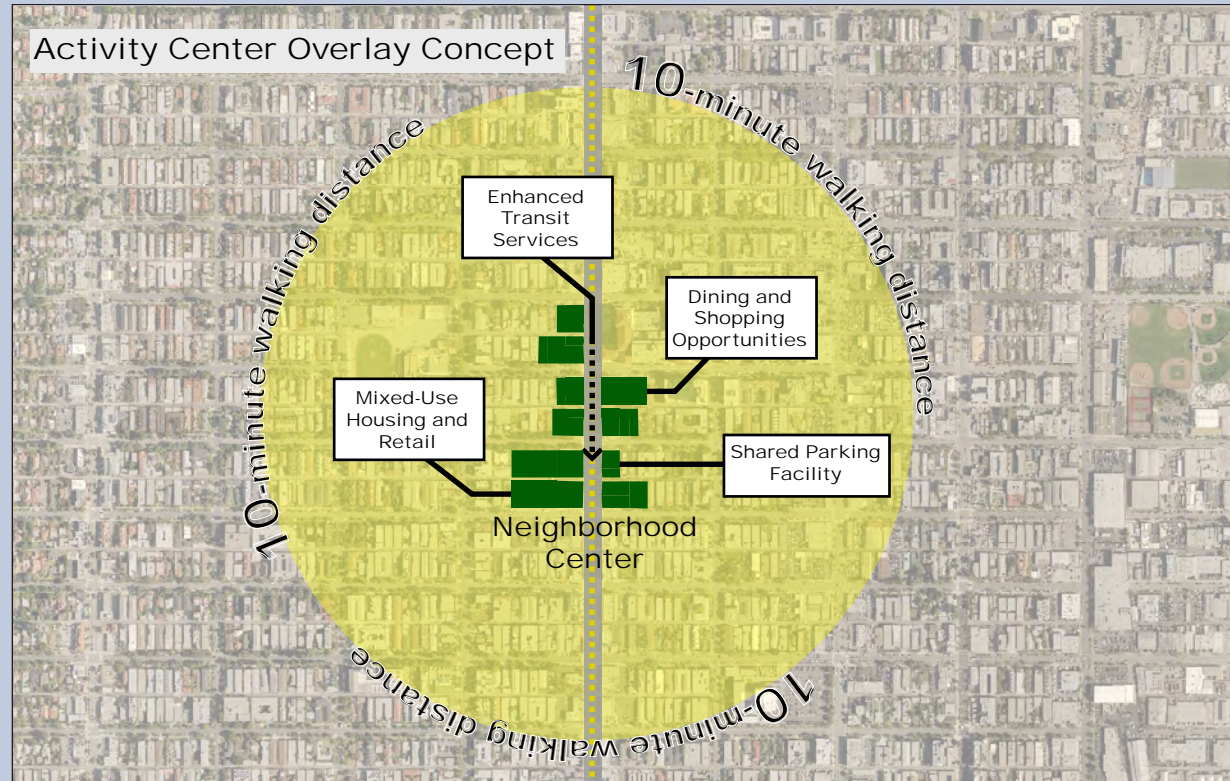
POLICIES:

AC1.1  An activity center overlay should create a true mixed-use development including uses such as a drugstore; local serving retail and convenience services; with a moderately-priced, full-service grocery store/supermarket as a required anchor; and small floor plate, local-serving offices and a wide range of new housing.

AC1.2  An activity center overlay shall be located adjacent to major public transportation services.

AC1.3 The location of an activity center overlay shall be on parcels of land sufficient in size to accommodate the requirements of the activity center overlay.


AC1.4  The potential to plan, construct and operate a shared parking district to support the businesses, residences and neighborhood




An activity center overlay is proposed by the LUCE. Served by transit, this area will contain a variety of services and amenities including affordable and workforce housing, retail and dining options and some commercial offerings.

deficiencies shall be an integral component of the activity center overlay.

AC1.5 Activity center overlays shall create logical transitions to and interfaces with existing residential neighborhoods.

AC1.6  Activity center overlays shall include community benefits such as plazas and/or gathering places along with widened sidewalks, transit facilities, public art and decorative landscaping.

AC1.7 An area plan shall be created for each activity center overlay for the land contained within the area as well as a Development Agreement for each defined project.

AC1.8  A shared parking program and implementation strategy along with a TDM program shall be completed as an integral part of the area plan.

 denotes sustainable policy

SANTA MONICA'S ACTIVITY CENTER OVERLAY

The activity center overlay area requires the preparation of an area plan by the City pursuant to a public process that includes the participation of the property owner(s) for the land contained within the overlay and a Development Agreement for each defined project. A shared parking program and implementation strategy along with a TDM program is an integral part of the area plan. In general, the activity center overlay can provide up to one additional residential story (10 feet in height) with designated step backs from the boulevard and conformance with regulations requiring logical transitions to, and interfaces with, existing residential neighborhoods. The maximum allowable FAR is indicated in the description of the individual activity center overlay. The Activity center overlay may be required to dedicate additional sidewalk width along the boulevard to accommodate the expected increase in pedestrian activity.



ACTIVITY CENTER OVERLAY SUMMARY

The Activity center overlay is strategically located as a focal point of mixed-use retail and housing designed around open spaces to create community gathering places within walking distance of most neighborhoods. The following visions, policies and suggested actions represent the community's aspirations for renewed energy and activity on the City's major streets while contributing to a reduction in citywide traffic.



MEMORIAL PARK

- Mixed-use neighborhood
- Expanded open space
- Memorial Park Light Rail Station
- Increased neighborhood connections

MEMORIAL PARK ACTIVITY CENTER LOW OVERLAY

The lower-scale Memorial Park Activity Center Low Overlay is bounded by 17th Street on the east, Euclid Court on the west, properties fronting on Colorado Avenue to the north, and the I-10 Freeway to the south. The area includes Memorial Park and the Expo Light Rail Station at 17th Street. The Memorial Park Activity Center Low Overlay capitalizes on the attributes of these two key resources to create an active mixed-use neighborhood. The activity center low overlay provides the opportunity for a joint-development program incorporating City, Metro, Santa Monica-Malibu Unified School District (SMMUSD) and perhaps private land to construct new school district offices and educational facilities, other offices, and a range of residential units, and local-serving retail and services. Most significantly, there is an opportunity to extend the park open space across the freeway between 14th and 17th Streets by decking over the freeway.

Through the creation of the area plan, a parking district is established to create a shared parking facility to serve these new uses as well as the park and surrounding smaller parcels too small to efficiently meet parking requirements. Further, the City's new infrastructure requirements, such as the underground water reservoir, are planned and implemented



The Memorial Park Activity Center Low Overlay provides Santa Monica with new opportunities to create a focal point outside of the Downtown and Beach and Oceanfront Districts for the community to enjoy.

concurrently with the area plan and the expansion and revitalization of Memorial Park.


With the City's ownership of the Fisher Lumber property and Metro's acquisition of the property at the corner of Colorado Avenue and 17th Street, Colorado Avenue has the potential to open onto Memorial Park, allowing the park to be viewed and the open space to be enjoyed from the surrounding streets. The activity center overlay will be complemented by its physical proximity to the park's recreational activities, new transit facilities and the visual amenity of the park's expansive open space. The insertion of new local retail,


a variety of residential units and the potential joint development to accommodate new school district offices and shared parking will combine to form a new urban neighborhood around an expanded and enhanced Memorial Park.


MEMORIAL PARK ACTIVITY CENTER LOW OVERLAY GOALS AND POLICIES

GOAL AC5: Create a lower-scale activity center overlay at Memorial Park.

POLICIES:

AC5.1  The Memorial Park Activity Center Low Overlay shall involve collaborative planning and implementation over time with the Memorial Park Light Rail Station and the revitalization and expansion of Memorial Park, including the potential to deck over the freeway.

AC5.2  Involved parties should consider a joint venture to bring together the land resources of the private sector, the City, the SMMUSD and Metro to provide offices and educational facilities for the school district, additional open space, other local-serving offices and retail, and affordable and workforce housing to serve nearby employment centers including the school district and the healthcare community.


AC5.3  The Memorial Park Activity Center Low Overlay shall include local-serving retail and services at the street with enhanced pedestrian walkways and open space to improve the street life and to create a more active pedestrian environment and enhance use of the light rail.




The redevelopment of the area adjacent to Memorial Park on Colorado Avenue and 14th Street will create opportunities for underground parking, an enhanced sidewalk experience, ground floor retail, and affordable and workforce housing. Decking over I-10 from 17th Street to 14th Street will reconnect the Pico neighborhood to the larger city fabric, while creating an additional recreational amenity for all of Santa Monica.



The Freeway Park in Seattle provides a space where residents, shoppers, office workers, hotel visitors and an array of people from all backgrounds who make up the downtown population come together to enjoy the social elements of a city park.

AC5.4  The Memorial Park Activity Center Low Overlay shall include a shared parking district that provides efficiently sized and managed shared parking facilities either underground or in a surface parking lot that is screened from public view.

AC5.5  Enhanced transit services on 17th Street and Colorado Avenue to support the light rail station with new transit facilities integrated into the streetscape and implementation of TDM programs to minimize new vehicle trips shall be included in the development of the Memorial Park Activity Center Low Overlay.

AC56.5  With the approval of an area plan and with the approval of a Development Agreement and appropriate community benefit requirements, the height may be increased up to one residential floor or 10 feet with compliance to step back and setback conditions for the underlying land use district and the FAR increased by 0.75 FAR. Additional front setbacks or additional sidewalk width along the boulevard may be required to accommodate the expected increase in pedestrian activity.



Artist's rendering of an expanded Memorial Park that is encircled by mixed-use housing and a variety of services and amenities.

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santa monica's districts

In addition to its residential neighborhoods and interconnected network of boulevards, the LUCE focuses on Santa Monica's distinct commercial, civic, institutional and recreational/ open space districts. The LUCE vision establishes special districts based upon defined areas that have a common set of uses or purpose. The districts are identified and described in this chapter, in the following order:

- Downtown District
- Civic Center District
- Beach and Oceanfront District
- Bergamot Transit Village District
- Mixed-Use Creative District
- Industrial Conservation District
- Healthcare District
- Montana Avenue District
- Main Street District
- Santa Monica Airport and Business Park District



SANTA MONICA'S DISTRICTS

Expo Alignment

Expo Station



- | | | |
|---|--|---|
| Downtown | Main & Montana | Mixed-Use Creative |
| Civic Center | Industrial Conservation | Bergamot Transit Village |
| Beach & Oceanfront | Healthcare | Airport & Business Park |

DISTRICTS IN SUMMARY

Downtown District

The Downtown District includes the broadest mix of uses and activities in



Santa Monica and is located adjacent to the Beach and Oceanfront District. The Downtown has evolved over time with the addition of new commercial and residential development. Today's challenge is to maintain its vibrancy while acknowledging the community's desire to retain the flavor of Santa Monica's small-town roots. The extension of the Expo Light Rail line from Los Angeles to Santa Monica will infuse new energy into the Downtown and reduce automobile dependence. The revitalization of Santa Monica Place, and new up-to-date theaters and parking will maintain the Downtown's position as an entertainment center. Perhaps most importantly, recently completed and planned residential development assures that the Downtown is a complete neighborhood, serving both local residents and the region.

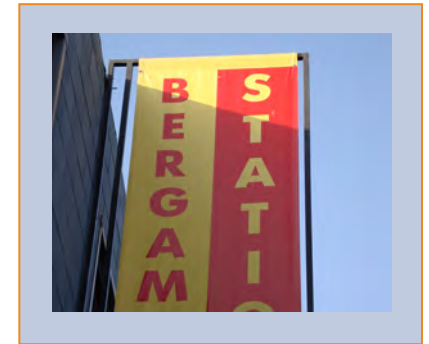
Civic Center District

The Civic Center District is integral to the Downtown, uniting commerce and civic activities. Recently approved and soon-to-be-built residential development, along with new parklands and open space will provide 17 hours per day/7 days per week activity to the Civic Center. Shared planning efforts between the SMMUSD and the City will strive to provide linkages between Santa Monica High School and the Civic Center campus.



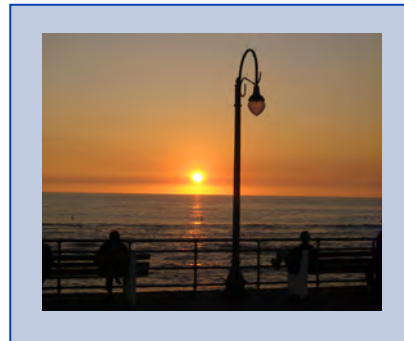
Bergamot Transit Village

The Bergamot Transit Village District capitalizes on a new light rail transit station at the eastern end of the City by creating a mixed-use village that will attract creative arts uses, along with a variety of housing types and local-serving retail to establish a vital new complete neighborhood. Planning for the district includes the creation of a new roadway grid in this formerly large-parcel industrial area. A parking district with shared parking and transportation management provisions is proposed to significantly reduce vehicle trips. The Bergamot Station Arts Center will be enhanced and will benefit from the new transit access.



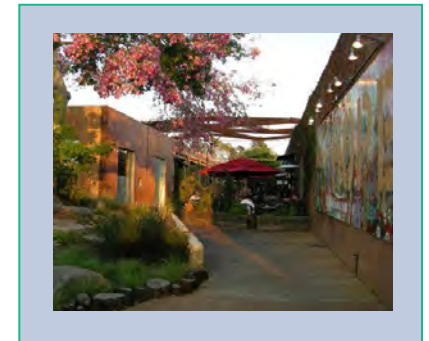
Beach and Oceanfront District

The Beach and Oceanfront District reflects the City's unique location on the Pacific Ocean. This district with the ocean and wide sandy beaches is complemented by Palisades Park and Ocean Avenue with dramatic views of the ocean and Santa Monica's distinct Pier. This district includes not only the recreational amenity of the ocean, the beaches and Palisades Park, but it is also the center of Santa Monica's important tourist and visitor industry.



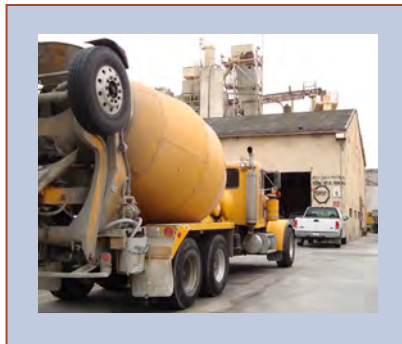
Mixed-Use Creative District

The Mixed-Use Creative District located to the east of the Bergamot Transit Village provides the opportunity for the creative arts uses in a mixed-use neighborhood. Through a cooperative community planning process, a new grid of green streets would be established to integrate the district with the existing street pattern and residential building scale to the north and east. New housing and local-serving retail will create a complete neighborhood.



Industrial Conservation District

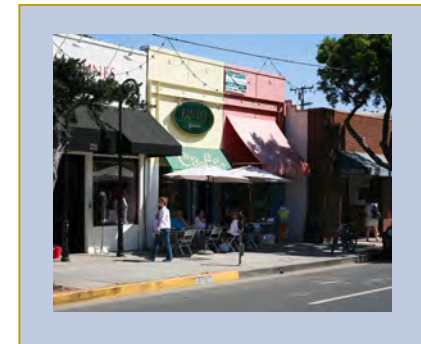
The Industrial Conservation District incorporates land between Lincoln Boulevard and Cloverfield Boulevard that has traditionally been zoned M-1, Industrial Conservation, and has been occupied by light industrial and small commercial uses. This district seeks to preserve small industrial uses and low-cost space for start-ups, “incubator” industries and community services. Although this conservation district intends to assure the stability of small industrial businesses within the City housing is allowed in the district in efforts to further equitable housing opportunities in the area, subject to air quality assessment and related design measures.



Montana Avenue and Main Street Districts

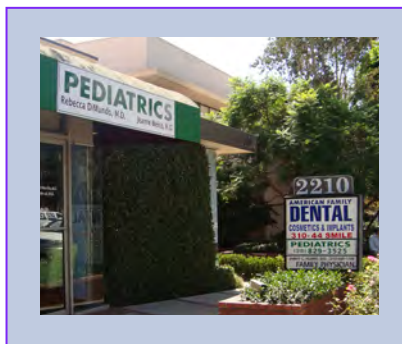
The Montana Avenue District and the Main Street District are two neighborhood-oriented and regional retail streets. Each area has its own character and flavor that is uniquely Santa Monica.

Montana Avenue contains upscale stores and restaurants in an attractive pedestrian environment. Main Street serves as the neighborhood shopping area for the Ocean Park neighborhood and also supports visitors of Santa Monica’s beaches. The street environment is pedestrian-oriented and there is a diverse mix of uses that includes restaurants, retail and residential.



Healthcare District

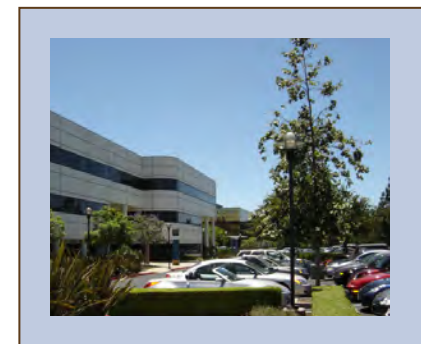
The Healthcare District provides Santa Monica with a unique economic and community service opportunity. Santa Monica is fortunate to have two major healthcare institutions, Saint John’s Health Center and Santa Monica-UCLA Medical Center, as an integral part of the community. Each of the institutions is in the process of redeveloping while also planning for new ways to provide up-to-date healthcare services and employee housing opportunities.



Santa Monica Airport and Business Park District

The Santa Monica Airport and Business Park District occupies contiguous parcels in the southeast corner of the City. The existing business park is a traditional self-contained, office park with little interface with the City streetscape.

The future of Santa Monica Airport is under discussion, and the LUCE recommends a specific plan process for the district to identify the best use, configuration and relationship with the residential neighborhoods that surround this area.



DOWNTOWN

Location

Downtown is bound by Wilshire Boulevard on the north; Lincoln Boulevard on the east; the Santa Monica Freeway and the Civic Center District on the south; and Ocean Avenue and Palisades Park on the west.



“I see this area in particular as a sophisticated beach community... a place for good food and get-togethers, a place symbolic of California coastal life.”

-RESIDENT’S COMMENT FROM A DISCOVER SANTA MONICA GUIDEBOOK

Vision

Downtown is a thriving, mixed-use urban environment for people to live, work, be entertained and be culturally enriched. The area has the greatest concentration of activity in the City, anchored by the core commercial district, including the Third Street Promenade and a revitalized Santa Monica Place open-air mall. Downtown continues to expand as a residential area, with a diversity of residential types, forms, and sizes, including ownership and rental units, in mixed-use projects with incentives for affordable and workforce housing units.

The Downtown Light Rail Station establishes a sense of arrival as the final destination on the regional light rail line from Downtown Los Angeles. The Expo Light Rail station at Colorado Avenue and 4th Street serves as a gateway to Downtown, the Civic Center and coastal destinations. It transforms the southern edge of the Downtown District. The station is the focal point for transit interface, and increases pedestrian activity as a result of the large number of transit riders arriving and departing from the station. The transit, pedestrian, bicycle and other connections to the light rail system are well integrated within the City’s fabric. The station area is activated with mixed-use retail and residential development adjacent to the station site.



Downtown Santa Monica is both an urban neighborhood and a place of great community activity.

Current Conditions, Trends and Issues

Santa Monica’s Downtown, located near the edge of the Palisades Bluffs with dramatic views of the ocean, is the City’s center of transportation, commerce, and entertainment. The mixed-use pedestrian-oriented district is characterized by a vibrant urban atmosphere with retail, dining, entertainment, office, residential and tourist activities. Third Street Promenade is a central pedestrian open space that provides vitality to the Downtown, with active storefronts, restaurants and services radiating outward. Santa Monica Place is located at the southern end of the Promenade and is being redeveloped as an open-air shopping mall that will connect the Promenade to the Civic Center District.



Live where you work! In recent years, the Downtown has absorbed more residential units, which have enlivened the streets.



Retail and entertainment uses in the Downtown area bring local and regional visitors into the city's core.

Downtown is used heavily by both local residents and visitors. The variety of uses contributes to the high activity level throughout the day and into the evening hours. Downtown development is most intense between Ocean Avenue and 6th Street and becomes less dense as one travels eastward, with residential uses primarily concentrated along 5th, 6th and 7th Streets. The majority of ground floor street frontages contain pedestrian-oriented uses. The buildings feature pedestrian-friendly elements such as extensive glazing, frequent entries, and sidewalk dining. Downtown's form is a dense urban environment where the streets serve as both pedestrian activity spaces and integral elements of the open space pattern. The buildings are generally the tallest in the city with the highest development intensity. Downtown also contains the potential Central Business Historic District, where there are a number of buildings that have either been designated as City Landmarks or identified as potentially eligible for landmark designation.

The I-10 Freeway provides access to the Downtown and Civic Center Districts, but it also creates a divide between them. Access ramps are at Lincoln Boulevard, 5th Street and 4th Street. Ocean Avenue provides access to Pacific Coast Highway via ramps.

Visitors who drive to the area are able to park in one of the City's shared public

parking facilities, and then walk to multiple destinations, thereby contributing to the Downtown's pedestrian character.

Downtown is the focal point of Big Blue Bus (BBB) transit service, with almost every line routing through Downtown and a high amount of service on 4th Street. The Transit Mall is a dedicated 10-block transit loop on Broadway and Santa Monica Boulevard between Ocean Avenue and 5th Street. Metro Local and Rapid Bus lines, together with BBB lines, currently serve over 15,000 transit users per day in the Downtown. Expo Light Rail will bring a substantial number of additional transit riders to the Downtown, Civic Center, and Beach and Oceanfront Districts.

Surveys indicate that over 15 percent of Santa Monica residents walk to Downtown. There is also a growing demand for bicycle parking in the Downtown which will continue to increase with the arrival of the light rail.

Strategic Approach

The Downtown District continues to enjoy a lively pedestrian-oriented mix of uses and activities, and a spectacular location adjacent to the Beach and Oceanfront District. Today's challenge is to maintain Downtown's vibrancy while acknowledging the community's desire to retain the flavor of Santa Monica's beach town character. The revitalization of Santa



Downtown should continue to be the City’s “living room” and the center of commerce and entertainment.

Monica Place and the addition of new up-to-date movie theaters in Downtown maintains the area’s position as a premium shopping and entertainment center. Continued residential mixed-use development, with complementary uses assures that the Downtown develops as a complete neighborhood, serving both local residents and the region. Visitor-serving uses and amenities continue to be a focus.

The boundaries of the Downtown District are extended to include Wilshire Boulevard to the north, Lincoln Court on the east, and the southern



The Expo Light Rail line will terminate in Santa Monica’s Downtown a short distance from the Pacific Ocean and at the intersection between the Downtown and the Civic Center.

edge of the I-10 Freeway to the south. Wilshire and Lincoln Boulevards provide an opportunity to establish mixed-use neighborhoods on the edge of the district and transition from the intensity of the Downtown to the adjacent residential neighborhoods to the north and the east. Strategies for the southern edge of the Downtown District are integrally linked to the new Expo Light Rail station and the neighboring Civic Center—the City’s cultural and institutional core—and the Oceanfront area—the City’s most well-known and actively used recreational destination.

The extension of the Expo Light Rail line from Downtown Los Angeles to Santa Monica will infuse new energy into the Downtown and reduce automobile dependence. The Downtown Light Rail Station will necessitate improved multi-modal connectivity with the Civic Center and the Pier. There will be times and days, certainly during special events, when up to 400 passengers per train will arrive or depart via the light rail system, creating surges of pedestrians fanning out from the light rail station.



Adaptive reuse of historic buildings acknowledges that change can occur while preserving Downtown's history.

Additional bus and shuttle service is required, primarily on 4th Street, to accommodate the light rail passengers transferring to north-south destinations. Currently traffic on 4th Street operates as low as 6 MPH during peak periods, which is essentially a walking pace. Fourth Street is also a primary connector to/from the I-10 Freeway, both the eastbound on-ramp and westbound off-ramp. Key to accommodating the additional vehicle and foot traffic is the diversion of vehicular traffic from the intersection of 4th Street and Colorado Avenue. Initiatives in the LUCE focus on the extension of the 4th Street off-ramp from I-10 West to Main Street to provide an alternate vehicle route into the Downtown, combined with other strategies to divert traffic away from the 4th Street and Colorado Avenue intersection.



The variety of uses and activities in the City's Downtown should be connected to plentiful transit options.

New enhanced pedestrian and transit interfaces are planned to enhance the passenger arrival and departure experience and to facilitate the flow of transit vehicles and pedestrians. The pedestrian flow is enhanced with the implementation of a new pedestrian plaza at the Downtown Light Rail Station that provides a welcoming experience for those arriving in downtown Santa Monica and transitions pedestrians from the station platform down to the natural grade at the intersection of 4th Street and Colorado Avenue. The new Colorado Esplanade, a pedestrian-enhanced street, lined with active uses, street furnishings and street trees includes new pedestrian priority intersections at 4th Street and Colorado Avenue and at Colorado and Ocean Avenues where the Esplanade meets the Santa Monica Pier, Palisades Park and the Beach.

The Downtown Light Rail Station presents the opportunity for development on land adjacent to the station, including City-owned land not required for the transit operations and possible adjacent private property. With the stimulus of the new transit facility and exploration into the feasibility of decking the freeway from 4th Street to Ocean Avenue, opportunities are presented for new development on the Sears department store site and other sites along the Esplanade, including the hotel on the south side of Colorado Avenue at the intersection with 2nd Street. The decking over the freeway also presents opportunities for creating expansion of open space over the freeway to Colorado Avenue completing the physical and aesthetic integration of the Downtown and the Civic Center.

A parking management approach for the Downtown, the Expo Light Rail station and the Civic Center areas, and potentially the Beach and Oceanside Districts utilizes a shared pool of parking resources, creating a true shared parking district, which balances variable parking demand and economic return. This will require an optimal mix of investment in new parking, coordinated management of existing parking, access improvements and transit augmentation. A trolley, or other transit augmentation, connecting the Downtown Light Rail Station to the Pier and key points in

the Civic Center and the Downtown supports shared parking opportunities, and provides enhanced visitor and tourist services.

The LUCE has addressed the Downtown area from a broad policy perspective. The Downtown has been evolving with the direction set by the *Bayside District Specific Plan* (1996) and the *Downtown Urban Design Plan* (1997). While much of the tenor of these plans is still relevant and should be continued, there are a number of new planning issues that need to be addressed in a new specific plan. The issues include: the appropriate range of building heights in the district, the lack of open space, the need for affordable and workforce housing, the quality of pedestrian access from areas south of the Downtown core, the constrained linkages from Downtown to the Beach and the incorporation of the Expo Light Rail line station at 4th Street and Colorado Avenue into the fabric of the Downtown.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)




Colorado Avenue Pedestrian Esplanade: A reenergized Colorado Avenue (between 4th Street and Ocean Avenue) will provide visitors with an active link to the Civic Center, the Beach and Pier, and Downtown Santa Monica.

DOWNTOWN DISTRICT GOALS AND POLICIES

GOAL D1: Maintain Downtown's competitive advantage as a premier local and regional shopping, dining, and entertainment destination, and support its evolution in order to respond to changing market conditions.


POLICIES:

D1.1  Create a diversity of retail opportunities including local- and regional-serving retail and dining in the Downtown.

D1.2 Encourage the construction of new or rehabilitated movie theaters in the Downtown to assure that these entertainment venues are competitive in the marketplace.

D1.3 Maintain and support the Third Street Promenade as an important asset that serves the diverse needs of the community, from a regional destination to an important center of activity.

D1.4 Encourage new or expanded hotel and other visitor-serving uses in the Downtown.

D1.5  Focus new investment in the areas of the Downtown District that are accessible to transit, accommodate mixed-use development, contribute to the pedestrian-oriented environment, and support substantial community benefits in areas such as:



Maintaining and enhancing the walkability of Downtown is integral to the long-term sustainability of Santa Monica.

- Near the proposed Expo Light Rail station
- At the south side of 7th Street and Wilshire Boulevard including the preservation of the Landmark Wilshire Professional Building
- At the southwest corner of Lincoln Boulevard and Broadway
- Along Lincoln and Wilshire Boulevards to establish a seamless transition between the Downtown and the adjacent residential neighborhoods to the north and east
- On and around the site of the existing Holiday Inn hotel near 2nd Street and Colorado Avenue, including the possibility of decking over the freeway to create expanded opportunities for shared parking, open space, and potentially new development with linkages to the Civic Center District
- The 4.5-acre site at the northeast corner of Wilshire Boulevard and Ocean Avenue which, due to its prominent location and unobstructed ocean views could be a site of exceptional planning and design
- The area near 2nd Street and Santa Monica Boulevard

D1.6 Establish Wilshire and Lincoln Boulevards and the Downtown hotel properties immediately north of Wilshire as new perimeters of the Downtown to the north and east, and provide transitions between the higher intensities of the Downtown and lower intensity residential areas to the east and north.

 denotes sustainable policy

GOAL D2: Maximize placemaking opportunities associated with the Expo Light Rail station to create a vibrant Downtown gateway.

POLICIES:

D2.1 🌿 Develop a pedestrian gateway plaza at 4th Street and Colorado Avenue where riders are greeted, oriented and directed to their destinations.

D2.2 🌿 Encourage Expo Light Rail station access, including a second entrance at the southern end of the platform, that is well integrated with paths of travel and other functions and amenities in the station area.

D2.3 🌿 Encourage amenities in the station plaza area to enhance both the transit experience and the Downtown environment.

D2.4 Capitalize on the Expo Light Rail line’s location and arrival at the Pacific Ocean—maximizing the dramatic viewing experience of the Santa Monica Bay as a defining feature of Santa Monica.

GOAL D3: Ensure high-quality implementation of transit-oriented development adjacent to the station.

POLICIES:

D3.1 Provide design consistency with streetscape and plaza improvements that address the concept of a gateway.



The Downtown Specific Plan will seek to better support essential services and amenities in the Downtown area. The artist rendering above shows an upgraded parking garage at Santa Monica Place that includes a bike facility and retail.

D3.2 🌿 Ensure pedestrian orientation of ground floor uses in new development.

GOAL D4: Prioritize transit connections associated with the Expo Light Rail station.

POLICIES:

D4.1 🌿 Redistribute vehicular traffic to avoid the Colorado Avenue and 4th Street intersection.

D4.2 🌿 Develop a functional interface for transit, shuttles, taxis and other vehicle drop-off and pick-up associated with the station.

D4.3 🌿 Evaluate potential changes to vehicular traffic patterns to prioritize transit and pedestrians.

GOAL D5: Create convenient and comfortable pedestrian linkages to the Expo Light Rail station.

POLICIES:

D5.1 🌿 Create an inviting and sufficiently wide landscaped pedestrian concourse on Colorado Avenue from the Downtown Light Rail Station to the Pier.

D5.2 🌿 Identify clear walking routes and provide a quality pedestrian experience such as a diagonal pathway from the station to the Promenade through Santa Monica Place anchor department stores.

GOAL D6: Create convenient and comfortable bicycle linkages to the Expo Light Rail station.

POLICIES:

D6.1 🌿 Create secure, convenient and full-service bike parking to serve the station.

D6.2 🌿 Identify desirable connections for bicycles to/from the station, linkages to existing bike lanes/paths, including the beach bike path and address the need for additional bike lanes/paths.

GOAL D7: Create a balanced mix of uses in the Downtown that reinforces its role as the greatest concentration of activity in the City.

POLICIES:

D7.1 🌿 Encourage a broad mix of uses that creates dynamic activity in both the daytime and evening hours including retail, hotels, office, high-density residential, entertainment and cultural uses in the Downtown.



The Expo Light Rail terminus in Downtown Santa Monica: The Expo Light Rail will terminate in the heart of the City's Downtown, just several hundred yards from the shore of the Pacific Ocean.

D7.2 🌿 Encourage local-serving uses that are an integral part of complete neighborhoods and support an overall trip reduction strategy.

D7.3 Encourage local-serving office uses in the Downtown, especially in close proximity to the new Expo Light Rail station. Discourages office uses at the ground floor.

D7.4 Prohibit new auto-related uses, such as gas stations, auto repair and similar uses, in the Downtown.



Colorado Esplanade: An active pedestrian plaza at the intersection of 4th Street and Colorado Avenue will accommodate the influx of riders, and will also provide the surrounding areas with options for dining, retail and possibly housing.

D7.5 🔄 Explore options for the adaptive reuse or retention of historic resources. Require new buildings constructed in proximity to existing historic resources to respect the context and character-defining features of the historic resource.

D7.6 Utilize the Secretary of the Interior's Standards to preserve identified character-defining features of historic resources.

D7.7 🔄 Encourage residential units with a diversity of types, forms, sizes, tenure, and affordability for all income levels.

GOAL D8: Ensure that new and remodeled buildings in the Downtown District contribute to the pedestrian character of Downtown and are compatible in scale with existing buildings and the surrounding residential neighborhoods.

POLICIES:


D8.1 🔄 Locate the primary façades of buildings fronting the street at the property line or back side of the sidewalk. However, to create a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas should be encouraged.


D8.2 🔄 Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Incorporate enhanced materials and detailing in ground floor façades where they will be perceived by passing pedestrians.

D8.3 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the street. Walls should have meaningful combinations of materials, and articulation that creates shadow patterns to engage the eye.

D8.4 Avoid buildings with uniformly flat roofs or cornices in order to create an interesting skyline.


D8.5 Create a prescribed building envelope for new commercial or mixed-use buildings adjacent to residential districts with step backs to maintain the residential development's access to light and air.

D8.6  Ground floor uses with active retail shall be generally continuous, transparent (non-tinted) display windows facing the sidewalk.

D8.7  Encourage mixed-use developments to have active ground floor uses that face the boulevard with residential or office uses located on the upper floors. Ground floor residential uses may be allowed if designed in a pedestrian-oriented manner with features such as street-facing main entrances, stoops, patios, and fenestration.

D8.8 Discourage offices and other limited pedestrian access uses on the ground floor facing the street. Limit the length of entrances to upper-level uses, such as lobbies.

D8.9 Encourage sidewalk dining where it meets established criteria.

D8.10  Require new incentivized development to participate in shared parking and TDM strategies.


D8.11 Strip commercial development shall not be permitted. Encourage owners of existing strip commercial developments to redevelop their properties.



***Streetscape design:** Improving the quality and character of the streetscape experience in the Downtown is desired. Improvements to the Santa Monica Place mall, above, address pedestrian orientation and access issues to better integrate the mall with the Third Street Promenade.*

GOAL D9: Enhance the quality and character of the streetscape and urban pattern in the Downtown.

POLICIES:

D9.1  Design and manage streets to be an integral part of the urban open space in the Downtown by:

- Enhancing the streets by establishing the street as a place of public meeting and exchange

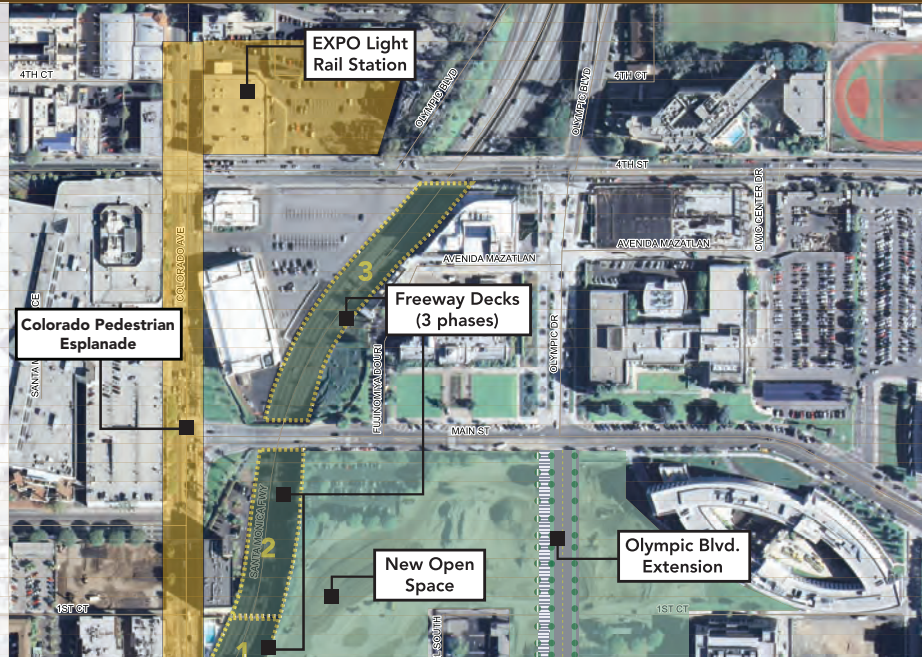
- Encouraging strategies such as maintaining on-street parking, widening sidewalks in key locations, enhancing intersections to reduce pedestrian crossing distances and increasing safety, maintaining the two-way street pattern, improving way-finding signage, providing for activities such as farmer's markets, and accommodating sidewalk dining where appropriate

- Encouraging kiosks and cart vendors by permit on the Third Street Promenade where appropriate

D9.2 Discourage refuse containers and delivery service on the primary street frontage

WHAT OPPORTUNITIES WOULD DECKING THE FREEWAY PROVIDE?

- Enlarge open space up to 6 acres
- Provide opportunity to reconfigure the hotel at 120 Colorado Ave.
- Provide opportunity for joint development
- Consolidate city facilities
- Create a more sustainable city
 - Reduce air pollution
 - Provide more plants
 - Reduce noise



Capping the I-10 Freeway provides opportunities for new open space, joint uses and consolidated City facilities. Significant sustainability benefits in the form of reduced environmental pollution and increased carbon sequestration are also likely.

and encourage service from the alleys or in specially designated service areas.

D9.3 Discourage open on-grade parking and on-grade parking visible from the street.

D9.4 Locate active retail space on a pedestrian street facing the sidewalk at the ground floor.

D9.5 Encourage public art throughout the Downtown.

D9.6 Improve the aesthetic appearance of the alleys, and where appropriate incorporate the alleys into the pedestrian system.

GOAL D10: Integrate and interconnect the Downtown, the Civic Center, and the Oceanfront with open space linkages and opportunities for shared parking and circulation improvements.



Park and walk: The LUCE includes policies promoting comprehensive parking strategies for the Civic Center, the Downtown, and the Beach and Oceanfront Districts.


POLICIES:


D10.1 Enhance and/or increase connections from the Downtown to the Pier, Beach and Oceanfront areas.

D10.2 With new development along the east side of Ocean Avenue, provide landscaping and open space to create a visual connection to Palisades Park.

D10.3 Explore capping I-10 from the existing Main Street Bridge west to Ocean


Avenue in conjunction with joint development of adjacent land to strengthen the connections between the Civic Center, Palisades Park, the Pier and the Beach.

D10.4  Explore capping I-10 from the west side of the 4th Street Bridge to the Main Street Bridge to enhance joint development with the Sears department store site and to expand opportunities for pedestrian linkages and open space.


D10.5  Consider shuttles, trams or other transit augmentations to encourage the use of shared parking facilities between Downtown and the Civic Center.

GOAL D11: Address parking needs comprehensively, identifying shared parking opportunities.

POLICIES:

D11.1  Determine the need for additional parking resources based on shared uses.


D11.2 Consider locations of additional parking resources such that vehicular access is designed to mitigate impact on 4th Street.


D11.3  Identify parking locations that are within walking distance of transit and can serve multiple venues and uses such as the institutional, recreational, open space and cultural uses in and around the Civic Center.


D11.4  Pursue opportunities for shared use agreements with private parking facilities.

GOAL D12: Ensure circulation for the Downtown, Civic Center, and Beach and Oceanfront Districts is interconnected.

POLICIES:

D12.1  Establish the Downtown Light Rail Station as a focus of a network of circulation that connects the Downtown, Civic Center, Main Street, and Beach and Oceanfront Districts.

D12.2  Integrate infrastructure improvements with circulation, transit, parking and the parks.


D12.3  Refine the street grid in the Civic Center District by adding additional connections/routes where feasible. Explore the Fujinomiya Douri Drive extension of the 4th Street/I-10 off-ramp over the freeway to connect to Main Street to further reintegrate the street grid.

GOAL D13: Provide flexible and functional event strategies to capitalize on related pedestrian shopping and dining opportunities as well as maximizing shared parking.

POLICIES:

D13.1 Encourage coordinated programming among event venues.


D13.2  Explore opportunities to provide a trolley or other transit enhancement to connect the Downtown Light Rail Station, the Pier and key parking sites in the Downtown and Civic Center Districts.

D13.3  Improve the pedestrian experience on routes between the Light Rail and the Civic Center event venues.

GOAL D14: Prepare a Downtown Specific Plan that replaces the existing *Bayside District Specific Plan* and incorporates the relevant goals and policies of the LUCE, addresses ongoing issues in the Downtown and encompasses the expanded boundaries of the Downtown District, from Ocean Avenue to Lincoln Boulevard and from Wilshire Boulevard to I-10.

POLICIES:

D14.1  Implement a new Downtown Specific Plan to determine the appropriate range of building heights in the district and address the need for open space, affordable and workforce housing, pedestrian access from areas south of the Downtown core, the linkages from Downtown to the Beach and the incorporation of the Downtown Light Rail Station into the fabric of the Downtown.

D14.2  In the new Downtown Specific Plan, establish Wilshire and Lincoln Boulevards as mixed-use areas on the edge of the district with the intention of transitioning from the intensity of the Downtown to the adjacent residential neighborhoods to the north and the east.



Artist's rendition of new open space created by decking over the I-10 Freeway.

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CIVIC CENTER DISTRICT

Location

The Civic Center District is bound by the I-10 Freeway and the Downtown District to the north, 7th Street to the east (including Santa Monica High School), Pico Boulevard to the south, and Ocean Avenue to the west.



“This area should be the civic heart of the City, a place of great community spirit and energy.”

-RESIDENT'S COMMENT FROM A DISCOVER SANTA MONICA GUIDEBOOK

Vision

The Civic Center District is the cultural and institutional core of Santa Monica. City Hall and the Village mixed-use housing development anchor and activate the Palisades Garden Walk, a world-class city park designed to create a gateway to the Civic Center and connect the area to the Santa Monica Pier and the Downtown. The Palisades Garden Walk park combines with the potential for new open space created by the decking over I-10 to tie the Civic Center to the Downtown and to the Downtown Light Rail Station at 4th Street and Colorado Avenue, the gateway to the Downtown, Civic Center, and Beach and Oceanfront Districts. The Village, a mixed-use retail/housing neighborhood with a range of unit types to attract families, entry-level workers, seniors and artists adds activity and vitality to the Civic Center with a diverse, full-time population. An early childhood center, operated by Santa Monica College, supports residents and employees in the area. The Civic Auditorium is improved and new facilities added; new cultural activities are enhanced through new public/private operating partnerships. Existing surface parking areas are converted to multipurpose park and recreation uses. The pedestrian experience is inviting and pleasant, and bicycle access is improved by fostering linkages to activities from adjacent neighborhoods and the surrounding city.



Santa Monica's Civic Center is home to institutional uses like City Hall, the Public Safety Facility, the County Courthouse, and the Civic Auditorium.

Current Conditions, Trends and Issues

The Civic Center is characterized by institutional uses, such as City Hall, the Civic Auditorium, the Public Safety Facility, RAND, the County Courthouse and associated parking. Development within the district is governed by the *Civic Center Specific Plan (CCSP)* which was last updated in 2005. The City is actively pursuing implementation of the *CCSP* which calls for creating a true town center with cultural, civic, residential, educational and recreational components.

Significant changes shaping the Downtown/ Civic Center area are underway, including a major remodel of Santa Monica Place mall that provides an improved link from the Third Street Promenade through the mall to the Civic Center, and planning for the Expo Light Rail station at Colorado and 4th Street. The 1-10 Freeway acts as a barrier between the Civic Center and Downtown and prevents easy access between the various uses and activities in the area. The potential to cap the I-10 Freeway opens significant new possibilities to increase the size of the Palisades Garden Walk park and create world-class open spaces linking the Civic Center, Santa Monica Pier, the Downtown District, and the Downtown Light Rail station. Some proposals of the *CCSP* are no longer supported, including the proposed realignment of Main Street with 2nd Street due



***The Village:** The Civic Center District will transform into a vibrant neighborhood that blends residential, recreational and cultural uses with new forms of transit and usable open space.*

to the location of the heritage Moreton Bay Fig tree and the existing hotel, and the proposed roundabout on Main Street in front of RAND.

Strategic Approach

The *CCSP* is updated to reflect several proposed changes to circulation in the area, including improved linkages across the freeway to connect the Civic Center to the Oceanfront area, the Downtown and the new Expo Light Rail station. As the vision for the Civic Center is refined through an update of the *CCSP* and the completion of key projects, the General Plan policies provide flexibility for the potential build-out of each remaining component.

CCSP and *LUCE* initiatives shaping the evolution of the Civic Center include the following:

- **Coordination with the Downtown Expo Light Rail Station:** The Civic Center District's strategic location adjacent to the Downtown and the Downtown Light Rail Station provides a complementary relationship between commerce and civic activities. Strategies for the northern edge of the Civic Center District are integrally linked to the neighboring Downtown District, particularly with the arrival of the Expo Light Rail in the Downtown.
- **Freeway Capping:** A key policy of the *LUCE* is to explore options for decking over the freeway.



Decking over the I-10 Freeway could provide enhanced linkages between the Downtown and the Civic Center as shown in this artist rendering.

- Open Space/Parkland:** The Palisades Garden Walk is slated to become a world-class park. It is identified in the *CCSP* as a six-acre park connecting the Civic Center to Downtown. The early stages of park planning are underway. Decking over the freeway, described above, provides new opportunities to link the Civic Center and the Palisades Garden Walk park to the Pier and Downtown.

- Comprehensive Parking Study:** A comprehensive parking study encompassing the Downtown, the Civic Center, the Downtown Light Rail Station, the Pier and special event parking provides criteria for new shared parking facilities to be located within the Civic Center District.

- Housing:** The Village is a mixed-use residential development that provides the desired 17 hours per day/7 days per week atmosphere within the Civic Center. The Village includes more than 300 residential units including a rich mix of affordable and market-rate units. The Village also includes related neighborhood-serving retail uses at the ground level on Ocean Avenue and on the new extension of Olympic Boulevard from Main Street to Ocean Avenue.

- Coordinated Planning with High School:** The *Santa Monica High School Master Plan* proposes strengthening the high school's presence adjacent to the Civic Center. The plan proposes improved

bicycle and pedestrian connections with the Civic Center and shared uses to integrate the high school campus both functionally and visually with the Civic Center. Interface approaches include:

- Potential to improve pedestrian and bicycle access facilities by reopening Michigan Avenue as a pedestrian and bicycle pathway through the campus (during non-school hours), connecting through the Civic Center to Main Street
- Pedestrian and bicycle bridge over the I-10 Freeway at 7th Street to connect with the Michigan Avenue alignment and facilitating bike and pedestrian circulation to the north
- Shared use of The Greek Theater and Barnum Hall by the school and the community to enrich the cultural opportunities for the community

- Child Care:** The Early Childhood Education Center located near the Civic Auditorium includes a child care facility and a teaching facility for Santa Monica College students focusing on childhood education

- Cultural Facilities:** The City is pursuing a public/private partnership for the Civic Auditorium to increase cultural event programming opportunities and identify necessary renovation and/or expansion


Land Use Parameters

(See chapter 2.1 *Land Use Policy and Designations* for further information.)


CIVIC CENTER DISTRICT GOALS AND POLICIES

GOAL D15: Develop the Civic Center as the institutional and cultural center of Santa Monica taking advantage of surrounding assets such as the Downtown, the new Downtown Light Rail Station, vistas of the Oceanfront and Pier, and the socially diverse Ocean Park neighborhood and Main Street District.

POLICIES:

D15.1  Create a diverse mix of uses and activities in the Civic Center, including government uses, parks and open space, affordable, workforce and market-rate housing, retail, office and cultural uses.


D15.2 Remodel and/or expand the historic Civic Auditorium to increase the opportunities for a wider range of cultural offerings and to activate the area day and night. New cultural facilities may include opportunities for a museum, artist-in-residence studios, and shared arts and entertainment programs with Santa Monica High School.

D15.3  Update the *Civic Center Specific Plan* to reflect the emergence of the district as an integral open space link between the Downtown, Beach and Oceanfront, and Main Street Districts, and the Ocean Park neighborhood:



Civic Heart: *Planned improvements to the interface between the Civic Center, the Downtown and other areas of the City will enliven and energize Santa Monica's civic spaces.*

- Pursue opportunities to deck the I-10 and identify ways that the district can benefit from its proximity to the Expo Light Rail station.
- Locate pedestrian-oriented activities along the edges of Palisades Garden Walk to activate the park and provide "eyes on the park" for increased comfort and safety.
- Anchor the southern edge of the district with a pedestrian-oriented mixed-use environment along the south side of Pico Boulevard and active retail along Main Street concurrent with the expansion of the Civic Auditorium.
- Strengthen the connection between the Civic Center and Santa Monica high school by improving access and permeability of the high school's campus, and opening views on both sides of 4th Street to provide the High School with an active presence in the district.
- Reconsider the CCSP's designated playing field located to the east of the Civic Auditorium as a location for a shared-use open area (meadow/plaza) which could be used for both active and passive recreational activities by the high school and the community at large.

 denotes sustainable policy

- Eliminate the current CCSP-proposed roundabout in Main Street.
- Eliminate the current CCSP-proposed Main Street to 2nd Street Bridge.
- Incorporate the findings of the I-10 capping study.

D15.4 Implement a child care facility in collaboration with Santa Monica College to serve the Civic Center District.

GOAL D16: Establish the Civic Center District as an integral pedestrian, bicycle, and open space link between the Beach and Oceanfront, Downtown, and Main Street Districts, and Ocean Park neighborhood.

POLICIES:

D16.1 Develop and improve the visual and physical connections between the Civic Center and Downtown, Beach and Oceanfront and the Main Street Districts, and the Ocean Park neighborhood.

D16.2 Enhance the quality and character of the pedestrian environment with streetscape improvements including wider sidewalks where possible, benches, landscaping, street trees, and pedestrian safety amenities such as crosswalks.

D16.3 Develop and enhance the pedestrian areas on 4th Street between Pico Boulevard and Colorado Avenue with landscaping, street trees, pedestrian amenities, and wider sidewalks where possible.

D16.4 Design and implement the streetscape improvements surrounding the Palisades Garden Walk as an integral part of the park.

D16.5 Improve the connectivity between the Civic Center, Downtown, Beach and Oceanfront, and Main Street Districts with integrated pedestrian and bicycle pathways.

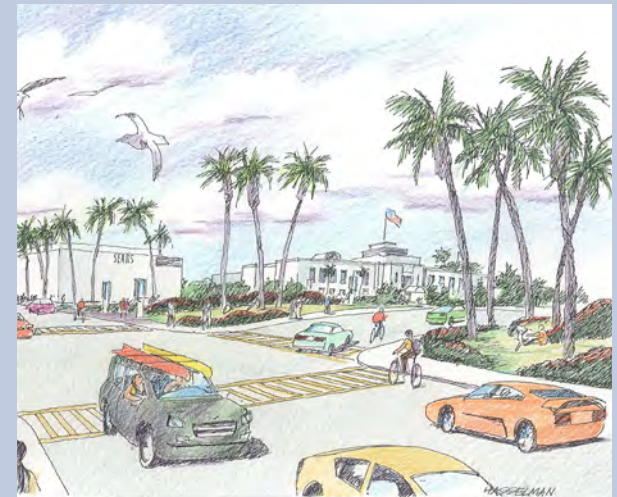
D16.6 Explore options for shared-use and funding for the proposed pedestrian/bicycle bridge at 7th Street across the I-10 Freeway.

GOAL D17: The Civic Center should participate in a comprehensive Civic Center, Downtown, and Beach and Oceanfront Districts parking strategy to address the current and future parking needs of these districts, Santa Monica Pier, and Santa Monica High School.

POLICIES:

D17.1 Incorporate new parking facilities into the planning for the Civic Center and the high school according to the criteria identified in the comprehensive parking study.

D17.2 Locate parking in either subterranean structures or above-grade structures with active, pedestrian-oriented uses on the ground floor and screening on the upper floors.



Linkages: Integrating the Civic Center with the Downtown and beachfront is a major component of the LUCE.



Park once: The LUCE includes policies promoting comprehensive parking strategies that encourage people to park and walk to their destinations within the Downtown, Civic Center and Beach and Oceanfront Districts.

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BEACH AND OCEANFRONT DISTRICT

Location

The Beach and Oceanfront District runs the entire length of the city's western edge along the seaward side of Ocean Avenue and Neilson Way. The district has four defined areas: Palisades Park running from the northern city limits to Colorado Avenue, the Santa Monica Pier, the area north of the Santa Monica Pier, and the area south of the Pier.



“I still love Palisades Park. It is Santa Monica.”

-RESIDENT'S COMMENT FROM A DISCOVER SANTA MONICA GUIDEBOOK

Vision

The Beach and Oceanfront District continues to be a well-used public recreation amenity in a world-class setting that serves Santa Monica and the surrounding region. Consistent with the City's adopted Open Space Element, linkages between the Oceanfront and the City are strengthened through enhancement of east-west streets leading from the beach to Ocean Avenue, maintaining public view corridors to the beach and ocean, and adding pedestrian and bicycle access paths to the beach. The Oceanfront is the terminus of a chain of open spaces that begins with Stewart Street Park and the Bergamot Transit Village and weaves its way through Memorial Park, Santa Monica High School, and the Civic Center District to the Pier. The City interfaces with the Pacific Ocean in numerous ways—at the natural seashore, at the character-defining Santa Monica Pier, at Palisades Park located on the natural bluffs overlooking the Ocean and at various locations in the City where either glimpses of the sea or broad views of Santa Monica Bay are daily reminders that Santa Monica is a beachfront community.

New separated pedestrian and bike paths linking the Annenberg Community Beach House to the Pier create new opportunities to activate this portion of the beach that has been traditionally underserved.



The Beach and Oceanfront District will continue to entertain locals and visitors for generations to come.

Current Conditions, Issues and Trends

The open space provided by the beach and ocean, and the ability to easily walk and bicycle the length of the beach are important community assets. At over 245 acres, the beach is Santa Monica's largest and most character-defining natural asset representing over 50 percent of the City's entire inventory of open space. From the bluff level in Palisades Park, expansive views of the beach, the Pier, and entire beachfront link the City to its spectacular natural setting.

The district includes housing and a number of restaurants, hotels and motels established prior to Proposition S, which established the Beach Overlay Zone that prohibits new hotels

and large restaurants west of Ocean Avenue. The district is united by a path that stretches the entire length of Santa Monica State Beach and is part of a trail system that extends 19 miles south along the coast to the City of Redondo Beach. Palisades Park is a designated Landmark that has ties to Santa Monica's cultural and social history epitomized by the variety of commemorative monuments that have been established in the park throughout its existence. The park is situated east of the bluffs, a dramatic visual feature. Although there are two pedestrian bridges that extend over PCH and provide access from Palisades Park to the beach, the bluffs still form a physical barrier to direct beach access from the Downtown and Palisades Park.

The Santa Monica Pier is another prominent Santa Monica symbol. The Pier is a designated City Landmark and includes the National Historic Landmark Looff Hippodrome. The Pacific Park amusement park includes a ferris wheel that has become one of the most well-known symbols of the Pier. Building and amusement ride heights on the Pier have been long established and are not proposed to change. New construction or modifications to the Pier are subject to the adopted *Pier Design Guidelines* that set forth recommendations intended to guide change on the Santa Monica Pier in ways that are compatible with the Pier's overall character.



Santa Monica's Beach and Oceanfront District has been an attraction for well over a century. The opening of the Annenberg Community Beach Club expands attractions at the water's edge.

The area north of the Santa Monica Pier is characterized primarily by single family residences and beach clubs that trace their roots to the "Gold Coast" stretching along the Beach north from Arizona Avenue to the City limits. One of the most notable homes is the estate built by William Randolph Hearst for actress Marion Davies at 415 Palisades Beach Road. The site, which today is owned by the City, has been adaptively reused and transformed into the Annenberg Community Beach House, a public beach, pool and recreation facility. Large surface parking lots for beach goers fill the gap between the "Gold Coast" and the Pier.

The area south of the Santa Monica Pier continues the visitor-serving atmosphere of the Beach and Oceanfront District and consists primarily of resort hotels that existed, or were approved, prior to Proposition S. A number of multi-family and some single family housing is located between Colorado Avenue and Bay Street. In contrast with the area north of the Pier, the topography is gradual and access from Ocean Avenue/Neilson Way to the beach is more direct. In this area are pedestrian walkways, known as "walk streets," which provide pedestrian access and views to the beachfront. The seaward side of Ocean Avenue/Barnard Way consists of large park areas with surface parking lots maintained by the City.

Strategic Approach

New beach parks are established north of the Pier to create flexible, open green space oriented toward the water. New separated bicycle and pedestrian paths are added to the existing beach network to promote a variety of transit options and accommodate the different travel speeds of pedestrian and bicycle users. Residential districts along Palisades Beach Road (Pacific Coast Highway) and Appian Way are maintained pursuant to their low and medium density housing designations. To better connect the City to the beach area, additional pedestrian bridges are constructed over Pacific Coast Highway. The expansive beach parking lots are enhanced with landscaping to mitigate their visual impact and reduce their heat island effect. Care is taken to ensure that historic resources in the South Beach area are protected.

Through the efforts of the Santa Monica Pier Restoration Commission, a renewed master plan for the Santa Monica Pier supports the continuation of the Pier's unique combination of commercial uses, public space, and celebration of historic character. Opportunities for renewal, potential expansion of existing operations, and new development that are within the existing Pier footprint are identified.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)




The Beach and Oceanfront District offers a variety of uses that include recreational, residential, commercial, and tourism-related industries. Services and amenities are targeted to both local Santa Monicans and visitors.


BEACH AND OCEANFRONT DISTRICT GOALS AND POLICIES


GOAL D18: Preserve the low-scale character and appearance of the Beach and Oceanfront District, and ensure its continued role as Santa Monica’s character-defining open space.


POLICIES:

D18.1  Preserve the existing residential uses to maintain the existing land use diversity and character.

D18.2 Respect the scale and character of the district’s existing residential areas in the design and construction of new buildings.

D18.3  Explore the potential to “green” the City-operated on-grade beach parking facilities with drought-tolerant landscaping.

D18.4  Explore the creation of new beach parks and beach greening projects north of the Pier, consistent with the policies in the Open Space Element and *Recreation and Parks Master Plan*.

D18.5  Encourage the sensitive rehabilitation of historic resources.

D18.6 Employ the Secretary of the Interior’s Standards, in preserving the identified character-defining features of the resource when modifying historic resources.

D18.7 Preserve and enhance the Santa Monica Pier as a key component of Santa Monica’s history and character.


D18.8 Encourage visitor serving uses consistent with Proposition S in commercial areas west of Ocean Avenue between Colorado Avenue and Pico Boulevard.


D18.9 Encourage existing hotels and motels within the Proposition S Beach Overlay area to remodel and upgrade to assure their long term economic viability. To the extent consistent with Proposition S, allow replacement of existing hotels and motels in this area, provided the replacement hotels and motels are not expanded and are subject to discretionary review. If necessary, consider pursuing voter approval to modify Proposition S to allow existing hotels and motels to redevelop provided they are not expanded.


GOAL D19: Strengthen physical and visual connections between the City and Beach by overcoming physical barriers such as the bluffs and Pacific Coast Highway with improved pedestrian, bicycle, and open space linkages.

POLICIES:

D19.1 Enhance connections between the City and the Beach in accordance with policies set forth in the Open Space Element.

D19.2  Extend pedestrian and bicycle paths the length of the City’s beachfront. Where possible, separate pedestrian and bicycle paths to avoid conflicts and to allow for the difference in speed between the bicycle and the pedestrian.

D19.3  Explore the implementation of additional routes to the water’s edge from the top of the bluff and the Ocean Park neighborhood for pedestrians, skaters, bicyclists, child strollers, and persons with disabilities.

D19.4  Consult transit agencies to explore opportunities for more direct transit access to the beach.

D19.5 Protect the public views and pedestrian access on existing walk streets.

D19.6 Preserve the public view corridors, including western views to the ocean from the east-west streets and boulevards, views to the ocean and the Pier from Palisades Park, and views from the Pier to the City.

BERGAMOT TRANSIT VILLAGE

Location

The Bergamot Transit Village District is generally defined by Colorado Avenue to the north, Stewart Street to the east, Cloverfield Boulevard to the west, excluding the Water Garden complex, and Michigan Avenue to the south.



“Expand the arts and entertainment hub near Bergamot.”

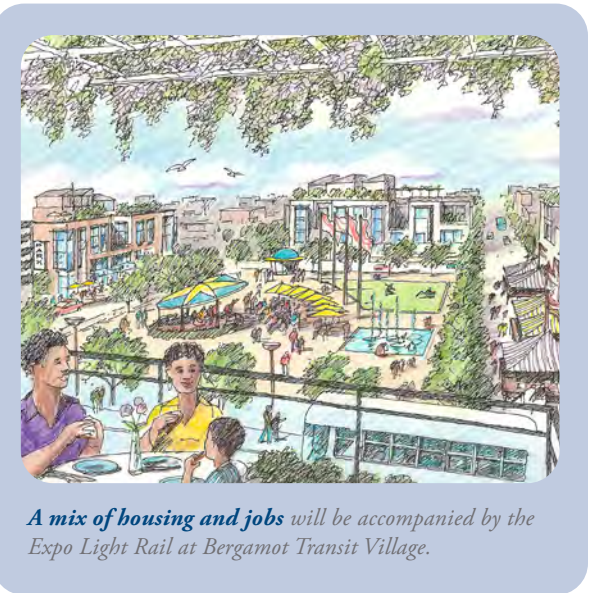
-COMMENT FROM INDUSTRIAL LANDS WORKSHOP #1

Vision

The Bergamot Transit Village is envisioned as a mixed-use creative arts/entertainment center focusing on the new Bergamot Light Rail Station adjacent to the Bergamot Arts Center. Located on former industrial land, the Bergamot Transit Village establishes a new paradigm that provides expanded housing opportunities, local-serving retail uses, creative arts uses and consolidated parking in a small grid network of green streets and pedestrian pathways. The new transit access offered by the light rail station creates the opportunity to grow the City’s creative arts industry with its underlying job base with a balance of affordable, workforce and market-rate residential uses. The mix of creative arts/entertainment jobs, research and development, new transit service, housing opportunities and a rich variety of cultural activities ensures an active, vibrant 17 hours per day/7 days per week neighborhood.

Current Conditions, Trends and Issues

The Bergamot Transit Village area is located on the existing Light Manufacturing Studio District (LMSD) zoned property which has attracted a wide variety of creative arts and entertainment industry uses, such as traditional art forms, graphic arts, film and music production, post-production, animation and special effects. The district retains the original large parcel land



A mix of housing and jobs will be accompanied by the Expo Light Rail at Bergamot Transit Village.

pattern from the City’s early development and lacks the urban-scaled, street grid pattern that is prevalent throughout the balance of the City. The district is bisected by Olympic Boulevard, a former state highway with a wide landscaped median and parkway character. A former railroad right-of-way parallels the south side of Olympic Boulevard and will accommodate the Expo Light Rail tracks, the new Bergamot Light Rail Station and a regional bikeway.

Overall, the district is characterized by industrial-style buildings surrounded by significant areas of surface parking. The Bergamot Station Art Center complex’s generally one-story metal industrial buildings have been adaptively redeveloped into a

successful art center with a lively gallery scene that is a regional and international destination. The area north of Olympic Boulevard includes a number of one- and two-story warehouse or loft type buildings, some of which have been converted to creative office space and educational facilities. Adjacent to the north side of Olympic Boulevard, the former Papermate site is expected to be redeveloped. A multi-story building occupied by a film company is located on the northern boundary of the district facing Colorado Avenue. Other uses include the Arts, Entertainment and Theater (AET) campus of Santa Monica College.

Strategic Approach

A new network of roadways and pedestrian paths north of Olympic Boulevard establishes the fine grain of the City's street grid throughout the site and forms the framework for Bergamot Transit Village. At the core of the district is the creation of a district-wide parking authority to consolidate existing on-grade parking and future parking needs within efficient parking structures. The new parking reservoir is designed to consolidate and share parking, thus permitting existing on-grade parking lots to be converted to publicly accessible open space, roads and new building sites.



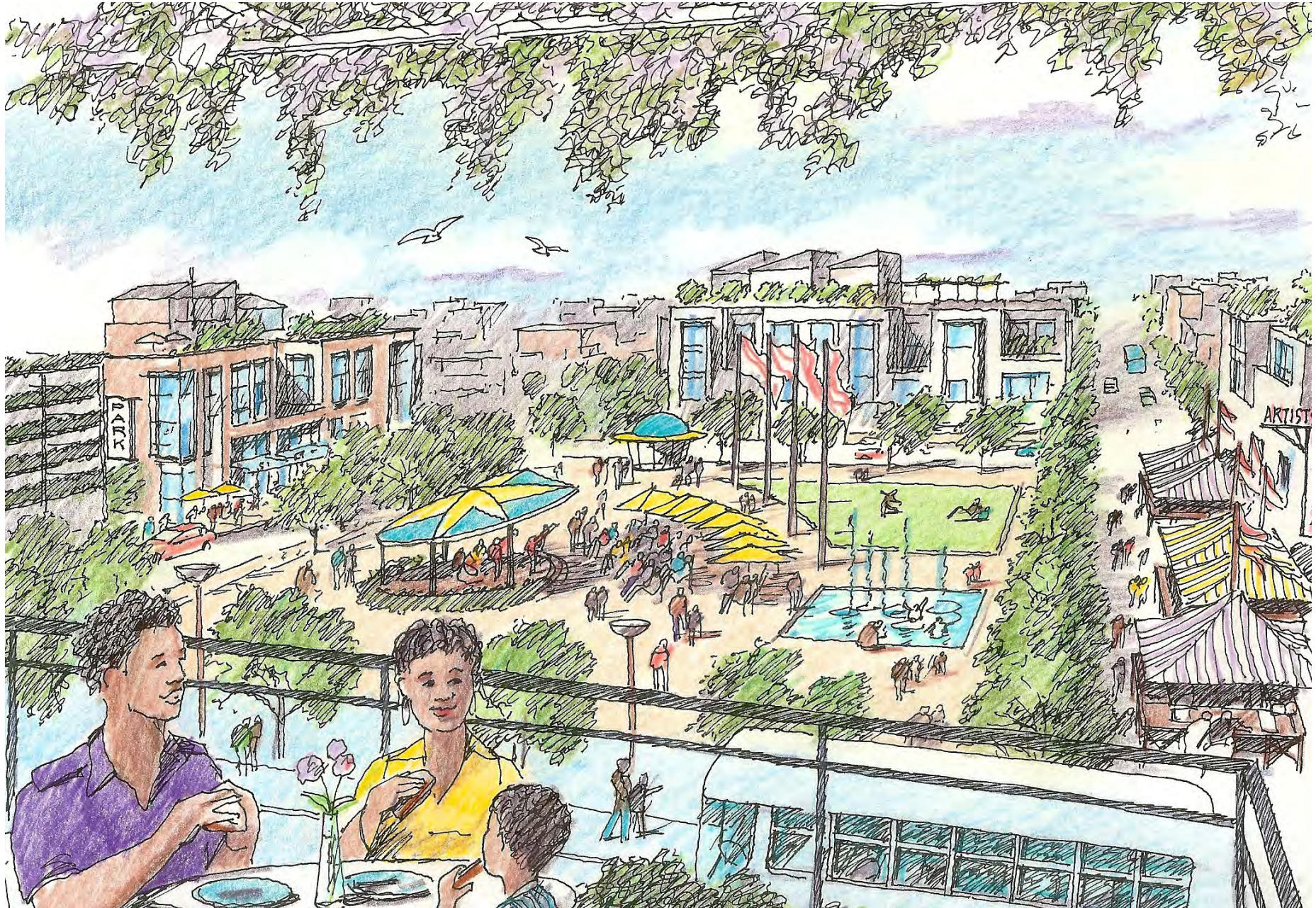
Bergamot Station was a stop for the Pacific Electric rail system that served the Los Angeles area from 1875 to 1953. The Expo Light Rail system promises to restore regional connectivity.

An area plan for the transit village created with a public process establishes the location and criteria for new pedestrian and vehicle circulation, and the pattern of mixed-use buildings. New buildings house loft space for large and small creative arts firms, visual and performing arts galleries, research and development and employment uses supporting the creative arts industry. Other uses include a range of affordable, workforce and market-rate residential housing types and local-serving retail and services. The intent is to create a rich, transit-dependent urban neighborhood with a balance of jobs and housing planned around an active pedestrian system of open green space, recreation opportunities, lively pedestrian plazas and supporting retail,

food and entertainment venues. Transient or longer-term hotels may also be appropriate within the Village to serve the businesses and neighborhoods; however, land intensive uses, such as automobile dealerships and their associated operations that do not create a synergistic relationship with desired land uses, are not appropriate for the district.



Local and regional connections: An artist's rendering of the Expo Light Rail train arriving at Bergamot Station.



Urban neighborhood: An artist's rendering of a mixed-use neighborhood in the Bergamot Transit Village activated by open space, retail and dining, and served by a shared parking facility.

The LUCE envisions the preparation of an area plan for the transit village to guide the location of new automobile, pedestrian and bicycle streets into an interconnected grid to facilitate circulation and support the development of mixed-use, neighborhood-friendly buildings. An integral part of the district is the creation of a new parking authority to create centralized, shared parking for all uses. The Expo Light Rail Station at the Bergamot Transit Village is envisioned as an “urban station.” Park and Ride parking facilities are not anticipated as they would contribute additional peak period trips that do not add value to the transit/pedestrian focus. A district wide approach to Transportation Demand Management strategies builds upon the opportunity for new transit access created by the Expo Light Rail station, and develops programs that capitalize on the transit assets, and significantly reduces vehicle trips within the area.



Affordable and workforce housing focused around the transit node will allow workers and residents to circulate without a car. New pedestrian and bicyclist pathways further enhance connectivity. to local shops, restaurants and open space.

The transit village’s interconnected pedestrian environment provides direct access to and from the light rail station and the Bergamot Station Arts Center. The Arts Center is modified to accommodate the Bergamot Light Rail Station, and to create visual access from Olympic Boulevard and the station into the Arts Center. An enhanced Bergamot Art Center with direct access from the Expo Light Rail station, pedestrian access from Olympic Boulevard and new pedestrian courtyards constructed on the former on-grade parking becomes the focal point of community activities and cultural events.




Land Use Parameters


(See chapter 2.1 Land Use Policy and Designations for further information.)

BERGAMOT TRANSIT VILLAGE GOALS AND POLICIES

GOAL D20: Create a high-quality, mixed-use creative arts/entertainment transit village centered around the new Expo Light Rail station.

POLICIES:


D20.1  Encourage a diverse mix of creative arts/entertainment uses and employment opportunities balanced with a variety of residential types and local-serving uses to establish a 17 hours per day/7 days per week active neighborhood.


D20.2  Prepare an area plan with a community process to locate a new grid of streets with connections to existing surrounding streets, require a parking district to consolidate parking into a shared facility(ies) and establish a district-wide Transit Demand Management strategy to capitalize on the new Expo Light Rail.

D20.3  Provide active recreation, gathering places and passive open space in the form of new parks, plazas and ground level landscaped open spaces.



Photosimulation of the Bergamot Transit Village: Reconnecting the Bergamot Station area to Santa Monica's uniform street grid is a major objective of the LUCE strategy, which seeks to expand the area's infrastructure through incentive-based projects. Redevelopment, or new development, will provide housing, open space, incubator and office space, and multiple modes of transportation.

D20.4  Uses include creative arts-related industries, local-serving retail uses, affordable, workforce and market-rate housing, mid-price range business hotels, and businesses engaged in advanced research and development.


D20.5  Locate active retail-serving uses at the ground floor of buildings where identified pedestrian activity is highest, such as near the light rail station, along active pedestrian routes and around new open spaces.


D20.6 Encourage sidewalk dining, especially within identified community gathering places where it meets established criteria.

D20.7 New automobile dealerships and their associated operations are not permitted.

D20.8 Design buildings to be compatible with the existing industrial and creative arts character of the District with a variety of heights, and architectural building elements and shapes to create visual interest. Create meaningful combinations of materials and incorporate three-dimensional articulation to create shadow patterns.

D20.9  Scale buildings to the pedestrian to create an enhanced sidewalk shopping or walking environment. Include enhanced materials and detailing on ground floor façades along pedestrian ways.


D20.10  Encourage a well-landscaped streetscape that facilitates pedestrian movement and creates places for people to gather.

D20.11  Locate building entrances and primary façades facing and adjacent to perimeter streets or new vehicle/pedestrian streets to encourage an interesting and varied streetscape with places for people to gather.

D20.12 Encourage well-designed small- and medium-sized outdoor spaces.

GOAL D21: Retain and enhance the Bergamot Station Arts Center as the center of culture within the Bergamot Transit Village.

POLICIES:

D21.1  Reposition the Bergamot Station Arts Center and the existing arts uses to accommodate the new light rail station, to increase visibility and pedestrian access from Olympic Boulevard, and to become the focal point of community activities and cultural events.

D21.2 Preserve and enhance the creative arts uses and spaces for artists to work.





Art galleries, restaurants, creative arts offices and studios call Bergamot Station home. The area is a cultural destination that draws visitors from around the world. The LUCE seeks to retain and enhance the cultural resource of Bergamot Station.

D21.3 Encourage opportunities to integrate arts programming into new and redeveloped parcels within the Bergamot Transit Village.


GOAL D22: Enhance circulation and transportation in the Bergamot Transit Village with pedestrian, vehicular and transit improvements.

POLICIES:

D22.1  Establish an interconnected grid of vehicle/pedestrian streets and bicycle paths to facilitate circulation including opportunities to extend the street grid into the Mixed-Use Creative District to the east and to Olympic Boulevard. Design the length, width and shape of blocks to provide convenient and safe circulation and access for pedestrians and vehicles, recognizing the constraints and opportunities presented by the existing development.

D22.2  Provide for new 60–65 feet of dedicated or easement right-of-way streets to accommodate appropriate circulation, infrastructure and green pathways.

D22.3 Identify off-street service areas in the area plan. Encourage the sharing of service areas such as loading between adjacent buildings. Screen all service and utility components from adjacent buildings and public view.

D22.4  Enhance the Olympic Boulevard median along the length of the Bergamot Transit Village (Stewart Street to Cloverfield Boulevard) and implement modifications to accommodate left turns at intersections with new streets. Incorporate “pedestrian harbors” at crosswalks to shorten the pedestrian crossing distance.



Creative arts spaces for artists will be preserved. The community benefit program will encourage developers to build or rehabilitate spaces to expand the presence of the creative arts.

GOAL D23: Establish Bergamot Transit Village as a model for the creation of new shared parking facilities and TDM strategies.


POLICIES:


D23.1  Create a parking district for the Bergamot Transit Village to accommodate centralized, shared parking to serve both the new and existing uses in the area.

D23.2  Create a TDM district for the Bergamot Transit Village area to capitalize upon the new transit assets to reduce overall vehicle trips.



As redevelopment occurs, new public access pathways will connect neighborhoods together and will promote circulation throughout the district.

D23.3  Implement the regional bikeway with the Expo Light Rail system.

D23.4  Explore the potential to locate a bicycle transit center in the vicinity of the Expo Light Rail station and the new regional bikeway.

MIXED-USE CREATIVE DISTRICT

Location

The Mixed-Use Creative District (MUCD) is bordered on the north by Colorado Avenue, on the east by residential neighborhoods and Centinela Avenue, on the south by Exposition Boulevard and on the west by Stewart Street.



“City and businesses should promote art destinations; resources in support of this community are greatly needed.”

-COMMENT FROM INDUSTRIAL LANDS WORKSHOP #1

Vision

The MUCD is a mixed-use commercial and residential neighborhood where opportunities for creative arts jobs are balanced with a variety of affordable, workforce and market-rate housing and local-serving retail and services. The MUCD follows the Bergamot Transit Village paradigm of establishing a new roadway and pedestrian grid. The new grid streets facilitate both vehicular and pedestrian circulation and create the framework for the transition of the former large industrial parcels into mixed-use neighborhoods. The district is a rich, transit-dependent urban area with a balance of jobs and housing, and an active 17 hours per day/7 days per week pedestrian environment. The scale of the MUCD will transition down to the existing residential neighborhoods.

Current Conditions, Trends and Issues

The MUCD is located on former industrial land and, like the Bergamot Transit Village, is characterized by large land parcels, one- and two-story industrial buildings, on-grade parking lots, vacant sites, limited roadway access, lack of residential options, and limited pedestrian and vehicular access. This generally light industrial area includes an eclectic range of uses such as small offices, creative arts studios, educational, production facilities, light manufacturing firms, a mobile home park,



Creative artist spaces, housing and communal open spaces will characterize the Mixed-Use Creative District.

utility companies and surface parking lots. The north, east and south perimeters of the district face low-scale residential uses.

Strategic Approach

The MUCD follows the Bergamot Transit Village paradigm by extending the new network of roadways and pedestrian ways from the Bergamot Transit Village to the east, and streets such as Stanford, Berkeley and Franklin to the south to intersect with Olympic Boulevard. Implicit in the transition of the district into a balanced mix of creative arts, residential- and local-serving uses is the creation of a district-wide parking authority to consolidate existing on-grade parking within efficient shared parking facilities. The

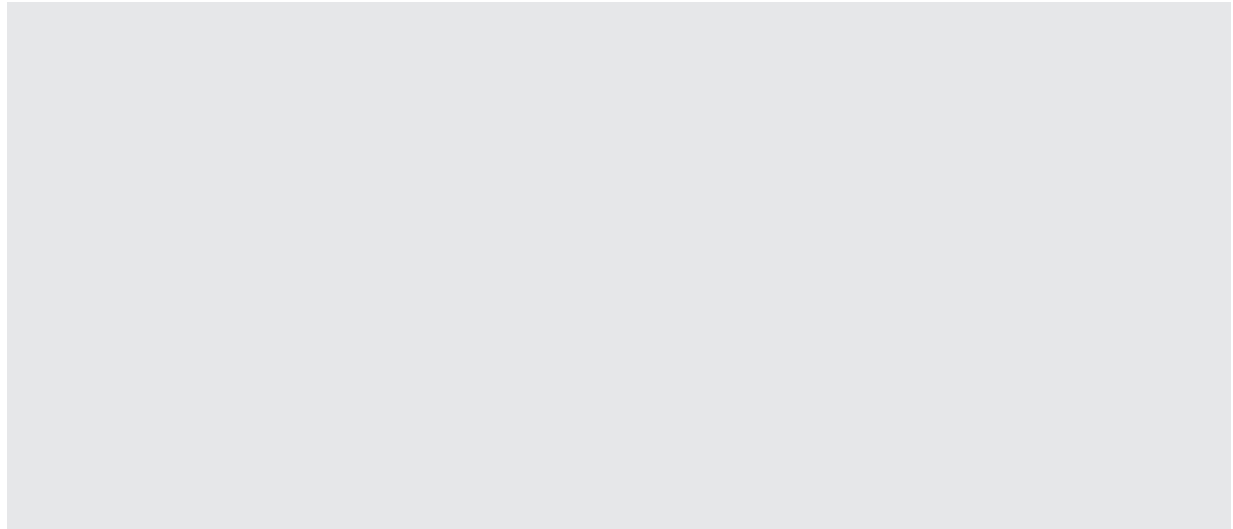


Image courtesy of Merro © 2009.

Neighborhood commercial services and dining options will be encouraged to serve the influx of new residents and creative arts businesses.

existing on-grade parking lots are converted to publicly accessible open space, roads, and new building sites. A TDM program builds upon the shared parking and the Expo Light Rail resource to develop programs and strategies to minimize vehicle trips.

An area plan for the MUCD establishes the location, criteria and character of new pedestrian and vehicle circulation and the pattern of mixed-use buildings. New buildings house loft space for creative arts businesses, visual and performing arts galleries, and employment uses supporting the creative arts industry, and research and development. Other uses include ground floor local-serving retail/services and a range of affordable,

workforce and market-rate residential types. A concentration of local-serving retail in the form of a traditional retail street is envisioned along the western end of Nebraska Avenue and northward along Stanford Street with local-serving retail and services on the ground floor of mixed-use buildings with affordable, workforce and market-rate housing on the upper floors. South of Olympic Boulevard and the light rail right-of-way, a maintenance facility to serve the new Expo Light Rail line is proposed by the Expo Construction Authority. If this facility is located here it should have a wide buffer between the maintenance facility and the residential neighborhood south of Exposition Boulevard to provide an effective acoustical and visual buffer. The facility should

be designed with community involvement to ensure sensitivity to the neighbors. Olympic Boulevard is improved with new sidewalks and an enhanced median. A new regional bikeway extends along the Expo Light Rail line from the east end of the City through the district and on to the Memorial Park Light Rail Station.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

MIXED-USE CREATIVE DISTRICT GOALS AND POLICIES

GOAL D24: Create a transit-focused employment center with mixed-use creative arts and a neighborhood that provides a quality transition to residential neighborhoods to the north, east and south.

POLICIES:

D24.1 🌱 Capitalize on the Expo Light Rail station at Bergamot to create a mixed-use neighborhood with a diverse mix of creative arts facilities and residential types as well as local-serving uses to establish a 17 hours per day 7 days per week neighborhood.

D24.2 🌱 Prepare an area plan for the Mixed-Use Creative District addressing key issues, including a new grid of green streets with connections to surrounding streets, a parking district to consolidate parking into shared facilities and a district-wide TDM strategy.

D24.3 Provide active recreation and gathering places, and passive open space in the form of new parks, plazas and ground level landscaped open spaces.

D24.4 🌱 Encourage appropriate uses including existing job-rich uses, new arts-related industries, neighborhood-serving retail and services, and affordable, workforce and market-rate housing.

D24.5 Encourage existing small businesses to remain.



The Mixed-Use Creative District focuses on creative art and housing. The district will also provide new internal and external connections, as well as open spaces and local services.

D24.6 🌱 Locate active retail-serving uses at the ground floor of buildings where identified pedestrian activity is highest, such as near the light rail station, along active pedestrian routes and around new open spaces.

D24.7 Automobile dealerships and their associated operations are not permitted.

D24.8 Design buildings with a variety of heights, and architectural elements and shapes to create visual interest. Walls should have meaningful combinations of materials and three-dimensional articulation to engage the eye.

D24.9 🌱 Scale buildings to the pedestrian to create an enhanced sidewalk shopping

or walking environment. Include enhanced materials and detailing on ground floor façades along pedestrian ways.

D24.10 🌱 Encourage a well-landscaped streetscape that facilitates pedestrian movement and creates places for people to gather.

D24.11 🌱 Locate building entrances and primary façades facing and adjacent to the perimeter streets or the new vehicle/pedestrian streets to encourage an interesting and varied streetscape with places for people to gather.

D24.12 🌱 Explore appropriate incentives to encourage the sympathetic rehabilitation of

🌱 denotes sustainable policy


historic resources. Apply the Secretary of the Interior's Standards for preserving identified character-defining features in the review of modifications or additions to historic resources.

D24.13 Retain the Village Trailer Park to the extent feasible, and permit recycling to other uses that are consistent with the MUCD and in compliance with the City's *Rent Control Charter Amendment* and sections of the California Government Code applicable to recycling mobile home parks.

D24.14 Explore means to sustain Village Trailer Park's economic viability by incorporating it into a larger multi-property master plan, if feasible, or by the transfer of development rights that have as a goal, preserving existing housing as an integral part of a new mixed-use project.

GOAL D25: Enhance the circulation and transportation in the Mixed-Use Creative District with pedestrian, vehicular and transit improvements.


POLICIES:

D25.1  Plan new streets to form an interconnected grid of vehicle/pedestrian streets and bicycle paths to facilitate circulation in the district. Design the length, width and shape of blocks to provide convenient and safe circulation and access for pedestrians and vehicles, recognizing the constraints

and opportunities presented by the existing development.


D25.2 Provide for 60–65 feet of dedicated easement rights-of-way streets to accommodate appropriate circulation and infrastructure.


D25.3 Identify off-street loading spaces in the area plan. Encourage the sharing of service areas between adjacent buildings. Screen all service and utility appurtenances from adjacent buildings and public view.


D25.4  Enhance the Olympic Boulevard median along the length of the MUCD, and implement modifications to accommodate left turns at intersections with new streets. Incorporate "pedestrian harbors" at crosswalks to shorten the pedestrian crossing distance.

GOAL D26: Establish the Mixed-Use Creative District as a model for the creation of new shared parking facilities and Transit Demand Management strategies.

POLICIES:

D26.1  Create a parking district to accommodate centralized, shared parking to serve both the new and existing uses in the area.

D26.2  Create a TDM district for the area to capitalize on the new transit assets to reduce overall vehicle trips.

D26.3  Implement the regional bikeway with the Expo Light Rail system.



Neighborhood services and amenities will be encouraged to locate throughout the district, particularly on Nebraska Avenue, to create a distinctive local destination for residents and employees.



Affordable and workforce housing for individuals working in the creative arts, medical or public service industries will be connected to high-frequency transit service.



Artist's rendition of Nebraska Avenue in the Mixed-Use Creative District.

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INDUSTRIAL CONSERVATION DISTRICT

Location

The Industrial Conservation District is located in two non-contiguous areas within Santa Monica's current industrial lands, separated by the Memorial Park Activity Center Overlay. The western area is bounded on the north by the former railroad right-of-way, on the east by Euclid Court, on the south by I-10 and on the west by Lincoln Court. The eastern area is bounded on the north by the former railroad right-of-way and by Michigan Avenue, on the east by Stewart Street, on the south by I-10 and on the west by 17th Street.



Vision

The Industrial Conservation District conserves Santa Monica's small light industrial, and service and commercial uses that have traditionally populated the industrial zone. Land use restrictions in this district allow small workshop, warehouse, supply stores and maintenance facilities that provide important community services and employment. These uses assure that the City is able to maintain land where existing and new small businesses can be incubated and supported. West of Euclid Court no housing is permitted and only limited affordable housing may be allowed east of 17th Street. The area west of Euclid Court does not have support retail and services for residential; further, the incursion of residential uses into the industrial district has the potential to drive up land prices and thus discourage industrial uses. In particular, new sustainable industries are encouraged in the Industrial Conservation District.

“Preserve our industries to support the employment base.”

-COMMENT FROM INDUSTRIAL LANDS WORKSHOP #1



The Industrial Conservation District provides low-scale manufacturing and industrial uses.

Current Conditions, Trends and Issues

East of 17th Street, particularly east of 20th Street, the district is largely zoned Light Manufacturing Studio District (LMSD), and includes a variety of uses. Between 17th Street and Cloverfield Boulevard, new private schools (most notably the Crossroads campus) art centers, a food bank, a synagogue and other non-industrial uses have developed in the last 20 years amidst the older light industrial uses and the Southern California Edison electrical substation. The roadway pattern in this area is a partial grid; however, some roadways are discontinuous, and connections to Olympic Boulevard and Cloverfield Boulevard are limited. Three of the corners of Michigan Avenue and Cloverfield Boulevard are



Local retailers in this area rely on the relative affordability of space to make their businesses viable.

occupied by gas stations. Continuing east from Cloverfield, the area has a distinctly different character and is dominated by the City Yards, a combination of one- and two-story maintenance, and material and vehicle storage buildings. Other uses include waste disposal and recycling collection, and transfer facilities. Circulation through this portion of the district is hampered by the lack of public roads and limited cross-town access created by the I-10 Freeway.

The area to the west of 17th is characterized by small-scale industrial and commercial uses, including small manufacturing uses and businesses providing materials and supplies for the building industry. This area includes a typical Santa Monica street grid system. However, 9th, 10th, 12th, Euclid (13th), 15th and 16th Streets are interrupted by the former rail right-of-way and do not connect between Olympic Boulevard and Colorado Avenue.

Strategic Approach

The industrial area east of Cloverfield Boulevard is reserved for the City Yards and waste management needs for the foreseeable future; the City is initiating a master plan for the City Yards. The master planning process is based upon the City Yards staying at their existing location. However, in the future, if the City Yards are ever relocated, this area may

be annexed to the Bergamot Transit Village District to provide expansion for the creative arts, park space and residential uses. Between Cloverfield Boulevard and 17th Street, the district is devoted to traditional industrial uses. Private schools, other nonprofit and community uses, and automobile storage and service facilities for auto dealerships continue to be allowed.

The area of the Industrial Conservation District west of Memorial Park is intended for traditional small light industrial users. Housing is also allowed in the district in efforts to expand equitable housing opportunities in the area.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)



The Industrial Conservation District is also home to a number of private schools and religious institutions.

INDUSTRIAL CONSERVATION DISTRICT GOALS AND POLICIES

GOAL D27: Preserve and protect an industrial area, where traditional light industrial uses may prosper and new small businesses can be incubated and supported.

POLICIES:

D27.1 Preserve and protect the existing industrial uses and allow for new light industrial uses to locate in the Industrial Conservation District.

D27.2 Housing is permitted, however, shall be designed to accommodate and mitigate the impacts from nearby industrial uses and highways, such as air quality measures.

D27.3 Existing schools and non-profit/community uses are allowed to continue and expand, including expansion onto other nearby properties in the Industrial Conservation District. Such expansion will be subject to the Industrial Conservation Tier 2 discretionary process and development parameters. Rooftop areas used for school activities shall not count in calculating FAR.

D27.4 Service facilities for automobile dealerships are a permitted use. A discretionary approval process may be implemented to authorize auto sales subject




Retaining existing industrial uses will preserve and protect the character of this district. New complementary uses that are sustainable should be encouraged, and redevelopment should seek to enhance connectivity throughout the area.

to a project –specific environmental review that considers reasonably foreseeable land use changes within the Industrial Conservation District.


D27.5  Encourage industries that provide locally-needed goods, that supply components required by other local industries, or local services that create environmentally sustainable products.

D27.6 Encourage cultural and creative arts facilities and “incubator” uses to locate in the Industrial Conservation District.

D27.7 Office uses are limited to those associated with the permitted light industrial use. Office uses may not exceed 30 percent of the floor area of the permitted use.

D27.8  Opportunities to open 9th, 10th, 12th and Euclid Streets between Olympic Boulevard and Colorado Avenue to vehicle and/or pedestrian travel are encouraged.

D27.9 Utilizing a variety of heights, forms and materials to create visual interest while maintaining the traditional character of the area are encouraged. Building design should avoid uniformly flat roofs or cornices in order to create an interesting skyline.

D27.10  Ground floor uses along the street are encouraged to place pedestrian entrances, storefronts and offices along the front face of the building to create pedestrian interest.

 denotes sustainable policy

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HEALTHCARE DISTRICT

Location

The Healthcare District includes the Santa Monica-UCLA Medical Center (SM-UCLA), the Saint John's Health Center (St. John's) and the area immediately around and between these facilities. The district is generally bound by Wilshire Boulevard to the north, 23rd Street to the east, Broadway to the south, and 14th Street to the west.



“Hospital employees need to...have supporting businesses and housing available in walking distance.”

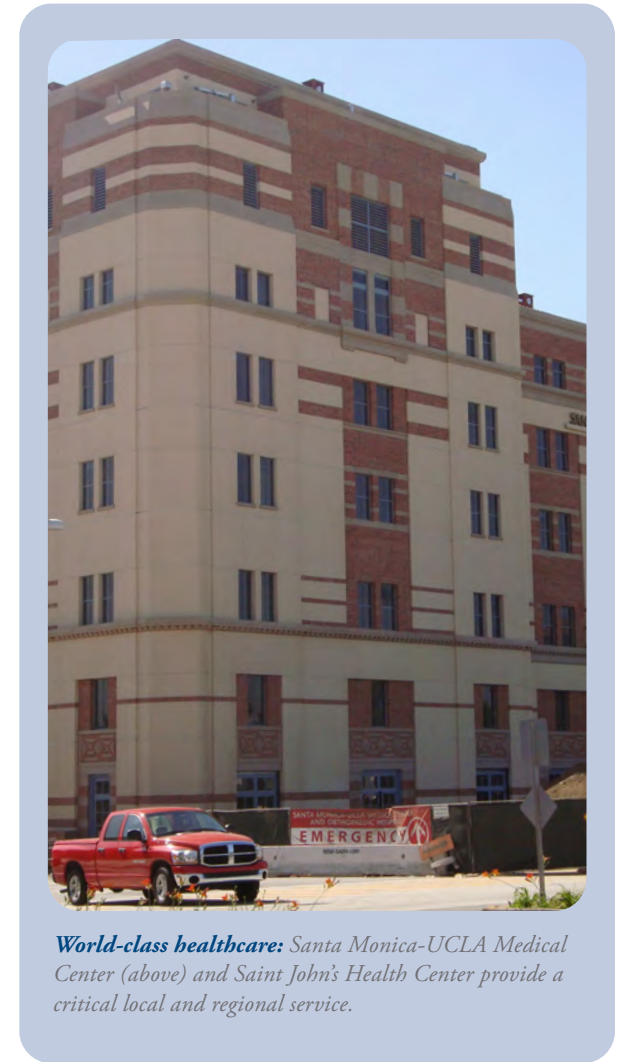
-COMMENT FROM INDUSTRIAL LANDS WORKSHOP #2

Vision

The Healthcare District is viewed as one integrated campus that incorporates both SM-UCLA and St. John's facilities, and the variety of medical and ancillary uses surrounding them, acknowledging the mutually beneficial relationships between all the facilities. The repeal of the outdated *Hospital Area Specific Plan*, establishment of Zoning and/or adoption of a new HASP, and with respect to Providence Saint John's Health Center, a Master Plan, will address the evolving needs of the healthcare community with expanded medical office uses and outpatient services, along with retail and non-medical services. It is a complete neighborhood that supports the primary healthcare uses while also reducing vehicle trips. The Housing Element incentivizes the creation of housing. The amended *HASP* protects residential properties in the Healthcare District from impacts due to healthcare facility expansion. The entire district is transformed into a cohesive, high-quality, transit-supported environment linked together by a network of pedestrian paths, open spaces and plazas to provide inspiration and respite to all users.

Current Conditions, Trends and Issues

Saint John's and SM-UCLA are the dominant uses in the Healthcare District. Other related medical uses include healthcare-



World-class healthcare: Santa Monica-UCLA Medical Center (above) and Saint John's Health Center provide a critical local and regional service.

serving commercial uses, assisted care and public parking facilities. A variety of existing residential uses are interspersed within the Healthcare District.

Development in and around the area has been governed by the *HASP*, which was first approved in 1988 and amended in 1993 and 1998. St. John's also has an existing Development Agreement. The *HASP* amendment in 1998 was completed in conjunction with the St. John's reconstruction that was needed following the 1994 Northridge earthquake. The current *HASP* policies are outdated. Current City policies to integrate development in the area with the needs of the surrounding neighborhood, recognizing the challenges of hospitals in a competitive and changing healthcare environment are reflected in the Zoning Code and/or adoption of a new *HASP* and a Master Plan for Providence Saint John's Health Center.

Lack of nearby housing, particularly housing that is affordable to St. John's and SM-UCLA employees, is a major issue that contributes to a critical shortage of staff. Also important are the relationships of the medical facilities to the surrounding residential areas. While there is a concentration of medical uses in and around the area, the lack of convenient walking routes through the district discourages pedestrian circulation, increases the number of vehicles making short trips between related medical uses and disrupts the residential neighborhoods.

Strategic Approach

The repeal of the outdated Hospital Area Specific Plan, development of a Master Plan for the Providence Saint John's Health Center, and/or adoption of a new *HASP* will reflect changing needs and conditions in the healthcare industry, in the way the facilities relate to surrounding residential areas, comprehensive parking, circulation and housing needs. Provisions for incentivizing housing are addressed in the City's Housing Element and implementing ordinances. A comprehensive TDM strategy will be developed to reduce commuter traffic and short distance vehicle trips between medical uses. The entire campus will be transformed into a cohesive, quality environment linked together by a series of convenient walking paths, open spaces and plazas. A key component is the development of a comprehensive parking program to identify shared parking strategies, such as allowing and encouraging properties with existing surplus parking to lease excess parking to neighboring uses.

The repeal of the outdated Hospital Area Specific Plan, updated Zoning and/or adoption of a new *HASP*, and a Master Plan for Providence Saint John's Health Center will address the changing needs of the healthcare community with expanded hospital uses and

support facilities such as medical offices, outpatient services and retail to provide a complete neighborhood that supports the primary use of healthcare and further reduces trips. The Healthcare District also includes the preservation and enhancement of the surrounding residential neighborhood. New development will blend harmoniously with the existing residential neighborhoods and transportation; parking, noise and other impacts from new development are reduced. Specifically, St. John's is encouraged to expand across Santa Monica Boulevard toward Broadway.

As the hospitals' needs evolve, the Healthcare District addresses issues that are germane to hospitals and the variety of land uses that are associated with them. These issues include the provision of workforce housing, employee retention, applicable retail uses, shared parking and district-wide TDM strategies. Workforce housing is a major policy focus as it relates directly to reducing commute times and increasing employee retention.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

HEALTHCARE DISTRICT GOALS AND POLICIES

GOAL D28: Allow for the continued improvement of the Healthcare District and the ongoing responsible expansion of the Saint John's Health Center (St. John's) and Santa Monica-UCLA Medical Center (SM-UCLA).

POLICIES:

D28.1 Accommodate the continued operation and planned responsible expansion of St. John's and SM-UCLA, and associated medical office uses.

D28.2 Repeal of the outdated *Hospital Area Specific Plan*, adoption of updating zoning or a new HASP, and a Master Plan for the Providence Saint John's Health Center will encourage a holistic view of the growth and diversification of the district.

D28.3 Consider the projected increase in outpatient services, diagnostic technology, and supportive care such as physical therapy and ancillary services in the Master Plan for Providence Saint John's Health Center and/or adoption of a new HASP.

D28.4 A Master Plan will govern Saint John's Health Center. Other areas within the Healthcare District could be included within the boundaries of a new *HASP*, including the south side of Wilshire Boulevard between 14th

Street and 26th Street, and the south side of Broadway.

D28.5 Encourage supportive retail development at key intersections and along major boulevards in the Healthcare District.

D28.6 Provide flexibility in future implementing ordinances and plans in order to meet the community's strategic healthcare needs and support the sustainability of both hospitals while protecting the residential neighborhoods.

D28.7 Encourage hotels and long-term housing that support the hospitals in appropriate locations.

D28.8 Encourage the development of a comfortable, landscaped pedestrian environment including plazas and usable landscaped open spaces with all major renovations to hospital facilities.

D28.9 Provide appropriate transitions and buffers between new hospital facilities and the existing residential neighborhoods .

D28.10 Housing currently owned by the hospital may be displaced provided that replacement housing is provided.

D28.11 Encourage affordable and workforce housing within the district to support the hospital employees.



Services and amenities: A vibrant retail and dining environment in the Healthcare District will support hospital uses.



Mid-price range hotels in the Healthcare District are encouraged to provide overnight accommodations for visitors.



It is important that the neighborhood is respected. The Healthcare District will expand to better serve the community.



Shared parking facilities provide opportunities for new businesses to locate on the boulevards, and provide parking for healthcare employees.

GOAL D29: Create a comprehensive circulation and parking strategy for the Healthcare District.

POLICIES:

D29.1 Encourage a comprehensive parking district approach in order to determine parking needs on a district-wide basis rather than a project-by-project basis to take advantage of the potential to share parking (including sharing of existing parking) and reduce the total parking requirement.

D29.2 Locate parking facilities facing Santa Monica Boulevard or Wilshire Boulevard underground or provide active uses on the ground floor and screen the upper floors of above-grade structures.

D29.3 Provide new and/or improved pedestrian links between the two hospitals within the district, and from the hospitals to major transit stops. Incorporate enhanced crosswalks and signalization as part of the pedestrian system.

D29.4 Encourage secure bicycle parking and amenities to encourage the use of bicycles.

D29.5 Encourage the development of an enhanced pedestrian realm with improved sidewalks, landscaping and pedestrian amenities.

D29.6 Encourage a Transportation Demand Management District at the district level to create and manage TDM programs to reduce vehicle trips for employees, patients, and visitors to and within the district.

GOAL D30: Ensure that new and remodeled buildings in the Healthcare District are compatible in scale and character with existing buildings and the surrounding residential neighborhood.

POLICIES:


D30.1 Encourage the primary façades of buildings to face the street with the building face located on the property line or back side of the sidewalk along sidewalks or pedestrian ways. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.


D30.2 Scale buildings to the pedestrian to create an intimate sidewalk experience. Incorporate enhanced materials and detailing in ground floor façades where they will be in close proximity to passing pedestrians.

D30.3 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the street. Incorporate meaningful combinations of materials and three-dimensional articulation to create shadow patterns to engage the eye.

D30.4 Avoid uniformly flat roofs or cornices in order to create an interesting skyline.

D30.5 Establish a prescribed building envelope with step backs designed to maintain access to light and air where new healthcare or commercial uses are located adjacent to the existing residential.

D30.6  Encourage active retail and other ground floor uses with pedestrian interest to incorporate generally continuous, transparent (non-tinted) display windows facing the sidewalk.

D30.7  Encourage mixed-use developments to have active ground floor uses that face the street with residential or medical office development located on the upper floors. Limit the length of entrances and lobbies to upper-level uses along the length of the sidewalk.



As the Healthcare District expands to accommodate both local and regional needs, the LUCE will carefully monitor and manage its status to ensure that it is consistent with the community's vision for the area.

D30.8 Discourage offices and other limited pedestrian access uses on the ground floor facing the street or pedestrian ways.

D30.9 Encourage sidewalk dining where it meets established criteria.

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MAIN STREET

Location

The Main Street commercial district is located between the southern City limits, where it borders the Los Angeles community of Venice, and Pico Boulevard, where the Civic Center District begins. The district forms the main commercial street for the Ocean Park neighborhood and is two blocks from the Beach.



“Main Street is great, we should protect existing businesses... I love all the locally owned shops rather than the typical chain-store shopping centers.”

-COMMENT FROM INTEGRATING THE PLAN WORKSHOP

Vision

Santa Monica’s neighborhood commercial districts are not only central to our quality of life, but also reduce vehicles trips by putting many of the needs of daily life within walking distance. To continue to thrive and serve our neighborhoods, these districts will also remain regional attractions, allowing visitors from around the world to enjoy what Santa Monicans experience every day. Moreover, the LUCE creates new neighborhood commercial centers in places they are currently lacking, giving almost all Santa Monica residents and employees access to everyday goods and services.

Main Street remains a lively district with a mix of uses that cater to a regional and local population. An improved pedestrian streetscape supports existing businesses and enhances the shopping and walking experience of the street. Creative parking solutions ensure that adequate parking is provided and nearby neighborhoods are not negatively impacted by Main Street patrons.

Current Conditions, Trends and Issues

Main Street is a successful local and regional destination that offers a wide selection of shopping and dining opportunities. While Main Street has evolved to become a well-known regional attraction serving Santa Monica



Main Street is home to numerous neighborhood-serving businesses and services, and is beloved by Santa Monica residents. A weekly farmer’s market on Main Street gives the community an opportunity to get together and interact.



***Pedestrian-oriented uses** within a walkable environment contribute to Main Street's vitality.*

and visitors from LA County and all over the world, it is also a local-serving shopping district serving the Ocean Park neighborhood. Buildings on Main Street consist mainly of one- and two-story structures on small lots with no setback from the sidewalk, which provides a positive pedestrian experience. However, these small parcels also make it difficult or impossible for businesses to provide on-site parking. Because most businesses do not have parking, they rely on street parking or nearby City-owned parking lots. At times, the current supply of parking is inadequate, which results in spillover effects to the Ocean Park neighborhood. Past efforts to build a parking structure to address the shortage of parking were not successful.

While the pedestrian experience on Main Street is generally good, the sidewalks are narrow and there are limited opportunities for pedestrian amenities and outdoor dining.

Main Street contains several prominent historic resources including the Ocean Park Branch Library, the Parkhurst Building, the first Roy Jones House, the Merle Norman Building and the Horizons West Surf Shop. The central section of the street has largely withstood the pattern of demolition and infill, due in part to the restrictions of narrow lots and parking requirements. Recent construction at the north

and south ends of Main Street contrasts the low-scale, traditional character of central Main Street, and transitions to similar development in Venice to the south and at the Civic Center to the north.

Strategic Approach

The unique shopping and dining experience of Main Street is preserved. The pedestrian experience is improved with the development of a streetscape improvement plan and a way-finding signage program. Businesses are supported through means such as allowing merchandise displays in accordance with adopted regulations and additional opportunities for sidewalk dining.

A comprehensive parking strategy, including the evaluation of parking requirements for local-serving uses, options for additional parking resources and an employee based TDM program, is developed to address the needs of businesses and the surrounding neighborhood. Bicycle and pedestrian connections between the Beach, Main Street and the Ocean Park neighborhood are improved.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)





***Lined with historic buildings and points of interest,** Main Street itself is a cultural resource that will be preserved by the City.*


MAIN STREET DISTRICT GOALS AND POLICIES

GOAL D31: Preserve and enhance the distinctive qualities of Main Street that allow it to be a vibrant local and regional shopping and dining destination.

POLICIES:

D31.1  Main Street should accommodate a variety of commercial uses that provide daily necessities for those living in the surrounding community and the greater Santa Monica area, and for tourists.

D31.2  Businesses and activities that provide distinctive experiences such as the California Heritage Museum, community gardens, and the farmer's market should be supported.


D31.3  A program of incentives that support the long-term vitality of small businesses shall be established.

D31.4 Uses that may adversely impact the adjoining neighborhoods, such as liquor stores, should be limited in scope and location.


D31.5 Modifications to historic resources shall comply with the Secretary of the Interior's Standards, preserving identified character-defining features of the resource.



The popular bike valet program is a recent effort on the part of the City to improve options for bicyclists.

D31.6  Incentives shall be provided to promote the preservation and adaptive reuse of designated landmarks and resources identified on the City's Historic Resources Inventory.

D31.7 New construction design in the Neighborhood Commercial District shall be pedestrian-oriented with the scale and character of the central portion of the Main Street commercial corridor.


D31.8  A comprehensive parking strategy that addresses the parking needs of businesses and the surrounding neighborhood shall be formulated. The parking strategy should examine parking requirements for local-serving uses and ensure that new businesses are allowed to occupy existing nonconforming commercial spaces.




Preserving the scale of Main Street respects the heritage of Ocean Park, the City's oldest neighborhood.



Parking availability in the Main Street District is addressed in the LUCE's policies and programs.

D31.9  Solutions that increase parking availability, including encouraging the implementation of an employee TDM program for existing and new businesses shall be explored.

 denotes sustainable policy

D31.10 🌿 The bicycle and pedestrian connections between the Beach, Main Street, and the Ocean Park neighborhood shall be improved to the extent feasible.

D31.11 🌿 The streetscape environment and pedestrian crosswalks should be enhanced along the length of the street to create an inviting pedestrian environment.

D31.12 🌿 Ensure that disincentives for new and existing restaurants on Main Street as well as other issues of concern will be addressed in an updated Main Street Master Plan and the Zoning Ordinance update.

GOAL D32: Ensure that the design of new and remodeled buildings on Main Street are pedestrian-oriented with the scale and character with existing buildings and the surrounding residential neighborhood.

POLICIES:

D32.1 🌿 Buildings fronting on Main Street should have primary façades facing the street and be located on the property line or back side of the sidewalk. However, to encourage a lively streetscape with places for people to socialize, small landscaped gathering spaces and plazas are encouraged.

D32.2 🌿 Buildings shall be scaled to the pedestrian to create an intimate sidewalk walking/shopping experience. Ground floor façades should include enhanced materials and detailing where they will be perceived by passing pedestrians.

D32.3 Buildings should be designed with a variety of heights, architectural elements and shapes to create visual interest along the street. Walls should have meaningful combinations of materials, and articulation that creates shadow patterns to engage the eye.

D32.4 Create an interesting skyline by avoiding uniformly flat roofs or cornices.

D32.5 New commercial or mixed-use buildings adjacent to residential districts shall be contained within a prescribed building envelope with step backs designed to maintain access to light and air.

D32.6 🌿 Ground floor uses should be mostly limited to active retail with generally continuous, transparent (non-tinted) display windows facing the sidewalk.

D32.7 🌿 Mixed-use developments should have active ground floor uses that face the street with residential or office development located on the upper floors. Entrances to upper-level uses, such as lobbies, should be limited in length along the sidewalk.



Combining historic with modern, Main Street offers many architectural styles that exist in harmony with one another.

D32.8 Offices and other limited pedestrian access uses are discouraged on the ground floor facing the street. Entrances to upper-level uses, such as lobbies, shall be limited in length along the sidewalk.

D32.9 Sidewalk dining shall be encouraged where it meets established criteria.

D32.10 🌿 New incentivized development above the base should be required to participate in shared parking and TDM strategies.

MONTANA AVENUE DISTRICT

Location

The Montana Avenue commercial area lies between 6th Court and 17th Street and is enveloped by the North of Montana neighborhood to the north, and primarily multi-family residential development to the south.



“Montana Avenue is perfect for walking and there are cafes to pick up coffee and a newspaper...but sidewalks and pedestrian crossings could still be better.”

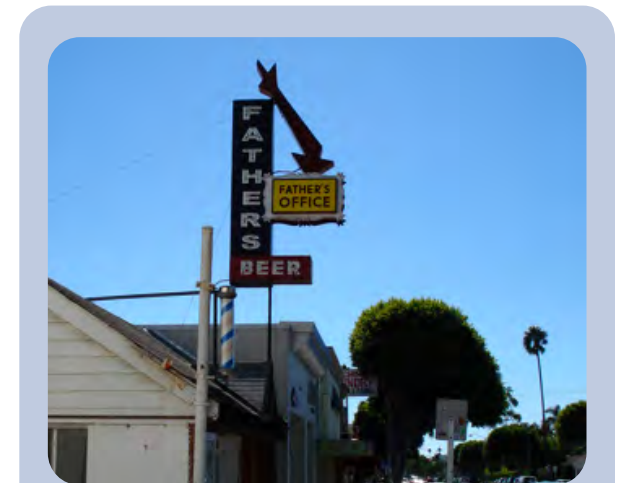
-COMMENT FROM LAND USE BOULEVARDS WORKSHOP

Vision

Montana Avenue is preserved and enhanced as a successful commercial district. The district continues to provide services for the surrounding neighborhoods, the City and the regional population. The low-scale character of the existing shops is maintained and the pedestrian environment is enhanced with an improved streetscape experience. Creative parking solutions ensure that adequate parking is provided and that nearby neighborhoods are not negatively impacted by Montana Avenue patrons.

Current Conditions, Trends and Issues

Montana Avenue is home to hundreds of merchants and is the neighborhood’s local retail street with two full-service grocery stores and several local-serving retail shops. This neighborhood-serving street also draws regional visitors who enjoy its numerous boutiques and cafes. Although primarily a retail corridor, the street includes the Aero Theatre, which was constructed in 1939. Renovations that have occurred over time have respected the one- and two-story scale and comfortable street character of Montana Avenue, as well as the adjacent residential neighborhood. Montana Avenue’s popularity and limited availability of parking, however, has resulted in the use of residential streets for customer and employee parking.



Montana Avenue: Local business owners cater to a regional crowd on Montana Avenue. This establishment claims to have the best hamburger in Los Angeles, and many agree.

Strategic Approach

Improvements to the district are minor and significant change is not expected. Improvements envisioned include landscaping and sidewalk upgrades that enhance the pedestrian experience. The Plan also envisions improvements to the availability of parking in and around the Montana Avenue District to ensure a successful retail street that minimizes traffic impacts on the surrounding neighborhood.


Land Use Parameters


(See chapter 2.1 Land Use Policy and Designations for further information.)


MONTANA AVENUE DISTRICT GOALS AND POLICIES

GOAL D33: To preserve and balance uses on Montana Avenue that allow the district to provide for the daily shopping and service needs within walking distance of the West Wilshire and North of Montana neighborhoods, while also functioning as a regional retail destination.

POLICIES:

D33.1  Maintain and enhance the balance of local- and regional-serving businesses to preserve Montana Avenue's unique mix of local-serving stores, boutique retail establishments and eclectic dining venues.

D33.2  Maintain the neighborhood commercial uses at the ground floor street frontage on each block to reinforce the pedestrian character of the district. Locate office, other non-pedestrian commercial or residential uses above the ground floor or at the rear of the parcel.

D33.3  Groceries and convenient local-serving retail within easy access to the neighborhood are encouraged.


D33.4 Encourage sidewalk dining to add vitality to the sidewalk environment where it meets established criteria.



Montana Avenue's scale and land use pattern will be preserved. Enhancements to the streetscape will further improve the pedestrian environment.


GOAL D34: Protect and enhance the high-quality, pedestrian-oriented environment of Montana Avenue.

POLICIES:

D34.1  Enhance the streetscape environment to provide a more inviting and comfortable environment for pedestrians.


D34.2 Maintain the low-scale and low-intensity district character in all new and remodeled buildings.


D34.3 Incorporate human-scaled elements such as frequent entrances and display windows, awnings, signage oriented to pedestrians, and outdoor cafes into new and renovated exterior façade improvements.

D34.4  Explore creative parking and trip reduction solutions, including shared parking opportunities to increase parking availability, employee-oriented TDM programs for existing and new businesses.

GOAL D35: Ensure that the design of new and remodeled buildings on Montana Avenue are pedestrian-oriented with the scale and character with existing buildings and the surrounding residential neighborhood.

POLICIES:


D35.1  Locate primary façades fronting Montana Avenue with the face of the building located on the property line or back side of the sidewalk. Encourage a lively streetscape with places for people to socialize, such as small landscaped gathering spaces and plazas.


D35.2  Scale buildings to the pedestrian to create an intimate sidewalk walking/shopping experience. Utilize enhanced materials and detailing on the façades where they are in close proximity to the passing pedestrian.

D35.3 Design buildings with a variety of heights, architectural elements and shapes to create visual interest along the street. Utilize meaningful combinations of materials and articulation of building elements to create shadow patterns to engage the eye.

D35.4 Avoid uniformly flat roofs or cornices in

order to create an interesting skyline.

D35.5  Incorporate generally continuous, transparent (non-tinted) display windows facing the sidewalk in all ground floor retail stores to create interest for the pedestrian. To limit blank walls or lengths of walls lacking pedestrian interest, entrances to upper-level uses, such as lobbies, are limited in length along the sidewalk.

D35.6  Mixed-use developments should have active ground floor uses that face the boulevard with residential or office development located on the upper floors.

D35.7 Limit the length of ground floor entrances and lobbies to upper-level uses to avoid breaks in the pedestrian streetscape experience.


D35.8 Encourage sidewalk dining to establish a social environment along the street where it meets established criteria.



A proliferation of active, non-formula retail stores and land uses has given Montana Avenue a regional reputation as a great place to spend a day walking and window shopping.



In multi-story buildings, pedestrian-oriented ground floor uses are required.

 denotes sustainable policy

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SANTA MONICA AIRPORT AND BUSINESS PARK DISTRICT

Location

The Santa Monica Airport and Business Park are located in the southeast corner of the City. The district is bound by Centinela Avenue and single family residential areas in Los Angeles on the east, Ocean Park Boulevard on the north, single family neighborhoods in the City of Los Angeles to the south, and Clover Park and the Sunset Park neighborhood to the west.



“We should have Ocean Park Boulevard lined with local businesses with pedestrian-oriented uses.”

-COMMENT FROM OCEAN PARK/SUNSET PARK PLACEMAKING WORKSHOP

Vision

In anticipation of the expiration of the “1984 Agreement” with the federal government regarding the future operations of the airport, a Santa Monica Airport/Business Park Specific Plan is undertaken at the appropriate time. This specific plan also addresses the potential to redevelop the business park, the interface with the neighborhood commercial along the north side of Ocean Park Boulevard, and the integration with the future use of the airport. The specific plan calls for a new grid of streets that extends the existing City grid of streets into the planning area. Through the establishment of a parking district, the existing expanse of surface parking is replaced with shared, preferably underground, parking structures thus freeing up land for the roadway system, new open space and for new mixed-use building sites that define the southern edge of Ocean Park Boulevard, and result in a cohesive well planned environment. With the determination of the future of the airport operations, the appropriate type of land uses are identified for the airport lands along with the planning of a new roadway system, transit opportunities and infrastructure requirements. An important aspect of the specific plan is the interface with the adjoining residential neighborhoods.



The Santa Monica Airport is located at the southeastern quadrant of the City, and has played an important role in Santa Monica’s history.



The Santa Monica Business Park is located in a 52-acre campus. Thousands of employees commute here every day.

Current Conditions, Trends and Issues

Located just north of the airport, the Santa Monica Business Park is an approximately 52-acre site constructed in the mid-1980s in a low-density suburban office park style with one- to four-story buildings surrounded by surface parking. While the property fronts Ocean Park Boulevard, access to the business park is limited with only two public streets, both of which are cul-de-sacs that dead-end at the airport. The street environment of the business park along Ocean Park Boulevard is suburban in nature with surface parking lots and buildings set back from the street. This development pattern contrasts the more neighborhood commercial character of the north side of Ocean Park Boulevard, which has a combination of small, single-story retail stores and two- to three-story buildings built to the edge of the sidewalk.

The Santa Monica Airport has played a significant role in the history of the City. The airport is a 227-acre general aviation facility owned and operated by the City of Santa Monica. The airport is not zoned, but functions within a complex framework of federal, state and local laws and regulations. The Santa Monica Airport Agreement (“1984 Agreement”) with the Federal Aviation Administration provides the primary regulatory framework between the two government

entities for the airport’s operation. The airport has a single runway which facilitated over 127,000 aircraft operations (takeoffs and landings) during 2007. The airport is designated by the FAA as a “General Aviation Reliever Airport” for Los Angeles International Airport and has no scheduled airline service.

Strategic Approach

It is anticipated that a specific plan will explore the redevelopment potential of the Business Park, its interface with the neighborhood commercial along the north side of Ocean Park Boulevard, and how the area integrates with the future of the airport. The surface parking for the office park should be replaced with residential housing and may consider shared parking structures that then create opportunities for a new access in the form of a new street grid and pedestrian ways, open space and new infill projects. The specific plan will explore the methods to integrate both sides of Ocean Park Boulevard into a well-designed neighborhood commercial center, and the creation of a mixed-use neighborhood with a balance of jobs and housing. During the specific plan process, the City will reexamine the land uses at the business park.



The “1984 Agreement” between Santa Monica and the federal government expires in 2015. The LUCE recommends a specific plan to explore the redevelopment of both the airport and the business park.

Land Use Parameters

(See chapter 2.1 Land Use Policy and Designations for further information.)

AIRPORT AND BUSINESS PARK DISTRICT GOALS AND POLICIES

GOAL D36: Create and adopt a specific plan to transition the Santa Monica Business Park and the Santa Monica Airport from stand-alone elements to neighborhoods integrated into the City.

POLICIES:

D36.1 The City shall work with the Federal Aviation Administration, the State of California, the Los Angeles County Airport Land Use Commission, stakeholders and residents to address issues of mutual concern including, but not limited to, safety and noise.

D36.2 With the exception of housing development, any redevelopment or substantial changes to the Santa Monica Business Park should not be allowed until a specific plan is developed and approved. Prior to the adoption of the new specific plan, development standards and uses for the business park shall be governed by the Office Campus designation land use parameters.



The Santa Monica Business Park's street frontage is a large surface parking lot, in contrast to the active, neighborhood-serving uses on the north side of Ocean Park Boulevard. The LUCE recommends converting these lots into more useful services for employees and for the neighborhood.

D36.3  The Santa Monica Airport/Business Park Specific Plan should set forth an appropriate mix of land uses as well as establish a framework of vehicular roadways and pedestrian routes, open space and shared parking facilities to create a complete neighborhood.



D36.4 The Santa Monica Airport/Business Park Specific Plan should interface carefully with adjoining commercial uses and establish standards and guidelines to transition to the adjacent residential neighborhoods.

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managing change

Many factors will affect the level of change during the life of the Plan. Shifting market forces on the national, international and local stage will play a major role as private investment is a critical part of the fabric of existing communities. Regional pressures due to the benefits of a strong economy, natural population growth and in-migration also play a part.

The LUCE allows the City to adjust the Plan over the course of the next 20 years. To accomplish this, the Plan includes a new method to assess which components are working well, and a new ability to modify policies in response to changing conditions. Frequent monitoring of important indicators linked to the key goals enables the City to respond and adapt the Plan as necessary to ensure the community's objectives are achieved. It also allows the City to "put on the brakes" if new development is out of step with the open space, transportation, services and other improvements needed to create complete neighborhoods.



Specific tools, policies and actions are built into the structure of the LUCE which provide the City and the community with desired outcomes, and the ability to manage change and monitor progress.

However, some of the most important changes in land use cannot occur without City participation. Through a series of specific planning efforts, the City will participate in the design of the Expo Light Rail's three station areas: Bergamot Station, Memorial Park and the Downtown. Each area will shape the localized character and opportunities of its station—where the transformative ability of the light rail can be harnessed to achieve a vision for the surrounding areas.

Neighborhood conservation is a primary goal of the community and the LUCE. No significant change is anticipated in the residential neighborhoods. To ensure that, the City will involve the community in the development of specific programs designed to protect neighborhood character, preserve courtyard buildings, modify demolition regulations and institute comprehensive parking management programs.



Civic participation is paramount to the success of long-range planning efforts. The City will continue to engage the community in shaping the future.

Finally, the City will carry out monitoring of specific performance measures designed to assess the functionality of the LUCE policies over time. Crucial among them will be the implementation of a citywide Travel Demand Model and monitoring of the TDM programs to assess the achievement of the No Net New Evening Peak Period Vehicle Trips goal.

After the Plan's adoption, the community has a central role in the Plan's implementation. Residents will be actively engaged in the:

- Development of a series of area plans
- Development of a Neighborhood Conservation Program
- Assessment and review of proposed activity center overlay development

- Review of proposed community benefits for new development
- Development of historic preservation programs
- Early and ongoing review of development applications
- Monitoring the Plan's progress

PURPOSE

This chapter identifies the specific tools, policies and actions built into the structure of this Plan which provides the City and the community with new controls over five key areas of importance:

- The location of uses
- The type of uses
- Quality controls
- The amount of change
- The rate of change

Additionally, this chapter identifies the actions and measures that are critical components of managing a land use plan over 20 years.

These measures and controls will be incorporated into a new Zoning Ordinance to reflect the LUCE's land use recommendations. Together with other elements of the General Plan, as well as subsequent area plans, the LUCE capitalizes on market forces to meet the expressed goals of the community.

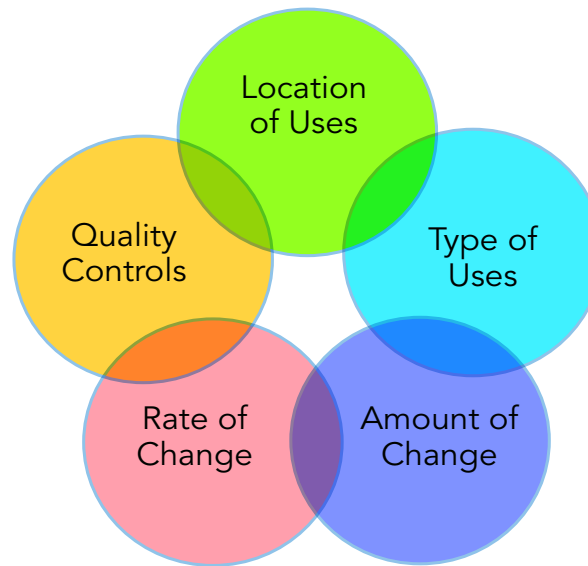
FIVE INNOVATIVE CONTROLS INCORPORATED INTO THE LUCE

One of the innovations of the LUCE is its built-in and comprehensive system of growth management. Designed to implement many of the *Sustainable City Plan's* central components, the LUCE is founded on five key concepts which allow the City to monitor and control future conditions:

1. The location of uses – capitalizes on existing and future transit, boulevards and infrastructure.
2. The type of uses – creates complete neighborhoods.
3. The quality controls – ensure private and public improvements are assets for the community.
4. The amount of change – is sustainable and paced along with community facilities.
5. The rate of change – is continuously monitored for community completeness and fiscal health.

Location of Uses

In specifically identifying the location of uses, the LUCE breaks from past practices; it redirects residential investment away from



The five innovative controls incorporated into the LUCE are designed to phase in a sustainable future and provide the City and the community with the ability to monitor and control future conditions.

existing neighborhoods and locates new housing on transit corridors and around transit stations.

Links Change to Transit

New opportunities for affordable housing and incentives for workforce housing are focused on transit corridors to create mixed-use buildings with pedestrian-friendly, local-serving ground floor uses that encourage walking and bicycling. Around the future Expo Light Rail stations, such as Bergamot Light Rail Station, the LUCE creates a diverse mix of housing opportunities and employment with a focus on creative arts, production and post-production

activities. In sum, the LUCE limits the area available for change, targeting that change into areas that are well-served by transit and where they can help form complete neighborhoods with local goods and services to create a high quality of life.

Land Use Designations Locate Uses

The City will enforce the new land use designations of the LUCE through a revised zoning code.

Requires Transportation Demand Management Districts

The City will facilitate the participation of new developments in TDM Districts. Measures to reduce trips and increase use of alternative modes will be coordinated with other development, employers and institutions within close proximity. Provision of employee incentives for alternative modes, and improvements to pedestrian/bicycling facilities will be incorporated.

Type of Uses

The types of uses in the LUCE respond to the community, City Council and Planning Commission's desire to reduce overall regional commercial uses along the boulevards and in the districts.

Mixed-Use Housing Opportunities

The Plan proposes to transition commercial office uses into new lively mixed-use residential buildings which incorporate neighborhood-serving retail and uses on the ground floor; this reconfigures currently auto-dependent boulevards into lively mixed-use centers with wider sidewalks, bike connections and buildings designed to be sensitive to the surrounding context.

Community-Serving Benefits

Building over the base height of 32–35 feet will be reviewed through a public process to ensure that incentives for additional height result in community benefits such as affordable and workforce housing opportunities, child care, cultural and open space and sensitive historic preservation or adaptive reuse.

Local-Serving Retail and Office Uses

The City will encourage the location of local-serving retail, services and office uses within walking distance of existing neighborhoods and new development.

Quality of the City

The LUCE addresses the community’s desire for livable spaces reflecting the character of the City by providing measures to ensure the quality of the City. These measures focus on the quality of places, streets, districts

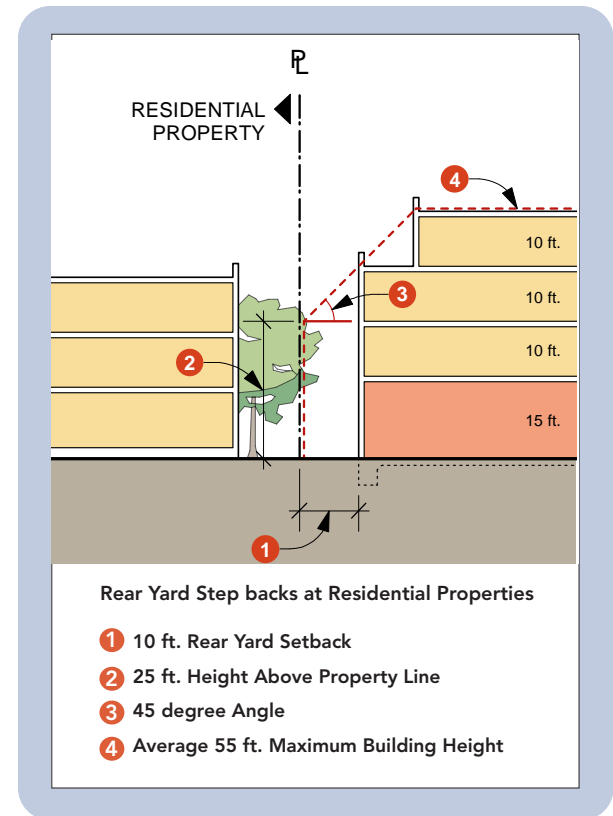
and neighborhoods that respond to the community’s core values. The LUCE establishes design policies and guidelines to encourage ground floor open space and to shape new projects so that the City’s character is preserved and enhanced. It also encourages public participation in early review.

Urban Design Requirements for Boulevards and Districts

The LUCE provides urban design guidelines for the boulevards and the districts. Development standards will ensure respectful transitions to neighborhoods and between buildings, and compatibility of scale, mass and height. New development will be reviewed for compliance with design guidelines, with the opportunity for community input through a public process.

Modification of Residential Development Standards

The LUCE protects and enhances the residential neighborhoods with conservation strategies, complete green streets for walking, strolling and playing, and pays special attention to the connections between neighborhoods and their adjacent boulevards where residents go to socialize and shop. New neighborhood conservation strategies will strive to preserve the character of the City’s neighborhoods. New development standards for construction in residential areas will address neighborhood conservation and will modify demolition



The LUCE includes new development standards to ensure respectful transitions between commercial development and adjacent residential properties.

regulations to preserve character and scale, define sensitive transitions and establish building envelopes that preserve access to light and air.

Ground Level Open Space

The LUCE provides design standards for increased ground level open space and incentives for open space as a community benefit.

Connectivity and Access

The City will ensure that new development in the districts is constructed according to the principles of a complete neighborhood and provides connectivity and access to transit and to adjacent neighborhoods.

Increased Public Review

The Plan provides for an enhanced public review process for proposed development. The public will have the ability to provide early comment on the design characteristics of development proposals requiring discretionary review during the concept review stage, prior to the filing of a formal application.

Amount of Change

The LUCE reduces the overall amount of potential change which can take place over the next 20 years. It is a conservation plan, preserving all of the City's residential areas, carefully reducing pressure for residential growth in existing neighborhoods by allowing development demand to be accommodated in identified transit corridors. The Plan preserves the City's open spaces, light industrial areas, Beach and Oceanfront, and local neighborhood commercial streets such as Main Street and Montana Avenue. The existing scale and character of approximately 96 percent of the City will be maintained by the LUCE land use policies.

AREAS OF CONSERVATION



At its core, the 2009 LUCE is a conservation plan aimed at conserving and protecting residential neighborhoods.

Limited land area available for change will result in limited change.

A Conservation Plan

The City will monitor to ensure the development of Neighborhood Conservation Overlay Districts, and the modification of demolition and development standards.

Reduction in Amount of Regional Commercial

The LUCE goals and policies, to be implemented through the revised Zoning Ordinance, encourage mixed-use development in favor of large-scale regional-serving commercial uses.

Reduction in the Maximum Base Height

The LUCE modifies the maximum ministerial base height for new development on the boulevards and in the districts to 32 feet.

Modifying the Overall Building Envelope

The LUCE requires front average step backs and rear step downs adjacent to residential neighborhoods to ensure compatibility.

Rate of Change

A key innovation of the LUCE is controlling and phasing the rate of change to ensure that change occurs in concert with improvements to roadways, transit and open space. This phasing is necessary to ensure that complete neighborhoods have the necessary components for quality of life improvement and trip reduction, such as local-serving retail and dining, physical improvements to landscaped streets, addition of bicycle routes and facilities and provision of pleasant walking environments. Through the combination of monitoring performance measures, and scheduling the investment in public facilities (including shared parking districts and public parking) a phased implementation will be achieved.

Establishes Performance Measures for Monitoring

The LUCE establishes a mechanism to measure how the Plan is achieving its objectives. A key tool will be the establishment of performance measures to monitor:



Monitoring and review: Performance measures and indicators of success will be reviewed to ensure that the City is on track with its stated goals and objectives.

- The success of the LUCE in creating a livable environment
- The ability to move about the City with ease by increasing connectivity and access via walking, biking and transit
- Achievement of community expectations for quality of life, protecting and conserving residential neighborhoods and providing additional housing opportunities for the most vulnerable
- Creation of a locally-focused quality-built environment that is compatible with the neighborhoods and creates additional jobs, allowing people to walk and shop in their own neighborhoods
- Provision for residents to access community facilities, arts and cultural experiences

- Maintenance of fiscal responsibility to ensure that municipal financial resources are able to support the community's expectations for management and maintenance, walkability, biking, and alternative transit modes and shuttles

Citywide Traffic Model

The City's first comprehensive citywide Travel Demand Model will enable the City to monitor the success of the trip reduction strategies and the success in providing access to destinations by walking, bicycling and transit, transition of employees out of cars and into other modes (reduction of single-occupant vehicles), monitoring the travel times along major corridors, and including system-wide pedestrian and bicycle access.

Regular Review of Plan Performance

The LUCE performance review will be coordinated with the *Sustainable City Report Card*. When possible, the LUCE performance measures will utilize the regularly performed citywide survey to assess more qualitative measurements that deal with community perception and opinion. The first performance review will be published within five years after the adoption of the LUCE.

Ability to Adjust the Plan

The City will monitor implementation to ensure that transportation improvements and land use progress together.

CONTROLLING AND MANAGING CHANGE

Growth management is integrated into the LUCE through the actions outlined in the five controls described above. In addition, change will be constrained more specifically by two major factors that the City can control: activities that need City participation, and Plan monitoring.

City Participation

Public Transit Investment

The most important transportation improvement to occur in Santa Monica is the construction of the Expo Light Rail. The light rail is anticipated to begin operation in 2015. The City will participate in the creation of infrastructure improvements to support station access, including connecting complete green streets, sidewalks and bike paths. The City will implement the design and monitor the pace of the supporting infrastructure.

Neighborhood Conservation

The City will establish a process for the creation of Neighborhood Conservation Overlay Districts, and for modifying demolition and development regulations in the neighborhoods.

Historic Preservation

Innovative tools to preserve historic resources, such as a Transfer of Development Rights that will establish sending areas and receiving areas in the boulevards and transit areas, will be created. The establishment of comprehensive parking management programs will provide flexibility in developing neighborhood parking solutions and will also promote adaptive reuse of older buildings.

Plans for each Mixed-Use Activity Center Overlay

The City will develop area plans for each activity center overlay. It is anticipated that City participation will be required to ensure any necessary parcel consolidation and/or the coordination of the private sector in the provision of shared parking at proposed activity center overlays. Plans will include:

- Criteria by which development will proceed
- Location, timing, and amount of land uses
- Requirements of development on hard and soft infrastructure such as transportation, water, sewage and energy consumption
- Collaboration with property owners, tenants, and most importantly, the surrounding neighborhoods, institutions and businesses. Plans will address the phasing of each activity center to ensure that the rate of growth does not negatively impact the character of adjacent neighborhoods



The LUCE promotes a collaborative approach to planning, and allows for every stage of Santa Monica's evolution to be monitored and refined by the community.

Plan Monitoring and Modification

The LUCE commits to regular monitoring of the progress of the Plan through performance measures tied to Plan goals while managing the pace and type of change. Such an approach provides for adaptation of policies and implementation measures throughout the life of the Plan. The LUCE monitoring system builds upon the precedent of the *Sustainable City Plan's* indicators and regular reporting.

Performance measurements will parallel key goals of the LUCE to ensure that performance matches the community vision. Potential measures can be organized into five core areas that relate to the framework elements of the Plan:

1. Complete Community

Identifies progress toward the LUCE vision of sustainable, accessible, and complete neighborhoods where residents can live, shop, play, and socialize locally. Factors to evaluate could include the availability of local-serving businesses, diversity of housing opportunities in the transit areas and open space.

2. Neighborhood Conservation

Monitors success in conservation and protection strategies for residential neighborhoods and whether the Neighborhood Conservation initiative has been successful in retaining the strong sense of community and connectedness that defines many of Santa Monica's neighborhoods. Factors to evaluate could include monitoring the number of demolished units and abandoned properties, resident perception surveys, comparing new and existing structures and the diversity of housing types.

3. Transportation Choice

Measures success of proactive congestion management policies including No Net New Evening Peak Period Vehicle Trips as measured by the Transportation Demand Model, transit quality, and mode shift from vehicles to transit, walking and biking. Factors to evaluate could include vehicle miles traveled per capita, greenhouse gas emissions per capita and the accessibility to high-frequency public transit.

4. A Fiscally Healthy City

Ensures a fiscally healthy city to generate revenues that support continued high levels of services and quality of life. Factors to evaluate include municipal revenue sources, costs of services, and the number of locally-owned businesses.

5. Public Engagement

Gauges the perception of stakeholders in civic life and the community involvement process that should allow for meaningful input, sharing of information and a clear understanding of why decisions are made. Factors to evaluate could include the range of methods by which the public is informed of public meetings, and the diversity of participation and representation at community meetings and workshops.

Based on the assessment of Plan progress, and trends in the data, the City has the opportunity to adapt the Plan to changing conditions. Adaptive management strategies could include "putting on the brakes" for new development, modifying goals and policies of the Plan, adjusting priorities for infrastructure investment, and adjusting funding for shared parking, street improvements, public transit, TDM programs, bicycle parking and facilities, and other streetscape improvements.

(See chapter 5.0 Measuring Progress for further information.)

sustainability and climate change

Since 1994, Santa Monica has been a national leader in the art and practice of sustainability. With the adoption in that year of the *Sustainable City Plan*, the City committed itself to planning in a new way. The LUCE addresses the eco-structure of Santa Monica as a community of interdependent parts, recognizing the interconnection of all its policy decisions, and establishing the goal of preserving its resources now and for future generations.

The LUCE places Santa Monica at the forefront of sustainable planning practices. It conserves the City's neighborhoods and historic resources, expands open space and creates new opportunities for housing where few or none currently exist. It reduces the amount of regional-serving commercial growth and encourages smaller-scale local-serving uses and housing. It also requires that new development be connected directly to transit, creating a multi-modal transportation system that incentivizes walking, biking and transit, and encourages local-serving retail within walking distance of existing and new neighborhoods.



The Plan reorients the City's auto-dependent boulevards into inviting avenues with improved transit, wider sidewalks, distinctive architecture, landscaping and neighborhood-friendly services. It requires new development to respect Santa Monica's heritage with compatible and quality design, ensuring a sense of place where local residents will be attracted to shop, work and live. Furthermore, it establishes the goal of No Net New Evening Peak Period Vehicle Trips, designed to achieve the City's goal of reducing congestion and carbon emissions. The Plan celebrates Santa Monica's beaches and its creative arts. It provides for monitoring of and offers measures for controlling growth, allowing the community to adjust the Plan over the years.

The LUCE links new development and urban character and form with a paradigm shift in transportation that emphasizes mode choice and creates a robust network of pedestrian, bicycle and transit options. It provides a comprehensive, coordinated approach to evaluating policy decisions and projects requiring that all land use, transportation, design and development projects respond to the City's identified social, ecological and sustainability goals.

In endorsing this approach, the community addresses the most challenging aspect of

achieving the aims of the *Sustainable City Plan*—embracing the challenges of today as an opportunity to forge a better tomorrow.

STATE CLIMATE CHANGE LEGISLATION AND THE LUCE

State Legislation

Assembly Bill 32 (2006): The State of California passed AB 32, the California Global Warming Solutions Act, the landmark climate change legislation of 2006. This act commits the state to reducing greenhouse gas (GHG) emissions to 1990 levels by 2020, and to 80 percent below 1990 levels by 2050. It also establishes a timeline for the California Air Resources Board (ARB) to adopt regulations to achieve this goal. Two years after AB 32 was passed, in 2008, the ARB finalized a statewide *Scoping Plan* on how to reduce GHG emissions.

Following passage of this bill, the California Attorney General's office signaled its intent to begin enforcing the purpose of this legislation, and took the position that local governments must take AB 32's emission reduction targets into consideration under the California Environmental Quality Act (CEQA). CEQA requires feasible mitigation of significant environmental impacts arising from a city's land use policies and development projects.



The 2003 Sustainable City Plan established guiding principles that helped to inform the LUCE.

Through a series of comment letters, administrative actions and legal challenges to specific jurisdictions such as San Bernardino County, the Attorney General's office has provided policy direction for local governments in light of AB 32:

- **Land Use.** Land use is a significant contributor of GHG emissions, and local governments must make decisions regarding land use with AB 32's goals in mind.
- **General Plans.** Local governments must incorporate AB 32 analysis into their general plans, specific plans, and other planning and design documents.



- Climate Action Plans. Local governments should have climate action plans that lay out the course of addressing climate change, including implementation strategies and monitoring mechanisms.

Senate Bill 375 (2008)

In 2008, California passed the companion bill SB 375, which provides the implementing policies to achieve the GHG emission reduction goals through better transportation and land use planning. It requires metropolitan planning organizations to create a Sustainable Communities Strategy to reduce GHG emissions and requires that funding decisions for regional transportation projects be internally consistent with the strategy. In essence, SB 375 ties state transportation funding decisions to land use and links regional planning efforts for transportation and housing. Local governments will play an important role in designing and meeting these requirements in their land use and transportation plans.

California Air Resources Board (ARB) Guidance on Planning to Reduce GHG Emissions

The ARB *Scoping Plan* provides guidance on meeting the targets for GHG emissions. It identifies the important role of local governments in siting and designing new residential and commercial developments in ways that reduce GHG emissions associated with vehicle travel. The guidance includes support for infill, affordable and transit-oriented housing development and land use changes. It specifically identifies uniting land use patterns and infrastructure to promote low-carbon travel choices such as transit, carpooling, walking and biking.

Additional measures include, but are not limited to, the following:

- Aggressive land use and transportation planning policies, including more compact, mixed-use development with higher residential and employment densities served by transit
- Increased opportunities for more affordable and workforce housing strategically located in mixed-use sites near employment or public transportation
- Programs to reduce vehicle trips, like employee transit incentives, telework programs, car-sharing, parking policies, public education programs and other strategies
- Creation of complete neighborhoods with local services within walking distance

- Congestion pricing strategies to provide a method of efficiently managing traffic demand while raising funds for needed transit, bike and pedestrian infrastructure investment
- Changes in travel and land development likely to result from passenger rail expansion
- Promotion of energy and water efficient buildings (LEED) through green building ordinances, project timing prioritization and other implementing tools
- Promotion of green procurement and alternative fuel vehicle use through municipal mandates and voluntary bid incentives
- Support for urban forestry through tree planting requirements and programs

HOW THE LUCE MEETS THE STATE'S CLIMATE CHANGE REQUIREMENTS

The recommendations of the LUCE are designed to implement long-term programs designed to reduce the City's per capita carbon footprint and its overall impact on the environment by creating:

- New opportunities for locating mixed-use development along transit corridors
- New opportunities for the creation of complete neighborhoods along rail and transit corridors
- New programs to encourage alternative modes of transportation and reduce dependence on single-occupancy vehicle trips
- New requirements for participation in TDM programs and payments of impact fees
- New opportunities for creating affordable and workforce housing near transit and employment

LUCE Comprehensive Land Use Policy

- Land use policy encourages new development to be located near transit-rich corridors or Expo Light Rail stations
- New transit villages at Expo Light Rail stations optimize investment in transit and create complete neighborhoods of mixed-use buildings with affordable and workforce housing located within walking distance of jobs, public gathering places and local services
- Complete neighborhoods include diversity of housing opportunities, walkability to local-serving retail, cafes, parks and entertainment, continuous sidewalks and bicycle trails
- Incentives encourage mixed-use infill development on existing commercial corridors with transit
- Existing neighborhoods will be connected to new development and services through improved walking and bicycling trails
- Trees, landscaping and open space will be required in existing neighborhoods and in new development to encourage walking
- Green building technologies and energy efficiency will be required for new development and will be encouraged in existing buildings

LUCE Comprehensive Transportation Policy

- New development located near existing or proposed transit
- Proactive congestion management with the goal of No Net New Trips
- New development participation in TDM programs to reduce vehicle trips and provide incentives such as transit passes, carsharing, vanpooling and shared parking (including sharing of existing parking)
- Establishment of Transportation Management Ordinance impact fees and parking fees to support improvements in alternative modes of transportation
- Adjustment of parking requirements (unbundled) as appropriate to encourage shared parking arrangements
- Parking pricing to reflect the true cost of parking and expanded management options for residential parking permit districts including exploring limits on availability
- Improved facilities and incentives to encourage walking, biking and transit
- Performance measures and design guidelines to monitor compliance

ANALYSIS OF LUCE'S POLICY ON CLIMATE CHANGE

Land Use and Climate Change

The LUCE is anticipated to lead to significant reductions in GHG emissions from the transportation sector. The transportation sector is the largest source of emissions in California, contributing to 36 percent¹ of all statewide GHG emissions. Land use is a significant contributor to GHG emissions in the transportation sector because it largely determines Vehicle Miles Traveled (VMT). VMT, in turn, translates into tailpipe emissions per mile traveled. While the state is taking efforts to reduce tailpipe emissions through fuel economy standards and cleaner fuels, it is recognized that California will not be able to meet its AB 32 emissions targets without addressing land use and VMT.

A nationwide analysis of land use and VMT concludes that land use has the potential to reduce VMT by 20–40 percent.² This translates into significant GHG emissions over time that can potentially be avoided in California. Transportation emissions constitute the largest share (41 percent) of all GHG emissions in Santa Monica, and the LUCE creates a framework to address transportation emissions.

Several land use factors drive VMT, including residential density, land use diversity, distance to quality transit service, pedestrian/bike-oriented

streetscape design and distance to desirable destinations. These factors can be summarized as follows:

- As a rule of thumb, each doubling of density is anticipated to reduce VMT by 30 percent.
- Diversity of local land uses—including retail, services, and employment near each other—reduces the need to drive to meet daily needs.
- Streetscape and façade design, as well as bike and pedestrian infrastructure encourage walking and bicycling over auto use.
- A quarter-mile to a half-mile distance to frequent transit service promotes public transit use over the automobile.
- Close proximity to attractive destinations, such as supermarkets, cafes, and restaurants, reduces auto travel.
- Mixed-use transit-oriented development is an effective means of reducing future VMT. Mixed uses at transit stations have the compounding effect of increasing and supporting mass transit ridership throughout the day, as diversity of land uses generate a variety of trips during different times of day and days of the week, including work-related, recreational, and personal vehicle trips.

¹ California Air Resources Board “California Greenhouse Gas Emissions Inventory Summary 1990–2004”(2008).

² Ewing, Reid, et. al., “Growing Cooler: The Evidence of Urban Development and Climate Change,” Urban Land Institute (2007).



Access, connectivity and mobility are central themes running throughout the LUCE. It suggests that density, access to transit and land use diversity can combine to reduce GHG emissions.



A comprehensive transportation strategy includes options for all users and provides facilities and services that enhance the mobility network.

■ The jobs/housing balance has been found to be a notable predictor of VMT; proximity of jobs near housing reduces daily commute distances. Jobs and housing near transit further facilitate access to employment independent of the automobile.

Land use policies that encourage these principles are anticipated to lead to significant GHG emission reductions. The LUCE's land use and transportation vision will help Santa Monica meet California's GHG emission reduction targets. In addition, the *Sustainable City Plan* includes goals of reducing GHG emissions 30 percent below 1990 levels by 2015 for municipal operations and 15 percent below 1990 levels for the community as a whole.

The LUCE's Approach to Sustainability and Climate Change

At its core, the LUCE unites environmental, land use, economic, transportation and social concerns into a single, flexible, long-term plan for the City that includes the goals of sustainability outlined in the *Sustainable City Plan*. More specifically, the LUCE addresses climate change through its land use and transportation decisions such as focusing development near transit, creating complete neighborhoods and supporting transit and nonmotorized travel. The Plan includes the social aspects of sustainable development

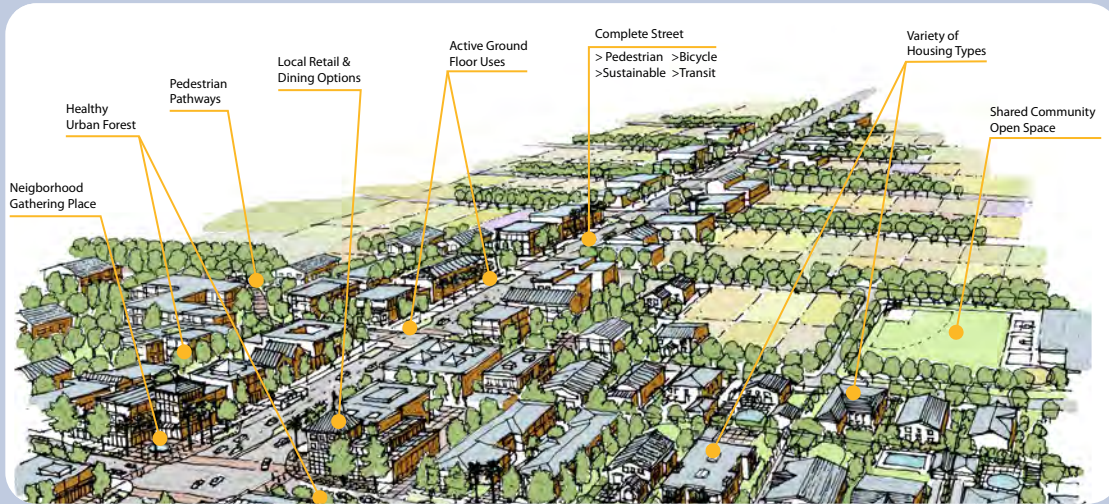


***Integration of land use and transportation:** Areas of the City that are served by multi-modal transportation systems provide residents and visitors with alternatives to automobile travel. Additionally, concentrating housing around local-serving land uses reduces an individual's need to make multiple vehicle trips.*

by addressing affordable housing, access to jobs and job training. It provides guidance to reduce the consumption of natural resources such as water and energy. And it helps to create a long-term sustainable economy with a focus on green jobs and technology. The LUCE expands Santa Monica's role as a leader in sustainability in the region and in the nation. Specific aspects of the LUCE's approach to sustainable development are discussed in this chapter.

Integration of Land Use and Transportation: Focusing Development near Transit

The LUCE links land use to transportation, directing development toward specific areas served by transit including the Expo Light Rail stations at Bergamot Station, Memorial Park and Downtown, and the Metro Rapid Bus transit corridors such as Wilshire and Lincoln. Focusing development reduces reliance on the automobile, reduces per-capita VMT in the City and reduces GHG emissions and energy use. This approach addresses overall traffic congestion in the City and the region and promotes a more walkable, healthy and physically active community.



Complete neighborhoods: *Providing additional benefits in the City's existing residential neighborhoods, like pathways, green connections, and better retail and service amenities can combine to create complete neighborhoods that are comfortable, active and sustainable.*

Transit Villages

The LUCE directs the majority of growth toward the Bergamot Transit Village, Memorial Park and Downtown Light Rail station areas. Each of these transit-oriented areas will be situated within a quarter of a mile or less of future Expo Light Rail stations, planned for operation in 2015. Each will feature a diversity of uses including a range of housing types and levels of affordability, employment opportunities, local-serving retail and services, arts and cultural facilities and open spaces. The transit villages will be designed to maximize pedestrian, bicycle and public transit access, and circulation, thereby reducing automobile dependence.

Taken together, these mixed-use transit-oriented districts will accommodate the majority of population growth in Santa Monica over the coming decades. Of these mixed-use transit districts, the Downtown will continue to serve as the commercial core of the City and as a hub for the Metro Rapid lines and citywide Big Blue Bus service. The other Expo Light Rail stations—at Bergamot Station and Memorial Park—will be transformed into mixed-use neighborhoods with a wide diversity of uses. New jobs and employment will be located near transit to reduce vehicle trips while creating a healthy job base.

Transit Boulevards

The LUCE also directs growth to existing high-frequency transit corridors locating mixed-use development at key activity center overlays associated with transit crossroads. These boulevards include Wilshire, Santa Monica, Broadway, Colorado, Olympic, Lincoln, Pico and Ocean Park. Wilshire, Santa Monica, Colorado, and Lincoln in particular will serve as multi-modal boulevards with a variety of transit options. The City will also seek to encourage additional affordable and workforce housing along these corridors, with an emphasis on housing near employment centers and primary transit stops. All of the transit boulevards should include significant pedestrian improvements to make walking safer and more attractive.

Such mixed-use transit and pedestrian-oriented corridors and activity center overlays will significantly reduce local VMT and GHG emissions.

Complete Neighborhoods

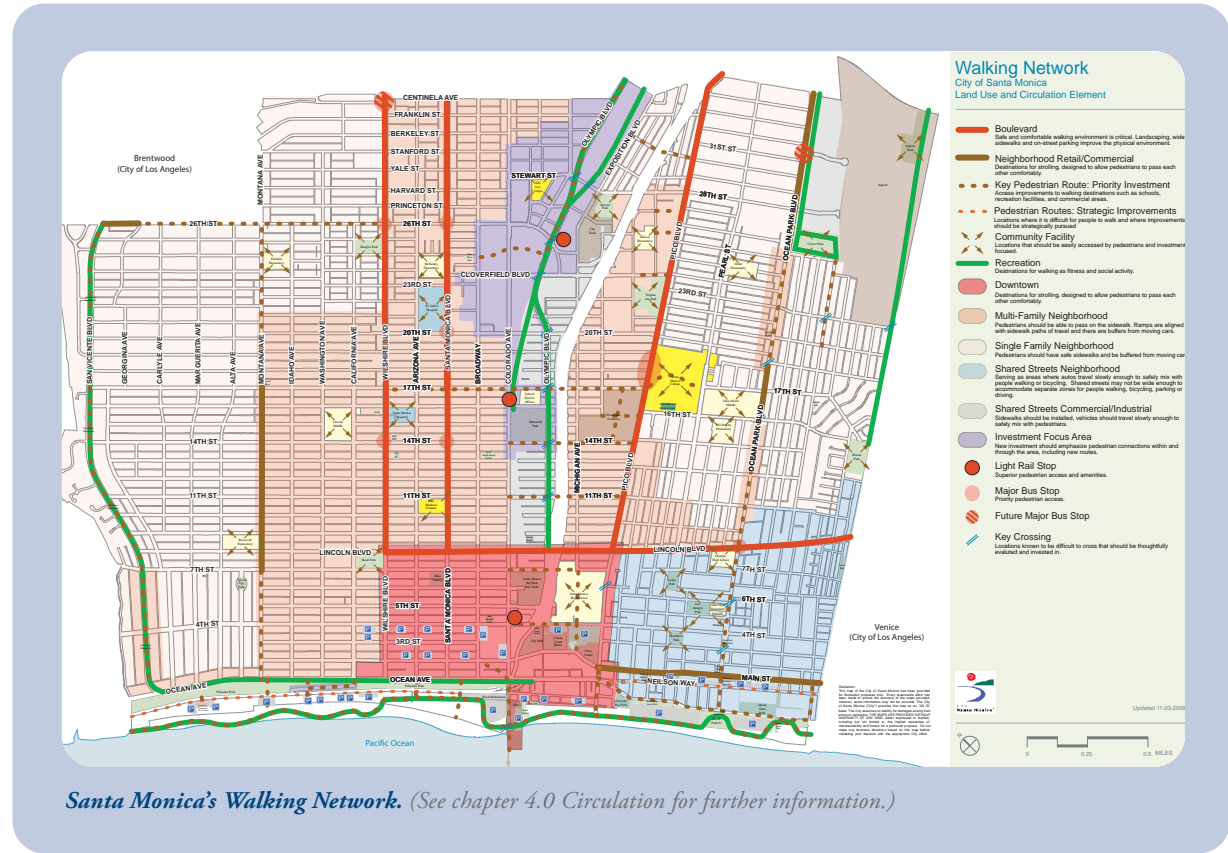
The LUCE envisions the creation of complete neighborhoods, where residents live within walking distance of local-serving goods and services, employment, transit, open spaces and public gathering places. By enabling residents daily needs to be met within walking distance, and by increasing local-serving goods and services, the City anticipates reductions in the total number of VMT and GHG emissions and energy use from the transportation sector.

A wider variety of uses will also be available along the transit corridors and in the activity center overlays which are located within walking distance of neighborhoods. Bringing more goods, services and jobs within walking distance of the majority of residences will result in fewer vehicle trips.

Another outcome of these complete neighborhoods policies will be increased land use diversity and an urban landscape that caters to pedestrians, bicyclists and public transit. Both land use diversity and nonautomotive design will help reduce VMT and GHG emissions in existing neighborhoods over time.

Pedestrian-Oriented Urban Design and Architecture

The physical design of a building and the relationship of the individual buildings to one another in a rich urban fabric are critical for creating attractive environments that encourage walking, biking and transit use. Throughout the LUCE, policies and actions ensure that buildings are designed in such a way as to support transit use, walking and biking while also protecting existing residential neighborhoods. Examples of such policies include locating buildings with their façades on the property line or back side of the sidewalk, providing buffers between mixed-use development on the boulevards and adjacent



residential areas, encouraging active uses on the ground floor to make walking more interesting and locating parking away from the pedestrian environment.

Bicycle and Pedestrian Network

The LUCE includes a strong focus on creating expanded bicycle and pedestrian networks throughout the City. Walking is the backbone of the transportation system since every transit trip and car trip begins with a walk to the bus

or car. The LUCE seeks to make walking safe and pleasurable for everyone, on all streets and at all times of the day. This includes continuous sidewalks throughout the City, pedestrian enhancements such as benches, shade trees and crosswalks, and greatly expanded Safe Routes to School programs.

Bicycling is the most efficient form of transportation and the number of trips made by bike in Santa Monica can be greatly

increased. It is also a carbon-neutral and time-competitive alternative to the automobile. To facilitate bicycling, the City seeks to create a complete network of high-quality bicycle facilities, with an aim to increase the number of people who use bicycles for everyday transportation. Policy ideas include:

- Developing bicycle-friendly design standards for roads
- Working with regional partners to extend bicycle connectivity beyond the City's borders
- Collaborating with schools to encourage bicycle use
- Enhancing the attractiveness of existing bike routes
- Encouraging employers to provide bicycle infrastructure and shower facilities
- Installing additional bike racks and storage in priority areas
- Developing a way-finding system for cyclists
- Monitoring bicycle parking demand
- Developing a bicycle master plan

Taken together, these measures will make walking and biking much more attractive transportation options, and subsequently reduce the City's GHG emissions. There will also be an increase in the physical activity of residents, which will translate into positive health benefits.

No Net New Evening Peak Period Vehicle Trips

The LUCE establishes a bold goal of No Net New Evening Peak Period Vehicle Trips from 2009 levels. This major policy goal will have a tremendous impact on GHG emissions. The City seeks to meet its goal of No Net New Trips through a variety of proactive programs, including transportation impact fees, TDM strategies, incentives for alternative modes of arrival, congestion management and parking management strategies.

Transportation Impact Fees

In addition, new development generating additional trips will be assessed for a transportation impact fee as well as being required to incorporate TDM strategies to reduce vehicle trips. Mitigation fees will support the City's nonautomotive circulation infrastructure and services, including bus stop amenities, pedestrian/bike infrastructure and increases in bus service frequency.

Transportation Demand Management

The LUCE recommends a very aggressive TDM program and sets extremely high TDM targets, including a 35 percent reduction in peak trips for residential uses and a 50 percent reduction in peak period trips for commercial uses. Examples of TDM strategies include shared parking, car-share programs, and transit passes. These programs are designed to reduce and



Reducing Net New Evening Peak Period Vehicle Trips requires a multipronged approach. *The LUCE recommends new programs and policies, as well as fees, that seek to curb the effects of traffic and congestion in the City.*

discourage the demand for auto travel. Other potential strategies include making transit information accessible to tourists, collaborating with schools and employers to develop a universal transit pass program, and continuing to improve upon the Safe Routes to School program.

The City will create TDM Districts within its transit-oriented mixed-use areas such as the Downtown, Bergamot Transit Village, and Memorial Park Activity Center Overlay, to capitalize on TDM strategies in these high-intensity land use areas. Ultimately, TDM strategies will be used to meet the City's VMT reduction goals by reducing demand for auto travel, thereby reducing GHG emissions.

Congestion Management

The LUCE recommends accounting for alternative forms of transportation, namely transit, bicycle and pedestrian traffic in the analysis of congestion. This places alternative forms of transportation on par with the automobile. Bicycling and high-frequency transit service, for example, should be time-competitive with the auto on most Santa Monica streets.

Santa Monica is also looking toward a number of congestion management strategies to increase the efficiency of its public transportation system, including signal prioritization for transit, transit-only and transit-priority lanes and various transit technology systems, including communication technology.

Parking Management Strategies

The City plans to encourage parking efficiency strategies such as shared parking (including sharing of existing parking), lowered parking requirements, and parking pricing to reduce the demand for parking. Reducing parking demand can also encourage alternatives to auto travel, promoting a pedestrian-friendly urban landscape by reducing the amount of urban space dedicated to parking.



Image courtesy of John Linden Photography.

The LUCE seeks to increase the number of housing units in order serve Santa Monica's large employment base and provide employees with the option of living close to where they work. This sustainable approach is supported by new policies and programs.

Expanded Transit Service

Transit is the most effective method for moving large numbers of people throughout the City. Increasing transit use is a primary strategy for reducing VMT and GHG emissions. Increased transit will also reduce traffic congestion and provide the social benefit of viable transportation options for those who do not have access to a car. With the Expo Light Rail line, expanded Metro Rapid and local bus service and the potential Westside Subway Extension ("Subway to the Sea"), the City will benefit from expanded high-quality regional rapid transit and improved connections between Santa Monica and the greater Los Angeles region.

To increase transit ridership for all types of trips, the City will facilitate high-frequency transit service along key corridors that is time-competitive with auto trips. It will make transit more accessible with real-time arrival information systems at transit stops and will identify additional needed transit service, access, or amenities in specific and area plans.

Jobs/Housing Balance

Santa Monica also seeks to increase the diversity of housing and jobs within the City. A higher diversity of housing helps meet the housing needs of individuals who work in the City, thereby reducing the need for inter-city and inter-regional commuting. Locating jobs

EXPANDING OUR URBAN FOREST, PARKS AND OPEN SPACES

Increasing the amount of green space in the City has multiple benefits—it provides greater access to recreational facilities, increases carbon sequestration and moderates heat gain. Increased landscaping on streets attracts pedestrians, increasing the number of walking trips and reducing GHG emissions. The LUCE includes comprehensive strategies to increase the urban forest, parks and open spaces in the City. Key strategies include the following:

- Preserving and protecting the existing tree canopy in the City
- Adding a significant number of street trees throughout the City
- Capping portions of the I-10 Freeway to increase the amount of open space
- Increasing the number of community gardens
- Creating Complete Green Streets that include storm water harvest and infiltration in parkways and medians
- Providing for ground level open space in future projects
- Creating new open space and plazas in the transit villages, activity centers and along transit boulevards
- Improving and expanding green bicycle and pedestrian pathways throughout the City



The community values open space and the City's tree canopy. Increasing the size and variety of the urban forest is an important principle of the LUCE.

in the City that are available for Santa Monica residents and allowing small office spaces so existing residents can work close to home will reduce vehicle trips. Further, placing jobs and housing near transit hubs facilitates transit use for commuting and other daily trips.

The LUCE includes significant incentives to provide more affordable and workforce housing in the City by continuing direct subsidies for housing production and by incentivizing

affordable housing production through the community benefits program.

The LUCE also encourages housing at transit-accessible locations, collaborating with employers to build new housing near employment centers and considering reduced parking requirements near transit to make housing more affordable. A variety of housing choices can be encouraged throughout the City by promoting both rental and ownership

housing, by encouraging senior housing in complete neighborhoods and near transit service, by maintaining diverse housing options near Downtown, and by accommodating housing for families.

Finally, the LUCE promotes quality job growth throughout the City. Santa Monica plans to encourage high-quality employers that compliment the professional and workforce skill sets of Santa Monica residents. The creative

arts are strongly encouraged to locate in the Mixed-Use Creative and Bergamot Transit Village Districts. The hospitals and medical facilities, visitor-serving industries, research and development, and the automobile industry are all significant economic sectors for local employment. The City also plans to establish zones for small businesses in underutilized areas and encourage new local-serving retail and services.

Sustainability Planning

Santa Monica has also planned a variety of strategies to reduce GHG emissions, energy use, water use and solid waste generation. These specific sustainability-related policies and goals include the following:

- The creation of a new GHG emissions inventory and a comprehensive Climate Action Plan by 2010
- Increasing the number of buildings constructed to LEED (or equivalent) standards
- Implementation of the Community Energy Independence Initiative with the goal of “zero net” energy imports community-wide by 2020
- Development of a Zero Waste Strategic Plan to achieve at least 90 percent diversion of all waste produced in the City
- Implementation of the City’s comprehensive water reduction strategy


- Increased sustainability in municipal operations: this includes requiring LEED-certified green buildings, retrofitting buildings for increased energy efficiency, replacing the existing fleet with alternative fuel vehicles, and renewable energy purchasing


All of Santa Monica’s commitment to sustainability planning and action will continue to be expressed in the *Sustainable City Plan* Progress towards achieving community sustainability goals will be documented annually and reported regularly.


CITYWIDE GOALS AND POLICIES

GOAL S1: Reduce the City’s GHG emissions and climate change impacts.


POLICIES:


S1.1  Proactively cooperate with the State of California to implement AB 32, which calls for reducing GHG to 1990 levels by 2020 and 80 percent below 1990 levels by 2050.


S1.2  Prepare a GHG emissions inventory approximately every five years using accounting standards approved by the International Council for Local Environmental Initiatives (ICLEI) and the California Air Resources Board (CARB).

S1.3  Implement the LUCE policies in order to achieve GHG reduction targets as reflected in the Sustainable City Plan Goals:

- Reduce community-wide GHG emissions to 15 percent below 1990 levels by 2015.
- Reduce emissions from municipal operations by 30 percent below 1990 levels by 2015.

S1.4  Prepare a Climate Action Plan every 10 years to address citywide GHG emissions.

S1.5  Monitor the effectiveness of the City’s climate action plans against its periodic GHG emissions inventories.

 denotes sustainable policy

S1.6 🌿 Prepare a Community Urban Forest Management Plan and update it a minimum of every 10 years to assist with local sequestration of carbon dioxide emissions.

S1.7 🌿 Amend the Santa Monica Sustainable City Plan to include the following target with regard to renewable energy use:

- By 2030, 40% of all electricity use in Santa Monica should come from renewable sources.

GOAL S2: Reduce GHG emissions from land use and transportation decisions.

POLICIES:

S2.1 🌿 Implement the VMT reduction policies of the Land Use and Circulation Element of the General Plan including, but not limited to: focusing new growth in mixed-use, transit-oriented districts; focusing new growth along existing corridors and nodes; supporting the creation of complete, walkable neighborhoods with goods and services within walking distance of most homes; and, promoting and supporting a wide range of pedestrian, bicycle and transit improvements in the City.

S2.2 🌿 In cooperation with the state and SCAG, proactively promote the implementation of SB 375, in particular utilizing its incentives for transit-oriented development. The City will also ensure that its local plans are consistent with

the Sustainable Communities Strategy (SCS) plan requirement of SB 375.

S2.3 🌿 Advance the No Net New Trips goal in the Land Use and Circulation Element with TDM projects such as expanded rideshare programs, parking management strategies, as well as development impact fees for public transit infrastructure.

S2.4 🌿 Support and facilitate the appropriate expansion of public transit in Santa Monica, including: the Expo Light Rail line, the Westside Subway Extension (“Subway to the Sea”), and increased bus routes, service quality and frequency throughout the City.

S2.5 🌿 Expand the use of alternative fuel vehicles by providing fueling infrastructure and preferential parking in public locations, where feasible.

S2.6 🌿 Implement indicators and monitoring mechanisms to ensure the effectiveness of the Land Use and Circulation Element in reducing VMT.

S2.7 🌿 Encourage major employers to find ways to provide housing assistance as part of their employee benefits package.


S2.8 🌿 Continue participating in the Southern California Association of Governments’ regional *Compass Blueprint Plan*.



Santa Monica’s ambitious goal to reach “zero net” energy use by 2020 will require strict new construction requirements, as well as an investment in retrofitting existing facilities.


2009 CALIFORNIA
CLIMATE ADAPTATION
STRATEGY
DISCUSSION DRAFT

A Report to the Governor of the State of California
in Response to Executive Order S-13-2008




Public Review Draft


The LUCE responds to state and federal legislation regarding the reduction of GHG emissions by integrating land use and transportation planning.


S2.9  Consider incorporating the No Net New Trips policy into the City's CEQA environmental analysis and require mitigation of significant impacts for projects that will generate new vehicle trips.

GOAL S3: Reduce overall energy use in the City.


POLICIES:


S3.1  Actively strive to implement the City's "zero net" electricity consumption goal by 2020 through a wide variety of programs and measures, including the generation of renewable energy in the City and energy efficiency measures.

S3.2  Consider a requirement for all new residential buildings to use net zero energy by 2020 and all new commercial buildings by 2030.

S3.3  Continue to promote the retrofiting of existing buildings, including the following programs and actions


- Weatherization programs
- Commercial lighting retrofits and HVAC upgrades
- Whole house retrofit programs
- Retro-commissioning


 denotes sustainable policy


S3.4  Explore creating an ordinance to require all buildings sold in Santa Monica to meet minimum energy efficiency requirements with energy efficiency upgrades occurring at the time of resale and prior to the transfer of title.


GOAL S4: Increase the use of renewable energy in the City.

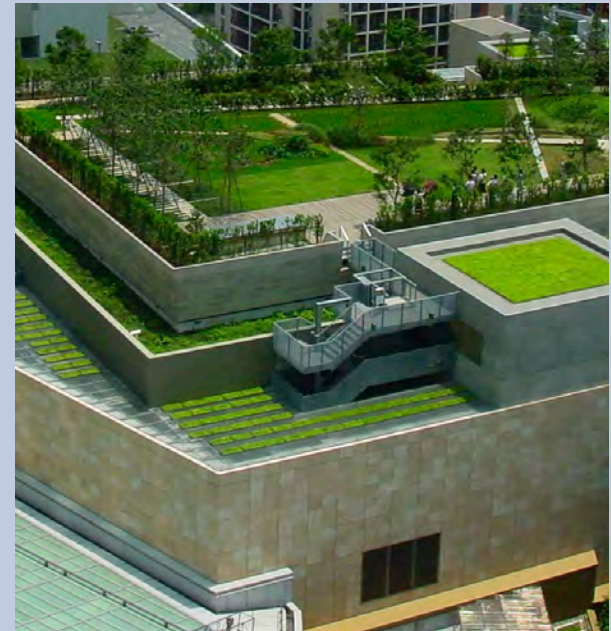
POLICIES:

S4.1  Explore creating an ordinance to require solar installations, both photovoltaic and hot water, on new construction projects.

S4.2  Explore a variety of methods to increase citywide renewable energy procurement, including strategies such as a Green Power Community Trust.

S4.3  Pursuant to AB 811 (Municipal Clean Energy Program), create a mechanism to finance and help amortize commercial and residential solar installations under the Solar Santa Monica Program.


S4.4  Continue to maintain the Solar Santa Monica Program to help finance and provide technical know-how for residential and commercial solar installations.



Green roofs: In the time horizon of the LUCE, buildings will be required to be more green and to meet state requirements for energy and water consumption.

GOAL S5: Improve the environmental performance of buildings.

POLICIES:

S5.1  Continue to maintain a building code and prescriptive compliance options that meet or exceed state requirements for energy, water and other sustainability standards. Specifically, pursue California Energy Commission goals to achieve "zero net" energy buildings by 2020 for low-rise residential buildings and 2030 for commercial buildings and achieve a LEED-equivalent local building code by 2020.



Water quality is a major resource issue, and one that Santa Monica takes very seriously. The SMURRF, pictured above, treats dry weather urban runoff before it enters the Bay.

S5.2 🌿 Require all new municipal construction to achieve LEED Gold certification and all existing municipal facilities to achieve LEED certification wherever feasible.

S5.3 🌿 Continue to engage in community education and outreach, including providing information about programs, policies and best practices on the Office of Sustainability and the Environment Web Site.

S5.4 🌿 Consider a requirement that all new construction must utilize solar water heaters.

S5.5 🌿 As part of future updates to the City's Green Building Ordinance, explore a requirement for shade trees on south- and west-facing sides of all new buildings to reduce building energy loads.

S5.6 🌿 Encourage cool roofs or green roofs on new buildings.

S5.7 🌿 Encourage cool paving on new plazas and parking lots.

S5.8 🌿 Encourage installation of electrical outlets in loading zones and on the exterior of new buildings to reduce emissions from gas-powered landscape maintenance and operating refrigeration for delivery trucks.

GOAL S6: Promote water conservation and increase the use of reclaimed and recycled water.

POLICIES:

S6.1 🌿 Ensure sufficient water supplies for new development.

S6.2 🌿 Implement the recommendations of the 2005 *Santa Monica Urban Water Management Plan*, including increasing water supply and conservation measures such as the City's no waste ordinance, landscape ordinance, wastewater control ordinance, and low-flow ordinance, and complete an assessment of the viability of additional urban runoff recycling.

S6.3 🌿 Implement landscape water conservation requirements for new construction projects.

S6.4 🌿 Continue to remediate the City's own contaminated groundwater supply.

S6.5 🌿 Continue the City's water-using appliances retrofit upon resale ordinance to encourage water conservation.

S6.6 🌿 Continue to explore and expand additional potential water conservation measures for the community, such as expanding reclaimed water access and availability.

S6.7 🌿 Increase the use of groundwater consistent with the safe yield of the Santa Monica Groundwater Basin and reduce reliance on imported surface water supplies from the Metropolitan Water District. As necessary, implement conservation measures as identified in the City's Water Shortage Response Plan to insure that adequate water supplies are available to the City.

S6.8 🌿 Prepare a citywide Groundwater Management Plan, and as part of that effort, conduct groundwater studies to confirm or adjust as necessary the safe yields of the Arcadia and Olympic Subbasins.

GOAL S7: Reduce the carbon footprint of the City's municipal operations.

POLICIES:

S7.1 🌱 Continue purchasing alternative fuel vehicles for the City's fleet and Big Blue Bus service.

S7.2 🌱 Expand the existing commuter cash-out program for municipal employees.

S7.3 🌱 Pursue solar installations at the Arcadia Water Treatment Plant to decrease its dependence on nonrenewable sources of energy.

S7.4 🌱 Continue implementation of the City's Municipal Green Procurement Policy, including recycled products procurement, toxic use reduction policy, reduced emissions fuel procurement policy, renewable energy purchase policy, energy-efficient procurement policy, local products preference policy and related sustainable purchasing policies.

S7.5 🌱 Seek to complete energy and water retrofits on all existing municipal buildings by 2020.

S7.6 🌱 Seek a zero solid waste policy for municipal operations.



The Sustainable Local Economy Report promotes a green economy—one that nurtures partnerships within the business community to reduce waste and energy consumption.

GOAL S8: Reduce the amount of solid waste citywide.

POLICIES:

S8.1 🌱 Expand solid waste diversion strategies such as increased commercial recycling collection and outreach, expanded food waste collection, composting and waste to energy conversion programs.

S8.2 🌱 Develop a Zero Waste Strategic Plan with an aggressive target for waste diversion by 2030.

S8.3 🌱 Continue to implement the ban on nonrecyclable plastic food containers and continue to pursue a ban on plastic bags.



A Climate Action Plan will lay out the City's approach to reducing GHG emissions.


GOAL S9: Continue the City's role as a leader in sustainable development.


POLICIES:

S9.1 🌱 Continue to regularly update and implement the *Sustainable City Plan*.

S9.2 🌱 Continue to maintain a website to communicate the development, programs, and performance of the *Sustainable City Plans* and future Climate Action Plans.

S9.3 🌱 Measure progress towards achieving the goals and targets established in the *Sustainable City Plan* and Climate Action Plans through sustainability indicators and regular periodic review.


S9.4  Hold regular meetings to review the progress toward the City’s sustainability goals.


S9.5  Regularly calculate the City’s ecological footprint and track progress over time. Strive for a downward trend in the size of the City’s ecological footprint.

GOAL S10: Create a sustainable local economy that focuses on green jobs.

POLICIES:

S10.1  Support the expansion of a green economy that focuses on the following: energy technologies; water conservation; green building construction, design and architecture practices; waste management; policy development related to sustainability; and other similar green businesses.


S10.2  Provide incentives to employers that provide green-related jobs. Such incentives may include tax benefits, permitting priorities, reduced application fees and other similar incentives.

S10.3  Market Santa Monica as a green tourist destination by encouraging green retail and sustainable tourism industry practices.

S10.4  Form partnerships with businesses, nonprofits and stakeholders to address the needs of emerging green businesses within the community.



A healthy local economy is an important component of ensuring the City’s long-term ability to provide high-quality services. Image on left courtesy of Sondra Stocker.

S10.5  Engage in community education and outreach, such as continued maintenance of the City’s online *Green Office Buying Guide*.

ACTIONS
Climate Action Plan

The City shall prepare a Climate Action Plan (CAP), with a goal of completion by the end of 2010. The CAP should lay out the City’s approach to reducing municipal GHG emissions to 30 percent below 1990 levels by 2015 and community GHG emissions to 15 percent below 1990 levels by 2015. The CAP is targeting to achieve the 15 percent community reductions with improvements in the following areas:

- Renewables - including actions such as the Solar Santa Monica Program, the AB 811

program, minimum solar requirements for new construction, code streamlining to facilitate installations, permit and inspection streamlining, minimum solar requirements for municipal projects and a Green Power Community Trust

- Energy Efficiency Improvements - including the net-zero energy policy for new buildings and retrofits of existing buildings with weatherization, window insulation, water heater upgrades and retro-commissioning

- Transportation - including expanded rideshare programs, expanded public transit options, an increase in the use of non-vehicular transportation, an expanded use of alternative fuel vehicles and land use planning to promote non-vehicular mobility

- Integrated resource management - including water efficiency measures, wastewater reduction, reduced solid water measures and water capture and reuse measures

- Other - including a variety of other programs and policies such as sustainable purchasing, bans on plastic bags, and advocating for state and regional policy changes

GHG Inventory

The City shall prepare a revised GHG inventory for the year 2010.

Net Zero Energy Strategic Plan

The City shall prepare a Net-Zero Energy Strategic Plan, with a goal of completion by the end of 2011. The plan should analyze and document the strategy for achieving the City's adopted energy policies.

Zero Waste Strategic Plan

The City shall prepare a Zero Waste Strategic Plan, with a goal of completion by 2010. The goal will be to achieve a 90 percent diversion rate by 2030. The Plan should explore measures such as increased commercial recycling and collection, expanded food waste collection and various types of conversion technology (from waste to energy).

Sustainable City Plan

The City shall update its *Sustainable City Plan* by the end of 2011 and at least every 10 years thereafter. The updated Sustainable City Plan should include revised targets for land use and transportation based on the policies in the LUCE.



Santa Monica's sustainable future will be ensured by employing a broad range of policies and programs aimed at reducing the carbon footprint of the City. Expanding the availability and quality of open space, like the facilities at Euclid Park, is an example of a long-term action that future generations of Santa Monicans will enjoy.

Urban Water Management Plan

The City shall strive to update the *Urban Water Management Plan*, with a goal of completion by 2012. The plan should include measures for water efficiency and strategies to reduce the energy impacts of water delivery in the City.

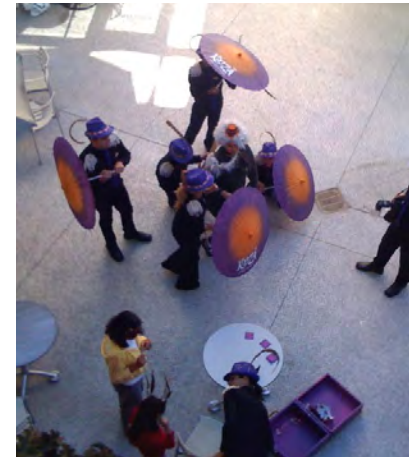
Green Business Development Center

The City shall seek to foster green industry by creating a Green Business Development Center to encourage green business leadership, incubate innovative businesses, encourage the exchange of green technology and information, and support green industry workforce training programs. The Green Business Development Center should be created within five years of the adoption of the LUCE.

community benefits

Traditional planning has long required development to meet minimum community standards. Developers of private property are key participants in shaping the City’s form, characteristics and amenities, and through this development they can contribute to a shared community vision. The LUCE articulates and clarifies the community’s future vision and expectations. What is innovative about the LUCE is the requirement that when a developer seeks to develop property at a height greater than the City’s ministerial standard, the developer must include in the project certain preferred uses or beneficial project design features, or meet other development standards that serve the community’s core needs—those standards that contribute directly to the community’s fundamental social, cultural, physical, transportation and environmental goals.

This approach provides the City and the community with the ability to shape how projects contribute to the City as a whole, ensuring that new buildings will be rich additions



to the urban fabric, creating special places in the City that enhance its unique character and quality of life. This regulatory approach also strives to ensure that local services are located within walking distance of both existing and new uses so as to create complete neighborhoods that increase livability, reduce greenhouse gas (GHG) emissions and relieve congestion.

THE COMMUNITY IDENTIFIES CORE VALUES FOR COMMUNITY BENEFITS

The community's vision of desired community benefits has evolved through an extensive participation process. Throughout the LUCE's three-year community outreach process, a continuing and interactive dialogue identified the core values of the community. Participants responded to the question of "what makes a livable city?" For Santa Monicans, it is preservation of the vibrant, beach town atmosphere, the enhancement of the sense of community, the conservation of unique and diverse neighborhoods, and the ability to enjoy walkable streets, easy access to transit, green streets and open space, and a range of housing choices for all income levels. The community identified the overarching principle of maintaining the City's unique attributes while enhancing and enriching neighborhood livability, including housing that is affordable to people of all income levels, ages and cultural backgrounds.

COMMUNITY BENEFITS

The LUCE addresses the following questions about development projects:

- Does this project contribute to the community?
- Does the project protect and enhance the neighborhoods?
- Is the project in the right location to reduce automobile dependence?
- Does the project contribute to the City's overall traffic reduction and management strategy?
- Does the project adversely impact or enhance the current or future open space and community gathering spaces?
- Does the project contribute to the City's long-term sustainability?



Five Priority Categories of Community Benefits:

The community identified the following five priority categories of community benefits:

1. New Affordable and Workforce Housing

For projects with a housing component, affordable housing or a contribution to the affordable housing fund shall be required.

2. GHG Emissions and Future Congestion Reduction Requirement

A developer meeting specified criteria shall also be required to provide Transportation Demand Management (TDM) trip reduction measures to address congestion and GHG emission reduction. TDM incentive programs could include: bicycle facilities, shower facilities, dedicated shuttles, flex cars, transit passes, parking cash-out programs, car-sharing programs, on-site transportation information, and shared parking programs.



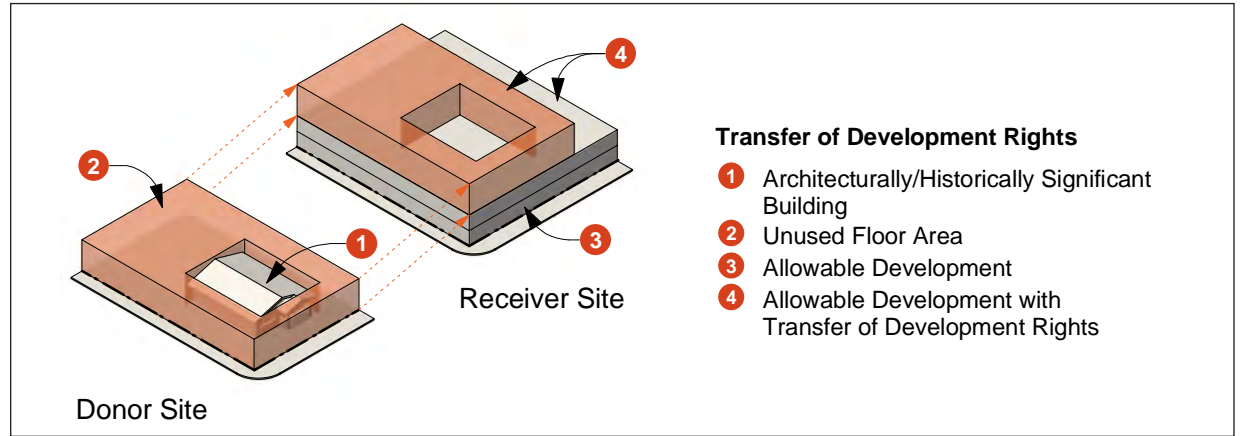
Benefits like the public plaza pictured above can be enjoyed by the wider community as a place to gather and socialize.

3. Community Physical Improvements

In certain parts of the City, the community benefits could address necessary or desired physical improvements such as: reconnecting the street grid; quality pedestrian, biking and green connections; and additional ground level open space, trees and wider sidewalks. It could also include improvements such as gathering places, recreational open space and the provision of neighborhood-serving retail and services.

4. Social, Cultural and Educational Facilities

This category of benefits could include space for preferred uses such as child care, senior care, youth and teen services and educational uses. The community also endorsed incentives for the provision of artist workspace and additional cultural venues celebrating Santa Monica’s arts and cultural heritage.



Preserve historic buildings through Transfer of Development Rights. Through TDR programs donor sites with historic resources sell development potential to receiver sites.

5. Historic Preservation

This category of benefits could include adaptive reuse, sensitive restoration and treatment, compatible new construction, and participation in a Transfer of Development Rights (TDR) program.

There are numerous factors in assessing the type and extent of community benefit that must be provided. Benefits that merely meet or go slightly beyond standard requirements for all projects, such as TDM or Green Building requirements, would not qualify as community benefits. Benefits that are for the immediate neighborhood should also be considered in addition to those that apply citywide.

HOW THE LUCE ACHIEVES COMMUNITY BENEFITS

In addition to articulating the community’s long-term vision, the LUCE establishes the broad goals and policies that set the framework for community benefits. In each land use designation, the Plan sets a base height and allowable development intensity which permits quality lower-scale, generally ministerial, development. Using the citywide vision for urban form, the Plan then sets a maximum height and intensity, even with provision of community benefits, along with sensitive transitions to homes and neighborhoods. The specific standards and procedures for providing community benefits will be incorporated into the revised Zoning Ordinance using the LUCE concepts.

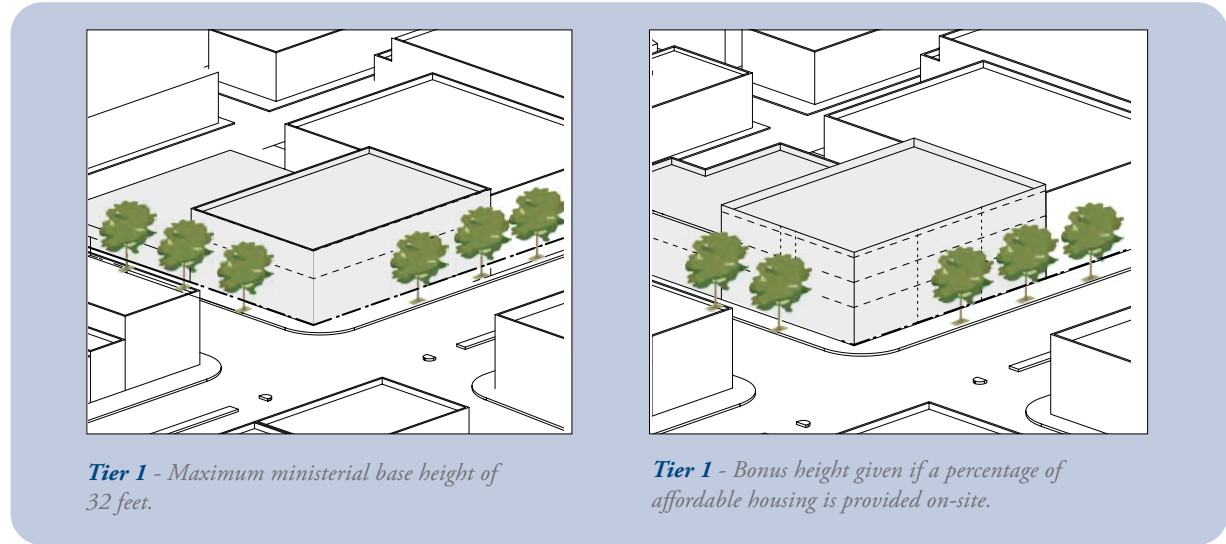
COMPONENTS OF THE PROCESS

Transparency and Early Community Involvement

The LUCE provides for early community input on new projects. Changes to the existing development review process will create a framework to ensure that projects will be consistent with the City’s vision, focus on quality outcomes and contribute to the community’s quality of life. An early concept phase prior to submission of a formal development application will allow the City and community to review and comment on the appropriateness of the proposed land use and design and address the City policies and priorities identified in the LUCE.

The Community Shapes the Future: A Three-Tiered Approach

The Plan defines a comprehensive program that incentivizes new development above the established base. A three-tiered approach, based on increments of height and floor area, defines additional requirements consistent with the community’s broader social and environmental goals. While the specifics for each boulevard and district are provided within each zoning designation, a general explanation of how the process will work for any project is provided here.



Tier 1 - Maximum ministerial base height of 32 feet.

Tier 1 - Bonus height given if a percentage of affordable housing is provided on-site.

Tier 1 – Base Height

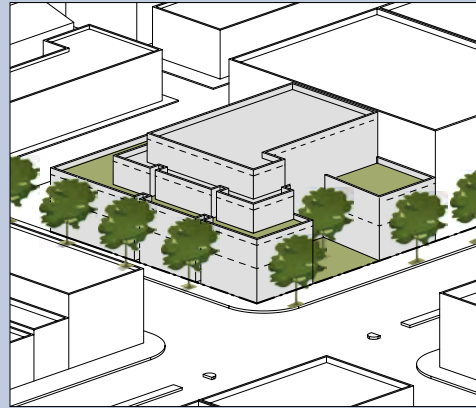
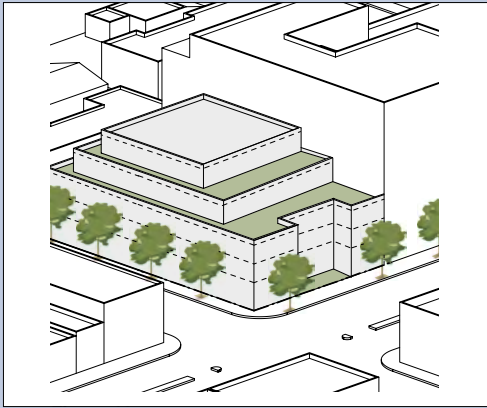
The LUCE establishes base heights. A Tier 1 project is ministerial up to the discretionary review threshold established by the Zoning Ordinance. Even these ministerial projects may be subject to discretionary review such as use permits, architectural review, historic resource review, etc.

Tier 2 – Height Above Base Height

In order to seek additional height above the base, a project will be required to provide additional community benefits. By maintaining discretionary control for a project over the ministerial base height, the City is better positioned to ensure compliance with LUCE principles. The process will differ slightly depending on the type of land use and the specific project as described below.

Commercial Projects

Unless a developer seeks a Development Agreement, a discretionary process will apply to all commercial projects and mixed-use projects. Under the LUCE, applicants will be required to undergo a community participation process. Approval of the project will require affirmative findings, including, but not limited to: (1) the project will promote the general welfare of the community, (2) the project will not have unacceptable adverse effects on public health or safety, and (3) in exchange for the privilege of being given additional height, the proposal must provide the City with enumerated community benefits as previously identified in the “Five Priority Categories of Community Benefits” section of this chapter.



Tiers 2 and 3 - If additional height and FAR are requested, a greater amount of community benefits must be provided.

Tier 3 – Additional Height

In the few areas where additional project height above Tier 2 may be requested, the required process is a Development Agreement to allow the City Council to ensure that these significant projects provide community benefits as previously identified in the “Five Priority Categories of Community Benefits” section of this chapter. Compared to the development review process, the Development Agreement process has greater public review and participation, allows more flexibility to create high-quality projects and achieve greater community benefit, providing the greatest discretionary control to the City. Housing Projects as defined by the Zoning Ordinance shall be exempt from any Development Agreement processing requirements

Preservation of Historic Resource

When the project would preserve a City-designated landmark or structure of merit, the project may be reviewed by a discretionary review process other than development agreement so long as project does not exceed the FAR for Tier 2 projects.



FINANCIAL FEASIBILITY OF THIS APPROACH

Financial feasibility testing has documented that there is sufficient site value created by additional height over the base to fund the required community benefits. Economic analysis of various development scenarios determined that the requirement for an increased level of benefits corresponding to increased heights are realistic, even with a reasonable return on investment for the project, due to the land values along the City’s respective corridors. Each height tier increases the site value above the base. A portion of the value enhancement is available for community benefits. This analysis shows that the community benefits concept is economically feasible.



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housing

Planning policy and housing policy have profound social consequences. The policies reflect a city's attitude toward the dignity of its residents and the importance it assigns to creating social equity. For Santa Monica, long committed to the challenging issue of creating affordable housing, the LUCE presents a tremendous opportunity to significantly increase the amount of affordable and workforce housing created in the City over the next 20 years.

This opportunity holds a special urgency for the community. Over the years, the City's many attributes have triggered a high "willingness to pay" for the privilege of living here. Combined with the finite amount of land within the City's borders, this has brought about a substantial rise in housing prices. Increasingly, these prices exceed the average resident's ability to pay. The affordability gap is magnified by changes to State of California law that have reduced the supply of affordable rent-controlled units. The lack of a range of housing choices directly impacts Santa Monica's workforce and increases demand on both the local and regional transportation network for workers that must commute to the City.



THE LUCE HOUSING POLICY

The overarching goal of the LUCE housing policy is to create significant new additional affordable housing opportunities where few or none currently exist. These new housing opportunities are to be associated with transit in a manner that enhances sustainability, creates complete neighborhoods and provides easy access to local services. The Plan accomplishes this challenge in a variety of innovative ways, adding to the City’s substantial Housing Element goals to maintain and produce a wide range of housing types and affordability by:

- Incentivizing the creation of new housing opportunities, especially affordable and workforce housing in selected transit-accessible areas such as in Bergamot Transit Village, along the City’s boulevards and in activity centers
- Transitioning regional-serving office and commercial potential growth into new housing opportunities
- Encouraging the creation of complete neighborhoods, locating new housing opportunities near transit and within walking distance of local retail and services
- Encouraging and incentivize housing development with development standards that support inclusionary affordable housing creating equitable opportunities for housing production throughout the City.



Mixed-use housing options, like the one pictured above, not only provide a place to live, but also a range of experiences to be enjoyed at the street level.

- Encouraging and incentivizing the production of affordable housing on City-owned/publicly owned sites.
- Encouraging collaboration with schools, hospitals and utilities to make creative use of underutilized institutional land for additional housing
- Considering separating, reducing, or eliminating parking requirements for new housing.

- Encouraging parking policy tools that facilitate housing affordability along with livability
- Promoting the creation of high-quality, livable housing with ground floor open space and connectivity to the City’s walking and biking networks
- Protecting housing in existing neighborhoods by redirecting new residential investment pressure away from the neighborhoods to appropriate locations along transit corridors and in the vicinity of the proposed Expo Light Rail stations
- Conserving housing in existing neighborhoods through a series of programs such as Neighborhood Conservation Overlay Districts, Transfer of Development Rights, new demolition requirements and modification of development standards

This chapter identifies specific LUCE goals and policies for housing to ensure that Santa Monica has healthy, diverse residential neighborhoods that provide a range of housing choices. In addition, it includes policies addressing state requirements to reduce GHG emissions through integrated land use, housing and transportation planning.

The LUCE Vision for Housing

Santa Monica continues to be a community of healthy, diverse neighborhoods that provide a range of housing choices to meet the needs of residents. Housing creation and protection foster and encourage diversity, and provide choices for people of all income levels and needs. To achieve these goals, the City enacts land use policies that include incentives to build and increase the ratio of affordable and workforce housing to market-rate housing in areas with transit and neighborhood-serving uses, offering a wide variety of housing choices, complete with neighborhood-serving retail and services. The character and scale of existing residential neighborhoods is protected and enhanced by new amenities within walking distance. The addition of new housing is focused near transit stations and along major transit corridors, assisting the City not only in achieving its housing goals, but also its sustainability goal of reducing GHG emissions.



Aggressive measures to create new opportunities to develop both affordable and workforce housing are prioritized in the LUCE.

LUCE STRATEGIES TO IMPLEMENT THE VISION

One of the most important accomplishments of the LUCE is to strategically locate housing in areas that are associated with transit and currently provide for commercial or industrial uses. The LUCE shifts the City's land use policy from the strong commercial emphasis of the 1984 General Plan to a balanced policy of incentives for the construction of significant additional housing units, particularly affordable and workforce housing, to accompany new investment. The following strategies will guide the City in its efforts to successfully create new housing while conserving existing neighborhoods.

Aggressively Create New Affordable Housing

Affordable housing creation, the primary emphasis of the 2008–2014 and 2021–2029 Housing Elements, will continue to be the City's first housing priority and should not be supplanted by other housing efforts. Affordable housing will be the focus of any direct City subsidies.

The LUCE builds on these City policies by identifying clear incentives to create affordable and workforce housing in conjunction with new development. Such process and development incentives will be targeted to transit accessible locations on the boulevards and in the districts as a strategy for change in those areas. New housing shall also be encouraged in high opportunity areas to ensure fair housing choices.

Housing production will be incentivized by establishing development standards that support inclusionary housing requirements, creating equitable opportunities for housing production throughout the City. Affordable housing overlay districts will be evaluated, including moderate-income housing in targeted transit-accessible areas. The production of affordable housing will also be encouraged on City-owned/publicly owned sites, and on existing surface parking lots serving commercial, community assembly,

or other boulevard-facing uses including the adaptive reuse and conversion of commercial buildings to residential use. Potential reduction or elimination of parking requirements will be evaluated for new housing.

Encourage Housing in Specific Transit-Rich Areas

The LUCE strategy focuses on areas near transit along the City's boulevards and in the districts that historically have been identified for commercial and industrial use. In areas with close proximity to the Expo Light Rail line such as the Bergamot Transit Village and the Mixed-Use Creative Districts, where an active creative arts community is proposed, the LUCE provides incentives for a balance between creative arts, neighborhood commercial space and affordable and workforce housing—providing housing adjacent to jobs and local services. Research has found that locating affordable housing near public transportation can reduce transportation expenditures for residents by 16 percent, as well as reducing GHG emissions by reducing automobile dependence.

Create Complete, Livable Neighborhoods

The LUCE approach is to create complete neighborhoods, exemplifying sustainable living practices with open spaces, green connections, quality public spaces and distinctive architecture, pedestrian environments and enhanced bicycle facilities and inviting gathering places. These neighborhoods, located by transit and connected by welcoming sidewalks and bikeways, will be adjacent to jobs and local services in attractive mixed-use centers allowing residents to live close to work. A diverse mix of income levels and convenience services, ranging from child care to senior care, will be encouraged. Complete neighborhoods will reduce vehicle trips and address congestion, air quality and the collective community's carbon footprint over the next 20 years.

AFFORDABLE PROGRAM INCOME DEFINITIONS

Affordable housing is typically divided into *extremely low-*, *very low-*, *low-*, and *moderate-income* categories. For a family of four in 2009, these income categories are approximately \$39,000; \$47,000; \$63,000; and \$79,000 per year, respectively (Federal HUD income limits). The monthly housing cost affordable to each income category is \$942; \$1,130; \$1,507; and \$1,883. Based on market data, families above the *low-income* limit can compete in the market place for rental housing. However, families at or below the *low-income* limit need financial assistance in order to compete for rental housing. Families that want to purchase their own housing will need assistance in all income categories. *Moderate-income* households (earning \$79,000 per year) can afford a mortgage of \$200,000, with the gap between a median market price of \$910,000 and the supportable mortgage being over \$700,000. Given this reality, it is essential that the City continue its commitment to building affordable housing for households classified as *very low-*, *low-* or *moderate-income* in order to ensure diversity in the community.

Protect Existing Housing Stock and Preserve Neighborhoods

The LUCE addresses the need to redirect infill development pressures that threaten the basic character of existing neighborhoods, frequently resulting in the loss of existing units. Many older, lower-scale units with ground floor courtyards and open space have been torn down and replaced with larger buildings. The LUCE recommends a dual approach of incentives and disincentives to promote the preservation and maintenance of existing housing stock.

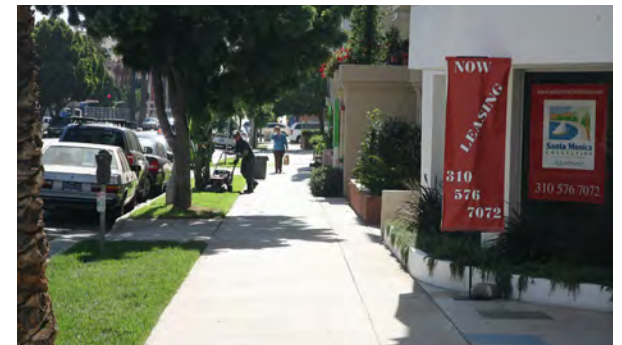
As an incentive, the Plan redirects residential investment pressure to specific areas associated with transit, and proposes the development of a TDR program, as called for in the Historic Preservation Element, for Landmark properties and courtyard housing within a Neighborhood Conservation Overlay District. The standards for demolition will be strengthened and will include a more transparent process. One aspect of this approach is a thorough review of any written documentation determining that the proposed demolition will not be materially detrimental to the character of the affected neighborhood and of the City. Character-defining aspects of neighborhoods, such as ground level open space and the scale of structures would be factors for consideration. (See chapter 2.2 *Neighborhood Conservation* for further information.)

BACKGROUND ON POLICY DIRECTION

A core community value is to provide a range of housing opportunities for Santa Monicans, particularly affordable housing. Workforce housing, intended to address the issue of affordability for employees who cannot live in Santa Monica is also an important housing type for the community. To provide a diverse range of housing and make up for the significant impact that the Costa-Hawkins Vacancy Decontrol Bill (allows Rent Control units to re-rent at market rates when vacated) has had on the availability of affordable rental housing, the City must focus on creating incentives for construction of new housing opportunities. One of the biggest challenges is identifying new opportunities for affordable and workforce housing within a built-out environment.

In order to add more housing while still preserving the character of existing neighborhoods, the LUCE provides specific incentives for development in suitable locations. These incentives are in addition to current state and City policy incentives. The LUCE proposes adding housing in commercial areas along the transit boulevards and in specific districts near transit, including Expo Light Rail—not in the neighborhoods.

The City's existing housing policies have been shaped through a range of conditions,



Santa Monica's commercial areas are providing the City with new housing opportunities through the creation of additional units and a mix of uses.

Affordable housing creation has been and will continue to be the City's first housing priority so that affordable programs should not be supplanted by other housing efforts.



Protecting the existing stock of residential homes, condominiums and multi-family apartment buildings preserves the character of Santa Monica's distinct neighborhoods. The LUCE looks at improved conservation methods to address the demolition of housing stock.

requirements and initiatives over the years. The LUCE process addresses and incorporates its housing policies through land use designations, densities and other tools designed to bring the goals to fruition. Specific policy input includes:

- The State of California requires that the City prepare a Housing Element every five years. The most recent 2008–2014 Housing Element was adopted by the City Council in November 2008 and was certified by the State of California. The adopted Housing Element continues most of the programs included and successfully implemented from the previous five-year document, and reflects the ongoing commitment to producing and rehabilitating affordable housing throughout the City, as well as to supporting rent control and social services related to housing, and the creation of new housing opportunities through the LUCE.
- The City initiated a Workforce Housing

Committee comprised of a cross-section of community leaders that was specifically formed to address the challenging issue of housing affordability for employees working in Santa Monica. The committee's deliberations and determinations have been incorporated into the policies of this document.

- The State of California Global Warming Solutions Act (AB 32) of 2006 and the associated implementing legislation (SB 375) of 2008, have influenced the policies incorporated in this housing section. While these state policies are consistent with the direction of the City's long-standing *Sustainable City Plan* policies and the *LUCE Strategy Framework* document published in June 2008, the *Model Policies for GHGs in General Plans*, developed by the California Air Pollution Control Officers Association and issued in June 2009, provided additional language that was used to develop housing-related policies in this section.

Current Housing Stock and Need

Much of the City's housing stock was built during the boom following World War II and most land in Santa Monica was developed by the mid-1960s. Since that time, many smaller residential buildings have been demolished and replaced by larger infill developments or by condominium developments with similar densities. In recent years, a significant proportion of new residential units have been developed in commercial districts. Since FY1999–2000, approximately 63 percent of the units proposed in planning applications have been situated in commercial districts, with the vast majority of those located in the Downtown area. The total housing stock added to the City since the census of April 2000 is 2,648 units, representing about 290 new units per year.*

High Costs

Home sales and rental prices have escalated dramatically throughout Los Angeles County in recent years, and this trend has been even sharper in Santa Monica. Prices for both ownership and rental housing have climbed steadily, which continues to "price-out" many lower- and middle-income families who otherwise might choose to live in Santa Monica. This dynamic has made the cost of housing a major issue in Santa Monica, leading to the LUCE's proposals to not only create additional housing opportunities but also to conserve and

Vacancy decontrol has resulted in the conversion to market rental rates of...one-fourth of the City's entire housing stock.

maintain existing neighborhoods with their character-defining multi-family structures such as courtyard apartment buildings.

Loss of Rent-Controlled Units

Santa Monica has one of the highest proportions of renters in Los Angeles County. In the 2000 Census, 72 percent of all households in the City rented their units, while the remaining 28 percent of households owned their homes or condominiums. Affordability for renters has been exacerbated as a result of several state laws affecting housing units, including:

- **Costa-Hawkins Bill:** This 1995 state law imposed "vacancy decontrol" on the City's Rent Control Ordinance. Starting in 1999 — the first year of implementation — through the end of 2008 approximately 56 percent of the City's rent-controlled units were vacated and re-rented at market rate. To date, vacancy decontrol has resulted in the conversion to market rental rates of 15,340 units, affecting more than one-fourth of the City's entire housing stock. Implementation of this law has



Santa Monica has a large renter population. Increasing land costs and demand for space threaten housing affordability, a situation that is exacerbated by several state laws that affect housing units.

greatly reduced the supply of affordable rental units, and as rent-controlled apartments are vacated in the future, the stock will continue to transition to market rates.

- **Ellis Act:** Since inception of the Ellis Act in 1986, which allows property owners to permanently remove units from the rental housing market by meeting certain conditions, a total of 2,174 additional rent-controlled housing units have been withdrawn from the rent-controlled housing supply through demolition or conversion to owner-occupied housing or some other use. (*Housing Element, 2008*)

Other Trends

Housing that can accommodate families is in short supply in the City today. This need was reflected in the goals of the 2008–2014 Housing Element. The City Council highlighted this concern when it specified criteria for "preferred project" status in 2006 for larger apartment developments in some zones.



These criteria require developers to provide a certain proportion of both two and three or more bedroom units in their unit mixes in order to receive additional densities. Housing affordability is a factor in families' decisions to move elsewhere. The Santa Monica-Malibu Unified School District has projected a loss of 25 percent in enrollment over the next 20 years.

At the other demographic extreme, the trend toward smaller households is likely to continue. Santa Monica's aging population is a major factor in determining household size, affordability and special needs. According to the 2005 American Community Survey (U.S. Census) 14.4 percent of Santa Monica's population was over 65 years old, compared to 9.7 percent on a countywide basis.

**Census 2000, City of Santa Monica permit data*

The City has made addressing the impact of homelessness on the community—reducing street homelessness—a top priority. Santa Monica’s 2009 Homeless Count identified 915 homeless individuals in the City on a given night. Further, the City has created a Service Registry which identifies over 200 chronically homeless individuals at risk of dying on the streets without a housing intervention, and has prioritized those individuals for housing and service resources. To address this need, a range of permanent housing options for homeless persons should be developed, with a focus on permanent supportive housing linked to services on-site or at an accessible location.

THE CITY’S AFFORDABLE HOUSING PROGRAMS

City Efforts

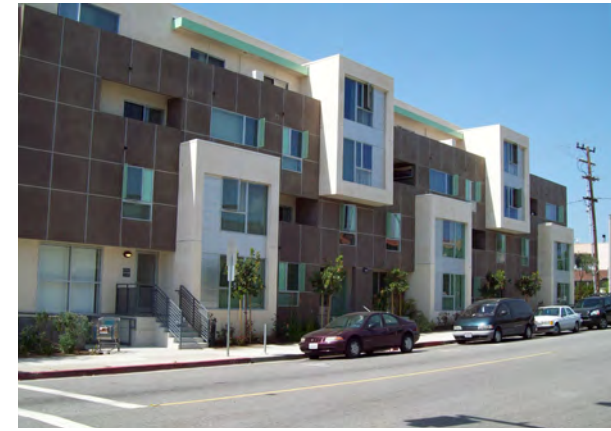
There is a strong City commitment to address this growing housing affordability gap through affordable housing programs. Affordable housing production will continue to be the City’s highest housing priority, both to create new housing and retain existing affordable units, including housing for special needs populations such as seniors and homeless people. Existing zoning incentives identify “preferred projects” that include affordable housing.

The City operates a successful program



The City’s Affordable Housing Production Program has yielded hundreds of new housing units for low- and very low- income households.

that rehabilitates and constructs new affordable housing units throughout the City, and achieves this production through close cooperation with several nonprofit organizations. The City has committed a significant amount of funding from \$10 to \$12 million a year to low- and moderate-income family housing programs, and leverages that allocation with dollars provided from state, federal and other sources. The City has utilized a “letter of credit” approach to leverage future redevelopment housing funds, most recently generating \$75 million for immediate housing production and preservation needs. Additionally, the City recently committed an additional allocation of \$43.6 million of future redevelopment funds for the creation of affordable housing.



Production Results

These programs have resulted in the generation of hundreds of units, both new and rehabilitated, allowing low- and very low-income households to remain in the City. Since 1994, over 947 very low-, low- or moderate-income housing units have been added to the City’s housing stock. The City also has continued to offer rental assistance and rehabilitation assistance to owner and renter households, as well as a range of housing-related social services to residents and homeless individuals. However, it is recognized that these resources are insufficient to substitute for the loss of affordable housing as a result of vacancy decontrol and the permanent removal of units through the Ellis Act.

WORKFORCE HOUSING

While the affordable housing programs address a very low- to moderate-income resident, there is an increasing need to address the employee who works in the City yet cannot afford to live in the City. Recruiting and retaining a qualified, stable workforce, particularly public service and safety personnel, is a public and private sector concern. Workforce housing is also an emerging sustainable policy for the City. Being able to live near employment and transit significantly reduces Vehicle Miles Traveled (VMT). Community members have articulated the desirability of accommodating healthcare workers, teachers, police officers, first responders and emergency care workers, and others providing important public services to the community. There continues to be discussion about the definition of workforce housing and who it could serve. For the City’s hospitals, housing for its healthcare workers is a priority. In addition to the obvious benefits from having a stable workforce of first responders and police officers living in the community, the presence of Santa Monica’s workforce brings diversity and a strong level of civic commitment, while preserving a middle-income segment within the community.



Teachers and emergency and healthcare workers are among the targets of workforce housing programs.

Estimated Household Income for Workers in Santa Monica, 2000

Household Income	Percentage of Workers
Under \$30,000	19%
\$30,000 - \$49,999	19%
\$50,000 - \$74,999	21%
\$75,000 - \$99,999	13%
\$100,000 - \$124,999	9%
\$125,000 - \$149,999	5%
150,000+	14%

Source: Bay Area Economics

Affordability Gap

Income-qualified workforce housing programs are targeted toward workers within a narrow range of incomes. Workforce housing has generally been defined as serving households with incomes between the 120 percent (the moderate-income housing provided under the Affordable Housing Production Program) of Area Median Income (AMI). Based on state income limits, households earning up to 180 percent of AMI have maximum incomes of \$142,740 for a family of four in 2009, and could afford a purchase price of around \$400,000. In contrast, the median price of all homes and condominiums sold in Santa Monica in 2007 was \$910,000 (compared to \$530,000 for Los Angeles County as a whole), a stark indication that there is a significant gap in purchase price between an affordable workforce unit and the typical market-rate unit in the City. Additionally, many Santa Monica residents with incomes greater than the threshold of \$142,740 will also have insufficient income to buy housing within Santa Monica. Two-income households often exceed the threshold of the upper limit for affordable housing, but still do not earn enough to purchase a home in Santa Monica.

Workforce Housing as a Community Benefit

Workforce housing can be facilitated and encouraged as a community benefit that is provided in addition to required affordable housing. The construction of new workforce housing units can be encouraged through incentives along transit-rich corridors and in the districts. Partnerships between the City and builders, and partnerships between the City and employers, are two channels for the creation of workforce housing. The trend to date is for developer-provided housing units that are small and lack amenities such as ground level open space. These types of units accommodate a single person or possibly two people, but not families. When the City develops a workforce housing program as part of implementing ordinances, factors to be considered may include but are not limited to: local workforce preference and unit type, size, mix, income eligibility, and rent/sales price restrictions..



Image courtesy of John Edward Linden photography


Mixed-use affordable and workforce housing on transit corridors and at major nodes and activity centers is highly desirable.

CITYWIDE GOALS AND POLICIES

GOAL H1: Initiate new programs and maintain existing programs to provide more affordable housing and affordable housing opportunities within the City.


POLICIES:

H1.1 Provide direct subsidies for the production of affordable housing.

H1.2  Maintain programs to require and encourage the production of affordable housing for very low-, low- and moderate-income households.

- Require compliance with the Affordable Housing Production Program and seek additional opportunities to increase the percentage of affordable housing as a component of for-sale and qualifying rental residential and mixed-use housing projects.

- Incentivize affordable housing projects.

H1.3  Incentivize the creation of new affordable housing opportunities


- Encourage affordable housing in transit-accessible areas.


- Create more affordable housing by transitioning the potential growth for regional-serving office and commercial into new housing opportunities.


 denotes sustainable policy



Partnerships between the City and builders have the potential to provide community benefits in the form of affordable housing, open space, enhanced services or new forms of public access.


H1.4  Incentivize housing production including affordable housing by establishing feasible development standards that support inclusionary housing requirements and create equitable opportunities for housing production throughout the City.

H1.5  Consider allowing housing in all non-residential districts and encourage the production of affordable housing throughout the City.

H1.6  Encourage and incentivize the production of affordable housing on City-owned/publicly owned sites.

H1.7 Incentivize housing development on existing surface parking lots serving

commercial, community assembly, or other boulevard-facing uses including the adaptive reuse and conversion of commercial buildings to residential use.

H1.8  Consider separating, reducing, or eliminating parking requirements for new housing.

- De-couple the provision of parking so that renters or owners could choose to rent or buy parking spaces as a separate transaction from the housing rental or purchase. This would facilitate more affordable options to address the needs of middle-income workers.

- Continue to establish reduced parking requirements and explore pursuing additional parking reductions or consider eliminating parking requirements for all housing projects where appropriate.



Santa Monica's neighborhoods are diverse and cater to a variety of lifestyles. Single family and multi-family options encourage diversity, and add to the character of the City.

GOAL H2: Identify additional opportunities to increase the amount of workforce housing in the City.

POLICIES:

H2.1 Provide workforce housing to complement and augment Affordable Housing Program initiatives and subsidies.

H2.2 Incentivize workforce housing as a community benefit along the boulevards and in the districts.

H2.3 Encourage workforce housing as a component of activity centers at locations accessible to transit.

H2.4 Consider separating, reducing, or eliminating parking requirements for workforce housing.

■ De-couple the provision of parking so that renters or owners could choose to rent or buy parking spaces as a separate transaction from the housing rental or purchase. This would facilitate more affordable options to address the needs of middle-income workers.

H2.5 Facilitate the efforts of major employers, such as hospitals, to create new workforce housing in the City.

H2.6 Explore ways to ensure that workforce housing, once created, remains an asset to the City. Covenants or deed restrictions should be used to ensure that the housing remains

affordable for an extended period of time.

GOAL H3: Encourage the creation of complete neighborhoods.

H3.1 Locate new housing opportunities near transit and within walking distance of local retail and services.

H3.2 Encourage complementary uses and local services adjacent to existing neighborhoods.

GOAL H4: Provide increased opportunities to stimulate a variety of housing choices.


POLICIES:


H4.1 Encourage the production of both rental and ownership housing.

H4.2 Continue to support programs for the housing needs of underserved populations, such as the homeless.

H4.3 Seek opportunities for increased senior housing throughout the City, particularly in areas that have the characteristics of complete neighborhoods with basic services within a short walking distance.

H4.4 Encourage a range of housing options in the Downtown, including the addition of ownership housing to enhance the district as a stable residential neighborhood and to capitalize on the Expo Light Rail line.

H4.5  Prioritize new housing for households with families.

H4.6  All services for homeless individuals will be directly linked to facilities and programs that are directed to ending homelessness, and those facilities will develop Good Neighbor Agreements with surrounding residents and businesses.

H4.7 A range of permanent housing options for homeless persons should be developed, with a focus on permanent supportive housing linked to services, consistent with Santa Monica’s fair share.

GOAL H5: Maintain and preserve the character and scale of the City’s existing residential neighborhoods, including single family and multi-family areas.

POLICIES:

H5.1 Ensure that new housing on commercial boulevards is designed to transition to adjacent existing residential neighborhoods in a way that reflects the scale of existing adjacent residential structures.

H5.2 Ensure that new housing in residential neighborhoods is compatible in scale and character with the surrounding neighborhood.

H5.3  Limit infill pressure on existing



Protecting and preserving the character and scale of the City’s residential neighborhoods is a major consideration of the LUCE. (See chapter 2.2 Neighborhood Conservation for further information.)

neighborhoods by instituting measures to preserve existing open space and low-scale and character-defining buildings, through a program of Neighborhood Conservation Overlay Districts, courtyard housing protections, modification of demolition regulations, the establishment of a Transfer of Development Rights process, and modification of development standards. Explore the implementation of a preservation and/or




Sustainable development and design ensures Santa Monica’s longevity, and allows future generations to enjoy living, working and playing here.


conservation ordinance.


H5.4 Recognize and promote the value of existing housing stock.


GOAL H6: Incentivize new housing to be located in areas and produced in ways that reduce GHG emissions.


POLICIES:

H6.1  Encourage housing to be located along transit corridors and close to transit stations.

H6.2  Encourage complementary uses and local services in conjunction with or adjacent to new housing, and locate housing in close proximity to existing services.

H6.3  Encourage or facilitate the inclusion of complementary land uses not already present within a neighborhood district such as grocery markets, daily services, and parks.

H6.4  Consider separating out, reducing, or eliminating parking requirements for new housing near transit.

H6.5  Establish minimum pedestrian and bicycle facility and connectivity standards in conjunction with new housing development.

GOAL H7: Promote the creation of new housing that is tailored to the needs of residents and emphasizes amenities that increase the livability of the residential environment, such as ground floor open space and access to natural light and air.

POLICIES:

H7.1 Require the inclusion of usable private and common ground floor open space that promotes passive and active social interaction.

H7.2 Encourage the incorporation of “quality of life” features in common areas such as seating areas, landscaping, and recreational facilities.

H7.3  Encourage pedestrian and bicycle connections that support active and healthy living, and increase accessibility to daily needs and services.

H7.4 Encourage context-sensitive design that opens to the neighborhood with pedestrian-friendly features such as entrances, large windows, balconies, stoops and porches facing the street.

H7.5 Ensure that site and building design responds to Santa Monica’s natural environment through access to natural light and air.

diversified and sustainable economy

The City of Santa Monica recognizes that its residents' sense of well-being stems in large part from the quality of the municipal services the City provides. The City also recognizes that this high quality of services is dependent upon a healthy and diverse economy. Commercial and industrial uses are important components of the City's economic diversity and rich heritage in that they provide a source of local jobs and generate a significant portion of the City's municipal revenues. They also contribute to the cohesiveness of the neighborhoods by providing convenient local shopping opportunities that enhance the City's image and livability.

The recent downturn in the global and national economies provides a graphic lesson for the City — it demonstrates how Santa Monica can be dramatically affected by activities and events that occur outside its corporate limits, and how the City's diverse commercial base provides economic strength. While the City's economic and fiscal performance on a relative basis has suffered less than many other communities,



Santa Monica has a diverse economic base that includes the hospitality, retail, automotive, entertainment, creative arts, office, and medical sectors.

there are a number of negative economic trends in Southern California and other parts of the country that will affect local businesses and the consequent funding for local governmental programs for several years or longer.

Perhaps the most wide-reaching impact affecting local residents is the decline in housing production, home values and housing market transactions, which together have significant ramifications for the mobility and net worth of individuals, and the employment levels and portfolios of major property companies.

Other external market impacts on the Santa Monica economy have immediate implications for local businesses, and therefore on municipal revenues to pay for public services. Some of these more obvious influences include the decline in overnight visitation, a trend that is negatively affecting the occupancy rates and overall performance of local hotels and motels, restaurants and entertainment venues and retailers. In turn, these declines are felt in transient occupancy taxes and sales taxes, two of the most important sources of municipal revenue for the City. Increases in the rate of unemployment along with declines in the rate of new job formation have led to declines in the growth of household income, once again influencing restaurant/retail



The rapid economic downturn in 2009 created hardships in many sectors including the housing, retail, tourism and service commercial industries.

sales and subsequent sales tax generation. In all likelihood, rising unemployment also engenders the need for an increase in the magnitude of municipal services, including expenditures for public safety, social welfare-related services and public housing. Further, declines in business performance as measured in sales volume also affect employment levels and ultimately municipal revenues by reducing the amount of business license fees that are collected and utility tax payments, not to mention significant reductions in automobile sales and leasing activities that further weaken the retail sales tax base.

Declines in the performance of the national and state economies also can impact the flow of transfer payments to the City from

“...it is important to vigorously encourage land use policies that encourage the local economy to both diversify and prepare for the challenges that are brought about by changing market conditions.”

other governmental agencies. The loss of these inter-governmental transfers can require local communities to shift monies from other activities to maintain service levels of key programs. In other instances, it can cause the deferral and/or delay of important capital improvement activities such as the development of roads and public transit.

The City recognizes the potential for these larger economic cycles to have profound impacts on the local economic base, and on the local capacity to generate municipal revenues. There is a high likelihood that these swings will happen again in the future, and it is important to vigorously foster land use policies that encourage the local economy to both diversify and prepare for the challenges brought about by changing market conditions. It is also important to recognize that the City needs to be flexible in its approach to accommodating businesses and their various locational and other operating requirements,



Diversity among economic sectors is key to the City's long-term success and viability. Of particular importance to the community is the preservation of local-serving uses and amenities.

as it is highly likely that many of the businesses that will be dominant 20 years following adoption of the LUCE may not even be in existence at this time.

The LUCE embodies a number of urban planning principles that will influence the placement and character of economic activities in the City. For example, the continued support and expansion of local commercial and industrial uses at key locations adjacent to transit will ensure accessibility, maximize efficiency of urban service provision, decrease reliance on automobile use, and reduce GHG emissions. Their contribution to municipal revenues is also critical to the provision of a high level of public services. Future economic activities must also reflect a heightened sensitivity to energy efficiency and other critical performance standards.

MAJOR FUNCTIONS OF A DIVERSIFIED AND SUSTAINABLE CITY ECONOMY

- **Encourage and support the key goals of the community: sustainability and mobility**, recognizing their increasingly important role in maintaining economic strength.
- **Create opportunities for personal and community growth** and provide the basis for enjoyment of a high standard of living.
- **Respond to the needs of its residents** for local services and provide a source of jobs.
- **Respond with flexibility to technological change** and adapt to internal and external forces of change.
- **Capitalize on opportunities** presented by land use and related development policies that will encourage businesses locating in the City and provide opportunities for strengthening the local economy.
- **Serve as an important force in the promotion of social equity** and diverse residential neighborhoods.
- **Ensure that Santa Monica can meet its current economic needs** without compromising the ability for future generations to do the same.

Principles for a Sustainable Local Economy

Accordingly, this chapter lays out the goals, policies and actions that the City will undertake to maintain its economic base of businesses that generate employment and promote the overall economic health and vitality of the community, yet also reflect the need for greater ecological awareness and the importance of reducing their impact on the environment.

Given the above concerns, the goals, policies and actions of the LUCE are designed in

concert with the principles for a sustainable economy identified in the City's forthcoming Strategy for a Sustainable Local Economy, particularly:

- Encouraging sectors that generate high revenues relative to their impact on land, including information, professional, scientific and technical services, accommodation and food services, arts, entertainment and recreation, health, social and education services, retail trade, finance, insurance, and real estate



Competitive advantage: A key factor in the City's economic success has been its ability to remain competitive in the region for high-value commercial space, and at the same time provide locals with the neighborhood-serving amenities they desire.

- Giving high priority to retail and accommodation/food industries because of their importance to the City's fiscal sustainability
- Encouraging businesses that contribute to the City's vital arts and creative character and that help sustain Santa Monica as a unique retail and tourist destination

The chapter also undertakes an analysis of the City's economy to ensure that the LUCE's principal land use and transportation recommendations are economically sound and designed to support sustainable growth well into the future. It illustrates the fact that the City's employment growth and increasing land values over the past years has provided, and will continue to provide the City with municipal revenues that give it a significant amount of fiscal flexibility relative to other cities.

Reflecting these trends, a separate feasibility analysis found that there is sufficient site value within the City to require significant community benefits as recommended by the land use chapter for buildings that rise above a base height on the boulevards and in the districts.

BACKGROUND ISSUES

Prior to the completion of the LUCE, the Planning and Community Development Department published the *Opportunities and Challenges Report*, a document that provides important economic background information about the City while framing a number of key economic questions that should be addressed in the LUCE document. These include the following concerns:

- How can Santa Monica plan for the regional aspects of its economy, medical and educational institutions, and "locational draw" to create balanced growth and enhance the quality of its residents?
- What role can visitor services play in Santa Monica's future?
- How much new housing should Santa Monica plan for to maintain inclusiveness and opportunities for affordable housing and yet retain an "appropriate town scale"?
- What types of new development could fulfill the City's diversity and quality of life objectives?
- How best can the existing industrial areas meet Santa Monica's needs?
- What is the appropriate scale and mix of uses for boulevard commercial corridors?
- What is the appropriate scale and character of specialty commercial corridors?
- How can the City maintain its economic vitality and protect its economic advantages?
- How can the City foster small businesses and establishments to maintain its uniqueness?

The economic dimensions of these questions and concerns are considered in this chapter.

Population Trends

The scale and composition of Santa Monica’s current and future population is an important factor that impacts the LUCE process, since local resident demographic trends help predict the likely demand for housing, local services, transportation and cultural facilities. Santa Monica’s population growth patterns and socioeconomic characteristics differ in many respects from the rest of the Southern California region. As a group, its residents tend to be older, more affluent, and more racially and ethnically homogeneous. They also tend to live in smaller households.

Table 1 represents the historic population growth trends in the City since 1960 as recorded by the 10-year census. In terms of local resident growth, the City has experienced periods of increase, such as in the 1960s, and periods of decline, such as in the 1980s and 1990s. In recent years, the City of Santa Monica’s resident population has grown in numbers at a pace faster than at any other time during the past 50 years. This trend coincides with the boom in residential development in the region.

**Table 1
Historic Population Growth, City of Santa Monica 1960–2009**

Year	Population
1960 Census	83,249
1970 Census	88,289
1980 Census	88,314
1990 Census	86,905
2000 Census	84,084
Net Change, 40 Years 1960–2000	835
Annual Average Increase	21
2009 Estimate, DOF ¹	92,494
2009 Estimate, Trend-based ²	88,700

¹Estimate per State of California Department of Finance.
²DOF Estimate modified to reflect local household size.
 Source: *United States Census; State of California Department of Finance, W & W, Inc.*

BASELINE ECONOMIC PROJECTIONS

The following sections provide a review of the economic and socioeconomic projections that are presented in the *Opportunities and Challenges Report*, and serve as important background information to the LUCE.

Also presented in Table 1 is a population estimate for the City of Santa Monica as of January 2009 that was prepared by the State of California Department of Finance. According to their Demographic Research Unit, the population currently stands at 92,494 persons,

constituting a net increase of 8,410 persons over the last nine years. However, it is important to recognize that this estimate is based on somewhat dated and incomplete information for residential occupancy characteristics and typical household sizes. As a result, a second estimate has been prepared that is believed to be more reflective of local economic conditions and historic occupancy patterns. This estimate suggests that as of 2009, the City has approximately 88,700 residents. This lower figure was utilized in the projection of future housing and other land use requirements in the LUCE.

Projected Population Growth, 2008–2030

Future population growth is an important consideration in the LUCE, as the Plan must provide sufficient capacity for new housing and local services to accommodate the changing needs of both existing and new residents. A range of growth scenarios were considered, with particular weight given to recent forecasts prepared by the Southern California Association of Governments (SCAG), the regional planning agency responsible for providing population, housing and employment forecasts for cities and counties. Based upon SCAG forecasts and demographic research¹ presented in the City’s *Opportunities and Challenges Report* (2005),

¹ Based upon SCAG regional projections completed in 2004.



Santa Monica's population is growing at a slow pace, and is expected to increase by several thousand people by 2030. It is important that City services and infrastructure keep pace with population growth.



Regional Housing Needs Assessment (RHNA): State mandates require the City to provide a certain number of housing units within a specified period of time. Santa Monica has been very aggressive in meeting these numbers, as evidenced by the provision of high-quality affordable housing units in the City.

Table 2
Alternative Population Forecasts for City of Santa Monica 2008-2030 (Rounded)

	Estimate							Projected Change, 2000–2030	
	2008	2009	2010	2015	2020	2025	2030	Annual Growth	Total
<i>Low Current Estimate</i>	88,400	88,700	88,900	90,000	91,000	92,000	93,500	232	5,100
<i>High Current Estimate</i>	90,926	92,500	92,800	93,700	94,800	95,900	96,500	253	5,574

Table 3
Projected Housing Requirement for City of Santa Monica 2008-2030 (Rounded)

	Estimate							Projected Change, 2000–2030	
	2008	2009	2010	2015	2020	2025	2030	Annual Growth	Total
<i>Required Housing Units</i>	49,700	49,900	50,200	51,300	52,400	53,500	54,600	223	4,900

Table 4
Projected Employment Growth for City of Santa Monica 2008-2030 (Rounded)

	Estimate						Projected Change, 2000–2030	
	2008	2010	2015	2020	2025	2030	Annual Growth	Total
<i>Total Employment</i>	99,500	100,200	102,100	104,000	105,900	107,800	377	8,300

two alternate forecasts were prepared which show possible scenarios for population growth in Santa Monica for the period 2008–2030, one building on the current estimate prepared by the California State Department of Finance (DOF) and one following historic trends. The forecasts presented in Table 2 indicate that population in the City is expected to increase by an amount ranging from 5,100 persons to 5,600 persons over the 22-year projection period, or at an annual rate of 230 to 250 persons.

Housing Growth Projection

The housing growth projection is based on the anticipated needs of the City's future residents and their changing socioeconomic characteristics. Anticipated demographic changes include trends toward smaller household sizes as the City's population on average becomes older and more affluent and families follow national demographic trends toward fewer children and more single-parent households. Allowance is also made for a share of the population to live in group quarters such as assisted living and congregate care facilities, and for continuation of the City's normal vacancy rate and replacement of older obsolete units. Based upon these factors, the projected growth in housing for the period of 2008–2030 is 4,900 units as shown in Table 3.

Labor Force

The labor force includes City residents who are at least 16 years of age and are employed or looking for work. Based upon the most recent available data presented in the *Opportunities and Challenges Report*, the labor force participation rate in the City is 69.5 percent, a figure substantially higher than the County average of 60.5 percent. About one-third of the labor force (32.3 percent) works in Santa Monica. Accordingly, following the lower population forecast presented in Table 2, the projected growth in Santa Monica's resident labor force is potentially 3,200 job-holders over the period 2008–2030, reflecting an anticipated annual growth of 150 net new participants per year.

The future size and composition of the labor force, coupled with the degree to which City residents choose jobs located in the City rather than outside its jurisdictional boundaries, has a number of implications for planning employment areas in the LUCE. A good match between the City's labor force and the mix of jobs located in the City could lead to a higher percentage of residents who also work within the City. Such a match is encouraged by the LUCE and the *Sustainable City Plan* in their support of locally-focused employment opportunities.

Employment

Employment is a key consideration in the local economy as it represents the primary source of income for most residents. In addition, employers operating local businesses are one of the major sources of the City's municipal revenues, which support ongoing public services. In contrast to the City's labor force, which essentially measures the capacity of the residents to work but not where they work, local employment provides a measure of the actual number of jobs that are located within the community, and serves as the foundation for its long term economic growth and stability.

The Land Use and Circulation Element adopted in 1984 established as a target the addition of 30,000 jobs in the City between 1980 and 2000. While this target was not fully realized, over the 25-year period a total of 22,200 jobs were added to the local economy, an increase greater than 10 times the growth in City population over the same period.

In contrast to prior plans, the current LUCE strikes a much closer balance between jobs, population and housing. Over the 22-year forecast period of 2008–2030, total employment in Santa Monica is expected to increase by 8,300 jobs, a rate that approaches 380 new jobs per year. This forecast is presented in Table 4.

ECONOMIC SECTOR ANALYSIS

It has generally been recognized that the recent enhancement of the City's economic base with commercial development activities has created pressures on the existing transportation network. One important mission of the LUCE is to address this problem from a number of different approaches that should result in new land use regulations to ensure that future growth responds to community needs and provides suitable public benefits without further exacerbating local transportation problems. In this regard, economic activities that are considered most critical to the City's local economy are those sectors that provide both private benefits in the form of local employment and convenience (e.g., hospitals and local-serving retail stores) and those which provide community benefits by generating municipal revenues that support public services (e.g., hotels and automobile dealers). Those sectors considered to play a critical role in the economic future of the City are identified and briefly reviewed.

- Hotels/Tourism
- Retail, including cinemas
- Automobile dealers, an important component of the City's retail base
- Creative employment, including both information-related and cultural occupations

- Local-serving office employment
- Medical facilities

Hotel/Tourism Sector

The Hotel/Tourism sector is a major contributor to the City of Santa Monica, both as a source of private employment and as a major contributor to the General Fund through the generation of Transient Occupancy Taxes (TOT) and retail sales taxes. Based upon surveys conducted by the Santa Monica Convention & Visitors Bureau (SMCVB), visitors produce tax revenues that are estimated to represent 15 to 20 percent of the current revenues contributed to the City's General Fund; during 2007, for example, the average TOT generated by hotel occupancies amounted to the equivalent of \$9,000 per hotel room.

The SMCVB monitors three classes of visitors who come to the City: Overnight Hotel Visitors, perhaps the most important from a revenue generation perspective; Overnight Visitors Staying in Other Accommodations; and Day Visitors Living Outside Los Angeles County. Over the period 2003 to 2006–2007, total visitors to Santa Monica increased by 19 percent from 4,679,000 to 5,578,200, a net

² The most prominent visitor in terms of actual visitation—the Day Visitor Living in Los Angeles County—is not recorded for statistical purposes. If considered, visitor expenditures would likely constitute an even larger share of municipal revenues.



Luxury/deluxe hotels are the most common overnight accommodations in the City, and constitute one of the strongest performing visitor-oriented economic sectors in Santa Monica.



The Ambrose is one of several hotels located outside of the Downtown area. The LUCE recommends that additional rooms be added to the inventory to provide visitors with affordable options, particularly near the Healthcare District.

Table 5
City of Santa Monica Existing Hotel
Performance 2006–2007

Hotel Class	Total Hotels	Total Rooms	Occupancy Rate
Luxury/Deluxe	8	1,578	80.7%
First Class	6	870	81.9%
Mid-Price	9	586	94.5%
Budget/Value	12	373	82.5%
Total	35	3,407	83.6%



Budget/Value hotels and motels are located mostly along the commercial boulevards. This motel on Main Street, is an affordable option located close to the beach and Main Street’s eclectic mix of land uses.

growth of nearly 900,000 visitors. Leading this positive trend has been overnight hotel visitors with a 54 percent increase in nights stayed.

Overnight visitors to Santa Monica are served by the City’s approximately 35 hotels that offer close to 3,500 and additional hotel inventory in smaller, nontraditional facilities. Of this inventory, nearly 75 percent were classified in the Luxury/Deluxe and First Class categories, the balance in the Mid-Price and Budget/Value categories. During 2006–2007 the four classes of facilities combined to achieve an occupancy rate of 83.6 percent, well above the county average which was in the mid-70 percent range. According to PKF Consulting, an internationally recognized hospitality data source that tracks about 78 percent of the existing City room inventory, the occupancy rate dipped only one to two percent in 2008, though the first half of 2009 has witnessed significant declines in both room prices and occupancy rates, a pattern of performance that is in keeping with the entire hospitality industry. The most recent data from August 2009 shows approximately 77 percent occupancy rate. In spite of the recent economic downturn, the beachfront location and vibrant atmosphere of the City should assist in making this one of the strongest performing visitor markets in the region, and likely one of the first to rebound in the near future.

The four hotel classes are summarized by room count and recent occupancy percentages in Table 5.

Areas within the City that could be considered most suitable for new hotels or expansions of existing facilities include the following:

- Downtown, east of Ocean Avenue in immediate proximity to the Third Street Promenade and a number of restaurants and other tourist-serving facilities
- Lincoln Boulevard, both north and south of the freeway interchange with I-10, as these sites have excellent regional access and proximity to the Downtown, LAX and other visitor attractions
- Pico Boulevard at its intersection with I-10 at the eastern edge of the City, a site which would enjoy excellent freeway visibility and access while being supported by a range of nearby restaurants and services
- Adjacent to or near the medical complexes, along Wilshire, Santa Monica and Colorado Boulevards, as this location could serve both the hospitals and the employment centers near the intersection of Olympic Boulevard and Cloverfield Boulevard
- Bergamot Station vicinity, a location that would be suitable for visitors to this important cultural center that would also be adjacent to the regional transit system to the Downtown and other parts of the county

Retail Sector

The Retail sector plays a number of important roles in the City of Santa Monica:

- Providing a wide array of goods to satisfy the daily needs of local residents
- Serving as a source of recreation and entertainment for both residents and visitors at prominent locations such as the Santa Monica Pier, Downtown/Third Street Promenade, Montana Avenue and Main Street
- Offering an important source of employment to residents and nonresidents possessing a range of skill levels; and, ultimately, generating retail sales taxes that currently constitute 12–14 percent of the City’s General Fund Revenue base
- Providing sales tax to the general fund to support city priorities such as social services

While the market performance of the retail component of the local economy is generally quite strong, there are several retail sub-sectors that have not generated sales at or near the levels that might be expected given the size and character of local resident demand. These “underperforming” sectors at present include General Merchandise/Department Stores, which achieved the equivalent of only 28 percent of potential City resident sales in that category; Drugstores, with a capture of only 37 percent of potential sales; and Service Stations, with a capture of 71 percent of the sub-sectors’ potential sales.



The Third Street Promenade is the City’s retail anchor, and a large generator of revenues. Part of Third Street’s success is its diverse mixture of retail, dining and entertainment uses that draw locals and visitors alike.

The analysis strongly suggests that City of Santa Monica residents are currently making extensive purchases of both Shopper Goods and Convenience Goods outside the City of Santa Monica. While the renovation of Santa Monica Place should begin to address the current under performance of General Merchandise/Department Stores and strengthen Shopper Goods³ sales, other

retail opportunities to broaden sales tax opportunities should be pursued.

Shopper Goods

With the redevelopment of Santa Monica Place, there are excellent opportunities for additional specialty shopper goods retail development on adjacent sites in the Downtown area, which will be further enhanced as a retail location

³ Shopper Goods are characteristically defined as including: Apparel and Accessories Stores, including shoes; General Merchandise retailers, including department stores; Furniture, Home Furnishings and Appliance stores; and Other or Specialty stores that include a range of retailers such as books, sporting goods, gifts, office supplies and florists. Convenience Goods refer to items that are frequently purchased at food stores including supermarkets, drugstores and limited-price variety stores.

by the arrival of the Expo Light Rail line. Sites on Lincoln Boulevard south of I-10 are suitable for retail development, though site assembly for any larger project constitutes a major challenge. Specialty retail stores are appropriate on any of the major boulevards, though the prime locations for these uses will continue to be Montana Avenue, Downtown/Third Street Promenade and Main Street.

Convenience Goods

The supply and demand analysis gives strong indication that the City of Santa Monica is currently underserved with respect to major drugstores. Such uses would be excellent anchor tenants at the major activity center overlays and they could also be placed at free-standing locations on major boulevards near residential neighborhoods.

Eating and Drinking Facilities

While smaller coffee shops and deli-type facilities can find locations almost anywhere that permits commercial activities, they would be highly suitable as part of the transit-oriented activity center overlays. Larger restaurants can serve as important anchor stores in visitor-oriented shopping districts such as the Downtown and the Montana Avenue and Main Street frontages, and neighborhood-serving commercial centers such as Pico and Ocean Park Boulevards. They also would provide important amenities to emerging districts such

as Bergamot Station and other activity and employment centers.

Automotive Group/Service Stations

Historically, the Automotive Group — consisting of new and used automobile dealerships, automobile leasing companies and automotive parts dealers — has been an important component of the City’s retail base. Given the strategic importance of automotive-related sales taxes to the City, it is important for the LUCE to provide for the expansion requirements of major automobile dealerships and be prepared for the likely restructuring of the entire industry as it responds to the new environmental regulations designed to control the automobile’s carbon footprint. This response in the LUCE will call for expanding upon the concepts introduced in Interim Ordinance 2264 (CCS) related to automobile dealerships and their need for more intensive development at their existing locations. Approaches should also be considered that will promote more intensive automobile storage through joint parking solutions.

Cinema

Movie theatres have played a critical role in the revitalization of Downtown Santa Monica and the emergence of the Third Street Promenade as a premier visitor destination in Southern California. There are presently four major cinema complexes in the Downtown offering



Auto row: *The automotive/service group is a major component of the City’s retail base. The LUCE supports their continued viability, as well as a new urban form for auto showrooms (See chapter 2.4 Boulevards for further information).*



Dinner and a movie: *Major cinema complexes contribute to Downtown’s attractions, offering dozens of screens and thousands of seats. In order to remain competitive in the region, the LUCE recommends updating and expanding this retail sector.*

a total of 21 screens and over 5,500 seats. The facilities were largely developed in the 1980s, and their ability to draw large numbers of patrons are generally recognized as a major catalyst for the rise in popularity of the Promenade and the entire Bayside District.

In recognition of the need to maintain competitiveness and modernize the cinema complexes in Santa Monica, and in response to recommendations by a City Council-appointed Promenade Use Task Force, the City is pursuing the redevelopment of one of the downtown parking structure sites to include modernized cinema facilities. Therefore, it will be important for the LUCE to support the redevelopment of the theatres by encouraging cinema development as a single use development or within a mixed-use development that can provide for their unique requirements.

Creative Industries

In recent years the City of Santa Monica has witnessed significant growth in the Creative Industries. This change has occurred partly as a consequence of the structural changes in the regional economy which have led to the emergence of entertainment services and other information-related occupations to replace manufacturing employment, and partly due to the City's strategic location relatively near the Hollywood/Burbank complex of film and

Table 6
Comparison of the Relative Concentration of Creative Industries in Santa Monica Relative to the United States (Rounded)

	United States	Santa Monica
Total Employment 2006	132,000,000	75,000
Creative Arts Employment 2006	2,900,000	11,500
Creative Arts Employment as Percent of Total Employment	2.2%	15.3%

Source: EDD; HRA, Inc.

television production studios. In addition, within the community there is strong support for the creative arts that has encouraged the rise of public and private cultural institutions, venues for performing arts and concentrations of art galleries that are found at Bergamot Station, and creative studio and arts-related businesses on Pico Boulevard and the Santa Monica Airport.

Of particular significance is the emerging Post-Production Industry related to motion pictures and television. According to the most recent available data provided for 2002, the City of Santa Monica's market share represented more than one-sixth of all employment in this industry within Los Angeles County.

One indicator of the City of Santa Monica's interest in and support for Creative Industries is the magnitude of local employment that is

Encouraging the growth of creative industries in Santa Monica is consistent with the City's commitment to support the creative arts, a sector that employs a large number of Santa Monica residents.

focused in the creative and artistic fields. As noted in Table 6, relative to the rest of the country, Creative Arts employment is roughly seven times as prevalent in Santa Monica.

There are a number of reasons for encouraging the growth of Creative Industries in Santa Monica. First, it would be consistent with the City's broader goals and commitment to support the creative arts and related activities within the community. Second, given the large



Creative Arts: Santa Monica contains a high concentration of Creative Industries, from film and music production, to art galleries, studios and complexes. Remaining a center of creativity is a community value.

number of residents currently employed in the creative fields, this type of employment can be viewed as local-serving in character. Finally, traffic studies indicate that many of these businesses have commuting patterns that cause substantially less stress on peak period traffic conditions than other more conventional businesses.

While the LUCE provides a number of suitable locations for the Creative Industries, their primary focus would logically be in the Bergamot Transit Village and Mixed-Use Creative Districts as well as the Industrial Conservation District and the Memorial Park Activity Center Overlay. Artists' galleries would also add interest to visitor-oriented shopping districts, such as Downtown, Montana Avenue and Main Street.



Mom and pop: The LUCE emphasizes local-serving, small business opportunities and recommends small floor plate design, catering to local enterprises, as well as neighborhood-serving uses.

Local-Serving Office Employment

The LUCE includes pro-active measures to manage the amount of regionally-oriented office space by targeting its future location to areas of the City served by transit, and by requiring substantial benefits, such as affordable and workforce housing. In addition, the LUCE encourages:

- Fostering local-oriented office developments that feature relatively small floor plates appealing to the local professional and creative community
- Locating space in the neighborhood-oriented activity center overlays within walking distance of local users
- Dispersing sites along the boulevards rather than in large office complexes that would be attractive to regional users

- Encouraging local-oriented space as a component of integrated mixed-use projects with shared parking requirements

Further, the LUCE recognizes that general office growth would be most appropriate on sites in the Downtown area with some local-serving office space along the transit corridors.

Medical Facilities

Changes in the practice of medicine, in combination with the economics of providing hospital-related medical care, have led to a pronounced reduction in the number of hospitals in Southern California over the last 20 years. According to recent articles in the *Los Angeles Times*, more than 50 hospitals have closed in southern California between the period of 1996 to 2009, and according to the *Kaiser Daily Health Policy Report* dated September 24, 2007, there are nearly two dozen private hospitals in Los Angeles and Orange Counties facing serious financial problems and possible closure. Among these recent closures were hospitals in the nearby communities of Culver City, West Los Angeles and Hawthorne. As a result of these changes in the availability of medical care, the two major medical complexes in Santa Monica—Santa Monica-UCLA Medical Center and Saint John's Health Center—need to be recognized as regional resources, with service areas that extend well beyond municipal boundaries.



The Santa Monica-UCLA Medical Center has been in operation since 1926, and is internationally renowned.

Given the likely expansion of the service areas of the medical facilities and the constantly changing technology related to medical care, it will be important for the LUCE to provide for the future expansion of these facilities, and to consider ways that the hospitals can provide needed housing for staff who are unable to rent or buy locally. The LUCE encourages mixed-use development in the medical precincts and incentivizes workforce housing for hospital employees.

SANTA MONICA BUDGET TRENDS

This section provides an overview of general trends in the City's General Fund revenues and expenditures since the mid 1990s, and some of the budgetary issues facing the City in future years during the implementation period of the LUCE. It also provides general commentary on the revenue and expenditure implications of those land uses that are of critical importance to potential municipal revenues in the City.

The City of Santa Monica is a charter city that provides a wide range of traditional municipal and public enterprise services. The City's

finances are organized into a series of funds and account groups. Counting all funds, total City revenues in Fiscal Year (FY) 2008–2009 were estimated⁴ at \$543.8 million and expenditures were budgeted at \$555.3 million.

The General Fund is the principal City operating fund and accounts for all of the basic City operations (e.g., public safety, cultural and recreation activities) that are not accounted for in a separate fund. In FY 2008–09, General Fund operating revenues totaled \$245.0 million, and expenditures were budgeted at \$259.9 million. Although the City ranked 77th in the state in terms of total population⁵ it was the 8th largest in terms of General Revenues⁶ as of FY 2006–2007, the most recent year for which such comparative data are available. Furthermore, in terms of General Revenues generated per capita, the City ranked first among jurisdictions with a minimum population of 50,000 persons.⁷

Santa Monica is one of very few cities in the nation that enjoys a triple-A credit rating from all three major municipal investment rating agencies. Santa Monica's positive



For over six decades, Saint John's Health Center has been providing families with a full spectrum of diagnostic and treatment services.

⁴ As of the date of this publication, the City's municipal revenue and expenditure totals for Fiscal Year 2008–2009 are considered as estimates that are subject to final audit.

⁵ California State Controller, Cities Annual Report, Fiscal Year 2006–2007.

⁶ Per the California State Controller, General Revenues are defined as revenues that cannot be associated with a specific expenditure, thus do not include enterprise funds and other charges that pay for activities such as transit utilities and direct services. Examples are property taxes, sales taxes and business license taxes.

⁷ California State Controller, Cities Annual report, Fiscal Year 2006–2007.

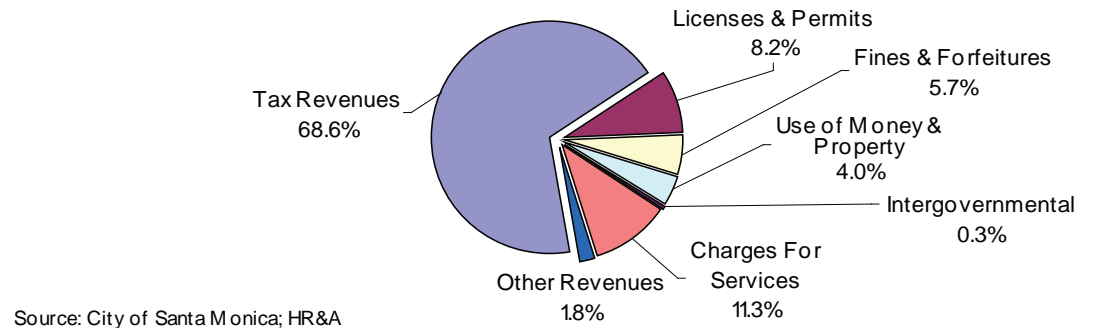
fiscal situation is a product of the City’s encouragement and support of an increasingly diverse economy, careful management of resources by the City’s administration, and prudent decisions made by the City Council as it adopts and revises the budget.

General Fund Revenue Trends

Figure 1 summarizes the composition of estimated actual General Fund revenues in FY 2008–09. The graph shows the importance of Tax Revenues to the General Fund. For the recent FY 2008–09 they represented nearly 70 percent of the Total General Fund revenue base.

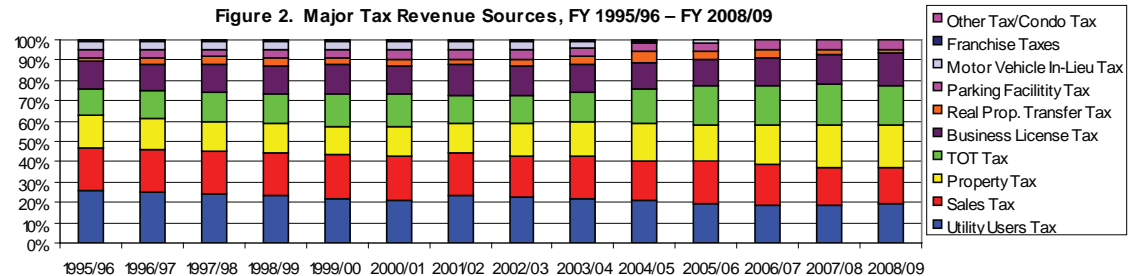
Figure 2 delineates the types of tax revenues that contribute to the General Fund and their relative contribution on an annual basis since FY 1995–1996. In recent years, the largest sources of tax revenues in terms of dollar contribution included Property Taxes, Utility Users Taxes, Transient Occupancy Taxes (TOT), Sales Taxes and Business License Taxes. In FY 2008–2009, for example, each of these sources generated between \$27 and \$36 million to the General Fund. Trends and factors influencing the volume of revenues flowing from these prime sources are reviewed below. All are potentially influenced by the land use policies embodied in the LUCE.

Figure 1. Major General Fund Revenue Sources, FY 2008/09



Source: City of Santa Monica; HR&A

Figure 2. Major Tax Revenue Sources, FY 1995/96 – FY 2008/09



Source: City of Santa Monica; HR&A

Property Tax

The City collects between 14 percent and 17 percent of the 1 percent general levy on all types of real property, subject to Proposition 13 annual value increase limits, plus applicable shares of voter-approved indebtedness (e.g., the main library construction bond) and special assessments. Given the limitations placed

on property appreciation by Proposition 13, this revenue source is heavily influenced by property sales and new development activities.

Sales and Use Tax

The City collects one percentage point out of the 9.75 percent sales tax charge levied on the purchase of most types of retail goods sold within the City limits. The City also collects

small shares of sales tax that are pooled by the County (e.g., certain construction contractor materials purchases) and the state. Year-to-year variation is primarily a function of changes in the general economy and the relative attractiveness of Santa Monica's retail markets. While local City residents are important purchasers of retail goods in the City, visitors and residents of adjacent communities such as Malibu and Pacific Palisades are also significant sources of potential revenues.

Utility Users Tax

The Utility Users Tax is a 10 percent tax on household and business bills for electricity, natural gas, telephone, cable television and water/wastewater services. Annual variation is a product of utility usage patterns and charges for services by the utility companies (and the City in the case of water/wastewater). Since FY 1995–1996, the Utility Users tax has increased by an average of \$740,000 per year. Over the 13-year analysis period, it has ranked as the largest source of tax revenue in most years, though recently has slipped to third or fourth place.

Transient Occupancy Tax (TOT)

The Transient Occupancy Tax, also known as the TOT or "Bed Tax," is applied to the price of hotel and motel room charges. Over the analysis period, it has ranged from fifth to second place among tax sources, depending

on the condition of the general economy. As the tax is paid primarily by nonresidents, it is an important source of revenue to offset the public service costs of visitors to the City.

Business License Tax

The Business License Tax is a tax applied to the gross receipts earned by individuals and companies conducting business in the City, with rates that vary by type of business. Over the analysis period, it has generally ranked as the fifth largest source of tax revenues. While an important revenue source, the LUCE must carefully consider these fiscal benefits with the broadly-defined costs associated with businesses located within the City, most significantly the additional burdens associated with employees and customers that commute and their related costs in the form of congestion and impact on the carbon footprint.

General Fund Expenditure Trends

Figure 3 provides a summary of General Fund expenditures from FY 1995–1996 through FY 2009–2010 in both nominal and constant 1995 dollars. Total General Fund expenditures (including operations and capital) increased over the period at an average of about \$14.8 million per year, though it should be recognized that nearly one half of the increase is due to inflation. About 46–47 percent of total City expenditures and 62–68 percent of

General Fund expenditures are for labor costs that cover salaries, wages and employee benefits.

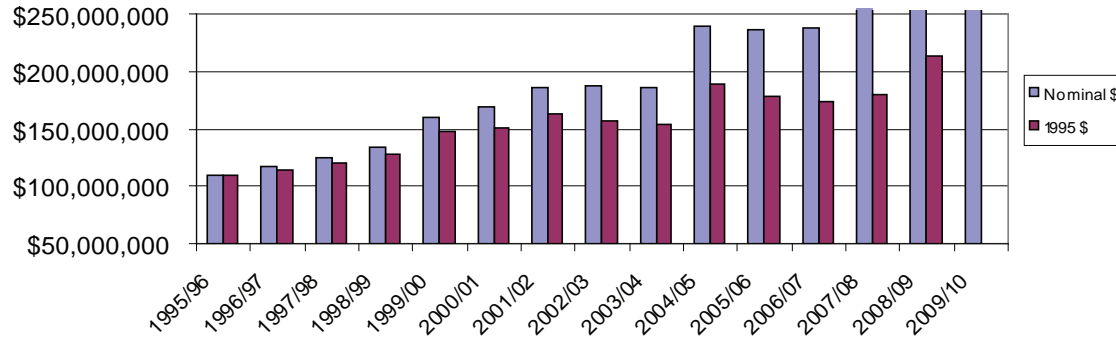
In FY 2008–2009, public safety (i.e., fire safety and police protection) accounted for about 30 cents out of every General Fund expenditure dollar, followed by Community, Cultural and Library services at 12 percent; City Administration (i.e., City Council, City Manager, City Attorney, Human Resources, Finance, and Election Services), 11 percent; and Planning and Community Development, 7 percent. Capital Expenditures accounted for about 18 cents out of every dollar of General Fund expenditures.

General Fund Expenditures for FY 1995–1996 to FY 2009–2010 are shown by major category in Figure 4.

Future Budget Considerations

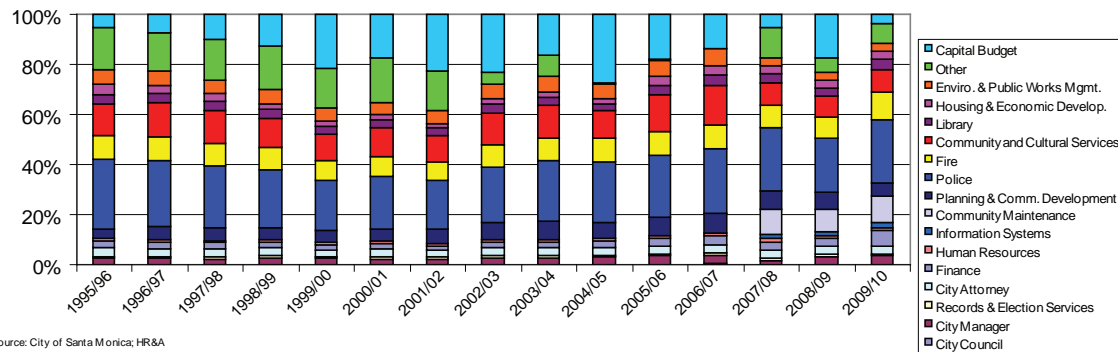
Annual revenues and their year-to-year fluctuations are determined largely by forces that are substantially beyond the City's direct control. These include the general condition of the world economy and national and state economies, all of which affect the employment outlook, consumer and business spending, interest rates and investment yield rates, inflation, and the volume of foreign trade. Population growth and demographic trends also exert strong influences on both the

Figure 3. General Fund Expenditures, FY 1995/96 – FY 2009/10



Source: City of Santa Monica; HR&A

Figure 4. General Fund Budgeted Expenditures, FY 1995/96 – FY 2009/10



Source: City of Santa Monica; HR&A

revenues and expenditures of the City budget. Nevertheless, the City has an increasingly diverse economy that helps to buffer it from these external forces. It also has an array of revenue sources, some of which can be adjusted in responses to changes in the general economy.

Under the LUCE, the City will focus new development in locations that are cost-effective in terms of their public services requirements, and will encourage those types of land uses that provide favorable municipal revenue benefits over time. In this regard, it is important to maintain flexibility with respect to allowable

land uses, as the pace of change is such that it is virtually impossible to know in advance what will be the most important business activities 20 to 30 years in the future.

General Fiscal Implications of Land Uses

Though external economic forces perhaps have the most influence on the overall health of City finances, land use decisions also play a significant part in the determination of locally-generated municipal revenues. For example, implementation of policies adopted as part of the 1984 Land Use Element to encourage hotel development in the oceanfront area, redevelop the Downtown, attract high-technology industries to the City's Special Office District, and adopt a *Hospital Area Specific Plan* to maintain the health services industry sector, all contributed to the current diversity of the City's economy and hence its fiscal well-being. From a revenue perspective, it is obvious that some land uses offer the City more benefit than others, and while this is not the only criterion when making long-term land use decisions, revenue implications do merit careful consideration.

On the expenditure side, the relative significance between one land use and another depends, in addition to project particulars, on how costs are counted. For example, the scale of a project's "marginal" (or

incremental) public service cost depends on existing and foreseeable capacity of service systems relative to the demand implied by a particular project. The LUCE approach of encouraging the concentration of future development in corridors with high accessibility should lead to important efficiencies in the cost of the provision of public services and capital costs, particularly in the area of transportation-related infrastructure and public works.



Industrial uses in the City provide residents with necessary services and products that they would otherwise have to purchase from somewhere else. Retaining these uses contributes to the City's sustainability, and ensures that small businesses maintain a presence in the local market.

CITYWIDE GOALS AND POLICIES

GOAL E1: Create an economic base that satisfies the commercial service needs of the City's residents while providing employment opportunities and a strong fiscal infrastructure for the City.


POLICIES:

E1.1 Make land use decisions that respond to changing market conditions and meet the needs of City residents and visitors.

E1.2  Judiciously manage the growth of existing and new uses that can generate the greatest potential for fiscal well-being and ensure financial support for a high level of public services.

GOAL E2: Maintain viable industrial areas in the City that respond to the changing character of industrial activities and generate jobs for local residents and other community benefits.

POLICIES:

E2.1  Foster the continued economic vitality of the City's industrial areas through land use regulations that support the continuation of these lands as generators of employment and providers of services that support local resident and business needs.

 denotes sustainable policy



Santa Monica is evolving, and the City should respond to changing conditions and attitudes that might affect its long-term viability. Harnessing opportunities like the Expo Light Rail will provide the City with sound footing to tackle the future.

E2.2  Maintain industrial conservation land uses in the same general amount and location in order to preserve existing industrial and commercial services as well as accommodate their transition to serving as sites for research and development activities, green industries and emerging technologies such as biotech industries.

E2.3  Target new uses in the Bergamot Transit Village and Mixed-Use Creative Commercial areas for the following types of businesses:


- Creative arts industries
- Production and post-production
- Advanced research and development activities

- Emerging technologies requiring “incubator” space
- Uses that create a high percentage of potential jobs for Santa Monica residents
- Businesses that support residents and existing businesses located in Santa Monica

GOAL E3: Facilitate the growth of creative-related business uses in the City.

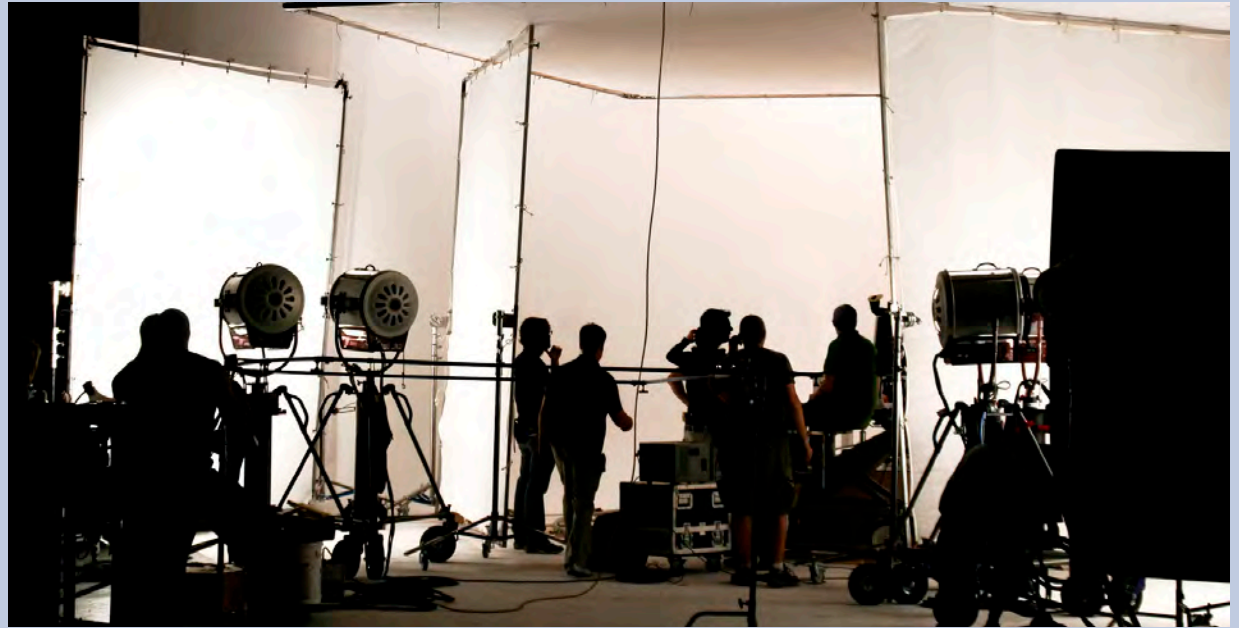
POLICIES:

E3.1 Support creative industries such as film and music production and post-production facilities in the major business districts including the Industrial Conservation and Mixed-Use Creative Districts.

E3.2  Encourage opportunities for business incubator space throughout the commercial and industrial districts of the City. Consider the creation of an integrated sustainable business hub that allows for a mixture of green local businesses that could range from wholesaling activities to small-scale manufacturing.

E3.3 Encourage film production and related uses to locate in a number of designated areas such as Bergamot Transit Village, and the Mixed-Use Creative and Industrial Conservation Districts.


E3.4 Maintain the focus of the Bergamot Transit Village area on the arts and creative uses as the area undergoes future change.





Supporting creative-related businesses is a priority. New land use designations in the Bergamot Station area emphasize production and artist spaces, including livelwork units.


GOAL E4: Support the retail sector in order to provide for the needs of local residents and visitors and augment sales tax revenues.

POLICIES:

E4.1  Support small, local retailers while providing opportunities for a variety of shopping experiences that range from neighborhood centers to regional-serving commercial in the Downtown.


E4.2  Encourage the preservation and enhancement of Main Street as a retail area that serves the residents of the surrounding neighborhoods and visitors to the City.

E4.3  Encourage the preservation and enhancement of Montana Avenue as a retail area that serves the residents of the surrounding neighborhoods and visitors to the City.

E4.4  Support the preservation and enhancement of existing neighborhood shopping areas throughout the City, including but not limited to the following areas:


- 26th Street at San Vicente Boulevard
- Pico Boulevard between Stewart Street and the I-10 Freeway

- North side of Pico Boulevard between 17th Street and Virginia Avenue Park
- Ocean Park Boulevard between 29th and 32nd Streets
- Ocean Park Boulevard between 16th and 18th Streets

E4.5  Encourage the creation of new convenience shopping areas in portions of the City that are currently underserved, with particular emphasis that they can be accessible by means other than by automobile.

E4.6 Support Downtown as Santa Monica's primary destination for comparison retail, including a mix of local, national and international shops and restaurants that serve residents, visitors and area employees.

E4.7 Encourage "Shopper Goods"⁸ retailers serving local residents and visitors to locate within the Downtown and along Wilshire, Santa Monica, and Lincoln Boulevards.

E4.8  Encourage the introduction of retail establishments selling convenience goods such as food stores and drugstores in the activity centers, on major boulevards near the Bergamot Transit Village and in the Memorial Park neighborhood. The City shall strive to locate these uses within a quarter of a mile of all residential areas of the City to ensure their accessibility by foot, bicycle and bus as well as by automobile.



Neighborhood retail streets, like Main Street, Montana Avenue and 26th Street are beloved by the community, and provide essential services, as well as environments that are conducive to social interaction, Placemaking and recreation.





E4.9 Encourage full-service restaurants at locations where they can serve as "anchor" tenants that attract residents and visitors to commercial districts such as the Downtown, Montana Avenue and Main Street. These uses also can provide an important amenity to emerging districts such as the Bergamot Transit Village.

Under the LUCE, the City will focus new development into locations that are cost-effective in terms of their public services requirements and encourage those types of land uses that provide favorable municipal revenue benefits over time.

GOAL E5: Create a "local business-friendly" environment that supports the retention and growth of locally-owned and operated small businesses.

POLICIES:


E5.1  Identify small business "opportunity" zones or districts in areas of the City that are currently underutilized and/or underserved and target them for local businesses that would prefer to relocate from high-rent areas.


E5.2  Through Development Agreements and other regulatory mechanisms, encourage the inclusion of affordable commercial space that is suitable for neighborhood-serving and/or locally-owned, independent businesses and start-up companies.

⁸ See page 3.4-10, footnote 3 for a description of Shopper Goods retailers.



Small businesses are important components of neighborhoods and contribute to the economic diversity of the City.

E5.3  Support existing and establish local retail areas that can accommodate small-scale retail and personal, professional and business services for the frequently recurring needs of local residents, with the goal of maintaining small “footprints,” and thus the character, of the district and its compatibility with the residential neighborhood.

E5.4  Identify candidate local shopping areas, and adopt strategies and programs to address access and parking needs that reflect their local market character with reduced parking requirements. Consider ways to improve their accessibility by foot, bike and bus.



Transient Occupancy Tax (TOT): Overnight guests drive less than day visitors. The City will prioritize the development of affordable hotels that offer rooms in the mid-range and budget/value categories.

GOAL E6: Encourage hotel and other visitor-serving uses in the City that support economic sustainability and are consistent with traffic reduction incentives.

POLICIES:

E6.1 Support the growth of additional hotel facilities, as overnight visitors provide important economic and fiscal benefits in the form of retail/restaurant sales and Transient Occupancy Taxes (TOT) but do not significantly contribute to traffic congestion.

E6.2 Encourage the development of affordable hotels that offer rooms in the mid-range and budget/value price ranges to ensure that the City provides a diverse number of room types to for visitors of all income levels.

E6.3 Support expanded or new hotel and motel facilities in areas that offer a full range of visitor services as identified in the LUCE.

GOAL E7: Encourage the revitalization of cinema complexes in the Downtown as major attractions for residents and other visitors.

POLICIES:

E7.1 Continue to encourage the revitalization of the existing cinema complexes in the Downtown in recognition of their importance as an entertainment activity that draws both local residents and visitors to the area and generates important benefits to retailers and restaurateurs through enhancement of the nighttime customer base.

E7.2 Encourage revitalization of cinemas through public-private partnerships where the City will assist in the process of land assembly and in the provision of necessary infrastructure and other forms of support for new or expanded theaters, recognizing the high land costs in the Downtown and the limited economic returns generated by cinema operations.

GOAL E8: Allow for the expansion and improved performance of automobile dealers in Santa Monica, recognizing their contribution to the local economy and the revenue base of the General Fund.

POLICIES:

E8.1 Support existing automobile dealerships to ensure that they operate in a manner that is respectful of their surrounding neighbors and positively contribute to the City's economic vitality.

E8.2 Encourage automobile dealers to develop shared inventory storage facilities in appropriate locations to meet their needs.

E8.3 Allow automobile dealers to reasonably expand in their current locations and otherwise respond to likely global changes in the automobile industry as long as their redevelopment is in the urban auto dealership format and incorporates mitigations to reduce any negative impacts on the surrounding residential and nonresidential uses. The expansion may occur on existing parcels used for automobile dealerships and on adjacent or proximate parcels.

E8.4 Encourage new automobile dealers that wish to operate in the City to consider locations on Santa Monica Boulevard east of Lincoln Boulevard and west of 20th Street.


E8.5 Continue to allow storage and repair facilities for dealerships to be located on parcels designated as Industrial Conservation sites.

E8.6 Encourage dealerships to provide on site automobile storage in above-grade structures or subterranean parking facilities. To this end, the City will consider allowing intrusions into the public rights-of-way for underground parking and storage facilities.

GOAL E9: Support the continued viability of existing office uses and local-serving offices as a means of supporting high-quality public services.

POLICIES:

E9.1 Support the continued operation of existing office park uses in the Santa Monica Business Park and along Broadway and Colorado Boulevard. Expansion or redevelopment of these facilities should occur with a public participation process and the development of an area plan or similar controls that ensure these developments provide community benefits and follow transportation policies related to traffic mitigation.

E9.2  Foster office uses that are oriented to local-serving businesses, including real estate, financial and insurance uses, and encourage properties to provide space that can be


adapted to serve smaller, local-market tenants. Ensure that office uses at ground floor include active frontages.


GOAL E10: Support the responsible expansion of the City's existing hospitals and their ancillary support facilities that are requisite to their missions of serving the community.

POLICIES:

E10.1 Support the responsible expansion of Saint John's Health Center and Santa Monica-UCLA Medical Center in the Healthcare District.

E10.2 Work collaboratively with the administrators of the hospitals to resolve issues of common concern.

E10.3  Encourage development of a continuum of healthcare uses such as congregate care, senior housing with services, outpatient clinics and other uses consistent with modern medical facilities.

E10.4  Encourage uses that support the continued operation and vitality of the hospitals, such as private medical offices, extended-stay hotels, cafes, restaurants, and workforce housing at locations that are proximate to the two hospitals.

community enrichment

Communities are made up of more than bricks and mortar. Social relationships and community programs contribute significantly to the quality of life in Santa Monica. The LUCE links together physical, natural and social environments to maintain and enhance a vital community. The LUCE integrates with citywide policies relating to:

- Open space, parks and recreation
- Arts and culture
- Active and healthy living
- Child, youth, senior and family education and programs
- Education and public facilities, and lifelong learning

The City of Santa Monica has long maintained commitments to recreational, cultural and social services, earning a national reputation for community-oriented policies, which are outlined in numerous studies and plans. These documents serve as guides for identifying and implementing a wide range of community benefits that are detailed in the Community Benefits chapter of this Plan.



OPEN SPACE, PARKS AND RECREATION

For many people, the ability to spend time outdoors is a key measure of quality of life. The City's strong reputation for outdoor living and recreation is largely based on its ideal climate and spectacular natural setting, which have promoted Santa Monica as an attractive resort and residential destination for the last 150 years. The beach, parks, open spaces, and recreational amenities continue to be important and valued community assets that are integral to life in Santa Monica. Specific goal and policy areas outlined in this section include:

- Beach enhancements, including improved connections and recreational facilities
- Open space, parks and recreation enhancements to facilitate enjoyment of the outdoors and encourage active living
- Integrating the LUCE vision for sustainable land use and transportation in complete neighborhoods to enhance green connections, preserve open space, minimize water consumption, improve air quality and support healthy living within the natural open spaces that define the Santa Monica lifestyle
- Emphasis on universal access to people of all ages, and individuals with disabilities

The City is a place to celebrate our natural environment, a palette of ocean reflecting the changing colors of the sky, miles of sand



Thanks to Susan Cloke, Chair of the Recreation and Parks Commission, for her contributions to this document and to Santa Monica's "City as Park" concept. This concept, incorporated into the LUCE, promotes new opportunities to complement neighborhoods and districts with additional green spaces. New parks, community centers, neighborhood gardens and "beach greening" projects like the one pictured above are included in this ongoing effort.

beaches, and the array of trees and plants that reflect the coastal desert ecology. The Beach forms the south-western edge of Santa Monica and is both a City icon and a physical place of great beauty, welcoming all to enjoy the water and the shore. The stewardship of this extraordinary natural resource is a community responsibility.

Along the bluffs above the Beach is Santa Monica's scenic Palisades Park. Amelia Arcadia Bandini de Stearns Baker, one of the original Rancho owners, donated this park to the newly created City of Santa Monica. Learning from her thoughtful gift, the City recognizes that the parks we build today are a legacy to

future generations of Santa Monicans. From Clover Park to Crescent Bay Park, from Douglas Park to Airport Park, from Virginia Avenue Park to Ozone Park, the City provides wonderful places for people to join together for sports, recreation, relaxation, picnics and parties.

Santa Monicans have spoken for a LUCE that creates places which allow us to build community, enjoy the natural beauty of the City, live an active lifestyle, walk and bike in comfort and safety, welcome tourists and visitors, and always do so in a way that protects and enhances the natural environment.



Streets are the “living rooms” of the City. Complete Green Streets should include comfortable and safe walking and biking connections among neighborhoods and incorporate well designed methods of infiltrating storm water, keeping toxic chemicals and illness-causing pathogens out of the Bay.

The existing balance of open space with housing is one of Santa Monica’s unique qualities that support a sustainable lifestyle. Preserving this important balance is key to maintaining complete neighborhoods and a green lifestyle.

Vision

Santa Monica continues to expand and enhance its Beach, parks and open spaces, incorporating the concept of “City as Park” which encourages green streets to create parklike connections between neighborhoods and major destinations.

The City seeks new opportunities for building parks in the neighborhoods, particularly in underserved areas, creating civic spaces that are beautiful and welcoming, and improving existing facilities and access to them. Additionally, the City seeks to improve recreational offerings at the Beach and enhance the Beach by strengthening green connections to the Beach and the ocean. Parks and open spaces will continue to be accessible, welcoming and including to all Santa Monicans and visitors.

Strategic Approach

From a philosophical perspective, outdoor spaces such as the Beach, parks, plazas and sidewalks/pathways provide opportunities for physical, social and cultural interaction, building a greater sense of community. These ideals are the foundation of the City’s Open Space Element, and its companions the *Parks and Recreation Master Plan* (1997), the *Community Forest Management Plan*, the *Sustainable City Plan*, as well as the concept of the “City as Park” Urban Design Presentation developed by the City’s Recreation and Parks Commission and endorsed by the Planning Commission.

The key themes of these plans include:

- Understanding the City as a park
- Expanding the community park system
- Protecting and enhancing the Beach
- Treating the streets as green connections
- Reclaiming lost open space
- Creating a central “seam” of recreation along the Expo Light Rail line
- Enhancing the role of schools as neighborhood parks

Community Parks

To meet the goals of active living and creating community, it is important to have carefully designed parks that express the individual

character of each neighborhood, within walking distance of most residences so that children can walk to their neighborhood park and families can gather together in parks. The City will continue to encourage providing easily accessible open space for everyone, exploring creative alternatives with the goal of meeting the national standard of having a park within a quarter mile radius of every residence.

Green Connections and Green Streets

To meet the goals of active living, public safety, and environmental protection and enhancement it is important to plan a pathway system of designated Green Streets that provide shady, tree lined sidewalks, landscaped parkways and bicycle paths connecting every neighborhood in the City to each other and connecting civic spaces to the Beach. These green streets should be comfortable and safe walking and biking connections between neighborhoods. They should incorporate well-designed methods of infiltrating storm water to ensure a healthy Santa Monica Bay to improve water quality.

Green Streets encourage active living through walking and bicycling that has the added benefit of reducing vehicle trips and GHG emissions, which will improve air quality citywide. It is important to blend transportation and recreation to create fun, user-friendly, safe alternatives to the car.



***The beach is the City's largest and most iconic open space.** It provides residents and visitors with a variety of experiences. Maintaining the health of the beach and marine life is important, and enhancements that diminish environmental impacts are essential.*

The Beach: Protection, Enhancement and Stewardship

Just as every neighborhood in the City has its own character, so does every section of the Beach. There is a need to design appropriately for each of these sections, programming activities and designing spaces to support and enhance the existing uses of the Beach consistent with its established character. All projects and programs need to ensure both public safety and sustainability.

The South Beach area, with its acres of sand, provides legions of beachgoers with opportunities for both active and passive recreation. The adjacent public parking lots

could be “greened” to provide much needed open space for the community adjacent to the Beach. Connecting asphalt to grass that tolerates intermittent car parking, allows for the cleaning and infiltrating of storm water, by reducing pollution in the Bay and accommodating recreational needs — both important priorities for the City.

The broad northern beaches provide opportunities for increased recreation including games like volleyball and beach soccer. Access to the water from the North Beach parking lots and pathways is a key to bringing visitors to this section of the Beach.

Continuing, connecting and expanding the bicycle and walking paths from the south to the northern City boundary, along the entire length of the Beach through a combination of way-finding signage and strategic pathway widening, will provide enhanced access to the beaches for all users and create increased opportunities for biking, walking and jogging. This will also encourage access to the Beach without a car, reducing automobile dependence and vehicle trips.

Role of the LUCE: Enhance, Expand, and Evolve Open Space

The LUCE complements the vision and desired outcomes of the Open Space Element, the *Parks and Recreation Master Plan* and the Recreation and Parks Commission's "City as Park" Urban Design Presentation with an integrated land use strategy that expands the public realm; allows for additional recreational programming; promotes the creation of complete neighborhoods; and encourages additional access to and usage of the City's beaches through modifications to the pedestrian, bicycle and vehicular networks. Additionally, by enhancing the inventory of open space and green connections, and exploring options for converting asphalt to multi-use green space on the Beach, the LUCE advances the principles of sustainable development and environmental stewardship.



The programs and policies included in the LUCE regarding open space are meant as a complement to adopted plans, such as the Open Space Element and the Parks and Recreation Master Plan. Enhancing or expanding existing resources means that future generations will continue to enjoy Santa Monica.

New parkland and green streets provide new habitats and small-scale wildlife corridors, a more comprehensive matrix of living spaces and major additions to our community forest. They also provide the opportunity to capture storm water, recharge ground water supplies and improve ambient air quality.

The City has already made significant progress on many of the goals of these documents. These goals include:

- Constructing new parks at Santa Monica Airport (8 acres) and Euclid Street
- Expanding Virginia Avenue Park (2.9 acres)
- Developing the Marion Davies estate property as the award-winning Annenberg Community Beach House
- "Greening" areas adjacent to the Beach
- Building the Cove Skate Park




- Expanding community gardens
- Incorporating dog parks into the open space system
- Updating equipment at existing City parks
- Constructing the Santa Monica Swim Center in collaboration with Santa Monica College
- Improving play fields at neighborhood schools for children's sports when school is not in session


The City is initiating the design for Palisades Garden Walk and Town Square in the Civic Center and exploring additional opportunities for expanding parkland at the nexus of the Downtown and Civic Center by capping the I-10 Freeway. While efforts like these improve certain areas, there are other parts of the City that are still underserved and do not have available park space within reasonable walking distance.

GOALS AND POLICIES

GOAL CE1: Expand the amount, quality, diversity and interconnectivity of parks, open spaces and recreational facilities throughout the city.

POLICIES:

CE1.1  Incentivize or require new development above the base throughout the City and particularly in activity centers along the boulevards and near the new transit stations, to include outdoor gathering places such as plazas, paseos and outdoor dining areas.

CE1.2  Consider the use of City-owned lands and acquired additional properties to create new parkland throughout the City, exploring possible code modifications if necessary. Specific opportunities for additional parks, open spaces and green streets include:


- Decking over the I-10 Freeway and using a significant portion of the reclaimed land as parks and open space, with a focus on segments between 4th Street and Ocean Avenue in the Downtown and Civic Center Districts, and between 14th and 17th Street in the Memorial Park Activity Center Overlay
- Expanding Memorial Park, promoting a central park in coordination with transit-oriented development
- Creating new parkland/green corridors in the Bergamot Transit Village area, providing new





With a little creativity, even the freeway can provide additional opportunities for socializing and recreation. Above, an artist's interpretation of a new segment of Memorial Park decking over I-10.


pedestrian and bike pathways through large land parcels.


- Building a bike path along the Expo Light Rail right-of-way to create a recreational "seam" through the City.
- Exploring park planning for the Mount Olivette Reservoir site.


CE1.3  Seek additional "beach greening" projects that replace pavement at the beach with native plants and other green elements.

CE1.4  Preserve, protect, enhance and maintain open access to the City's beach areas in a manner that respects the beach and ocean as valuable natural resources.

CE1.5  Identify and pursue opportunities to provide greater multi-modal access to the beach.

CE1.6  Continue to enhance the tree canopy and coverage through the coordinated citywide tree planting *Urban Forest Master Plan*.

CE1.7  Strive for a geographic distribution of parks, open spaces and recreational facilities throughout the City such that most residents are within walking distance of a park or recreational area.

CE1.8  Seek to improve and expand sports and recreational facilities throughout the City.

 denotes sustainable policy

CE1.9 🌿 Continue to maintain a diverse range of recreational facilities, offering residents of all ages affordable and safe access to high-quality recreational opportunities.

CE1.10 Implement and periodically update the *Parks and Recreation Master Plan* and Open Space Element with goals and performance measures coordinated with the LUCE, as appropriate.

CE1.11 Establish a geographic or programmatic hierarchy linking open space resources to a system that serves the wide range of community needs.

CE1.12 Reduce the impact of physical barriers like topography and a fragmented street grid that limit access to parks and open space.

CE1.13 🌿 Integrate expanded open spaces into the Memorial Park Area Plan, including connections with the Expo Light Rail station, linkages with the surrounding neighborhood and with transit-oriented development, and pathways to the expanded open space over the freeway.

CE1.14 🌿 Manage sensitive and special status wildlife habitat in Santa Monica’s open spaces such as Monarch Butterfly roosting or protected migratory bird and raptor nesting sites, and protect these resources during active roosting, nesting or other crucial periods. The



Access to recreational facilities and public open space amenities is a key objective of the LUCE, which strives to connect visitors and residents with communal gathering places.

City shall protect Monarch Butterfly habitat located on City-owned property.

GOAL CE2: Develop a comprehensive system of pedestrian-friendly, green streets and recreational pathways.

POLICIES:

CE2.1 🌿 Utilize streets as public spaces by improving them with landscaping, particularly shade trees, pedestrian facilities and other enhancements to create a system of green connections throughout the City.

CE2.2 🌿 Strive to make all streets pedestrian-friendly to promote increased walkability.

CE2.3 🌿 Strive to improve the existing bridges over the freeway at Ocean Avenue, 4th, 11th, 14th and 17th Streets with landscaping and pathway lighting to invite pedestrians.

CE2.4 🌿 Work with other public agencies to incorporate recreational pathways into large-scale transportation projects and existing transportation rights-of-way. Continue to pursue the bike path that accompanies the Expo Light Rail line.

CE2.5 🌿 Increase pedestrian, bicycle, vehicle and public transit access to Santa Monica’s beaches through City public works projects.

CE2.6 🌿 Increase the number and diversity of trees in the community forest particularly in areas that have low tree canopy coverage.

CE2.7 🌿 Consider parks at street ends, community gardens, storm water “parks” in parkways and medians, off-leash areas for dogs, and improved and expanded pathways as possible community benefits in new development.

ARTS AND CULTURE

Life in a city should engage the imagination and lift the spirit. Santa Monicans definitely agree. The creative arts have always been an essential component of the character of a great city, and Santa Monica “boasts perhaps the largest concentration of creative employment in the U.S.” (*Creative Capital*). The community sees itself as innovative, experimental and cutting edge, evidenced by the arts and entertainment businesses, galleries and nonprofits attracted to the City. A recent poll found that Santa Monica’s residents share a vision for their community that views “culture as an inseparable component of what makes Santa Monica exceptional, desirable and economically competitive.”

The City’s enthusiasm and support for creative arts is incorporated into the land use policy direction of LUCE. The LUCE fosters the arts and culture in creation of a transit village at Bergamot Station and the Mixed-Use Creative District, and by shaping development policies to encourage the arts. Santa Monica’s adopted cultural master plan, *Creative Capital*, which focuses on the development of the City’s arts and culture, presents comprehensive strategies for fulfilling the community’s cultural vision and fostering more cultural opportunities. The LUCE incorporates *Creative Capital*’s recommendations related to land use and the

City’s role in sustaining and expanding the existing cultural infrastructure, including:

- Opportunities for maintaining and developing creative work spaces, particularly “incubator” opportunities
- Land use policies that allow for artists to live and work in Santa Monica
- Maintaining and providing opportunities for a wide range of performance venues

Santa Monica has historically been a destination for many artists, as well as several culture and entertainment-related organizations. In fact, there are more visual and performing artists, arts presenters, designers, architects, and film and music producers per capita in Santa Monica than in any other city in California. There are 42 venues for arts-related performances and exhibits including: Bergamot Station, the Civic Auditorium, Santa Monica College’s Eli and Edythe Broad Stage, and Barnum Hall and the Greek Amphitheater at Santa Monica High School. The City also boasts more than 31 murals and 21 public sculptures within its borders. Its well-developed artist and gallery community and performing arts venues add to the City’s retail drawing power and stimulate significant economic activity.



The Creative Capital plan is supported by LUCE land use designations, goals and policies that seek to provide comprehensive strategies for fulfilling the community’s cultural vision.

Vision

Santa Monica continues to acknowledge and reinforce the importance of the creative art industry to Santa Monica's cultural ecosystem by providing opportunities for art-related activities and businesses throughout the City. Through the use of incentives and other mechanisms, the Bergamot Transit Village and Mixed-Use Creative Districts builds upon the existing concentration of art and cultural activities by providing dedicated new or adaptively reused live, work and exhibition spaces. The Civic Center becomes the cultural heart of the community, through the reactivation of the Civic Auditorium and provision for multi-use green space and a cultural center. The profile and significance of art in the lives of the community members is enhanced through public programs that foster communication, participation, and access to local arts and culture for people of all ages.

Strategic Approach

Despite this creative abundance and relatively widespread understanding of its value, Santa Monica's artists and cultural entities face increasing challenges. Real estate pressures have resulted in higher rental and sales prices, affecting the cultural community's ability to remain in Santa Monica. Both *Creative Capital* and the LUCE identify the high cost of real estate and the decreasing availability of small



Retaining affordable spaces for artists of all talents is a community-wide concern. *The LUCE incentivizes the rehabilitation and development of artist spaces throughout the City, particularly in the Bergamot Transit Village and the Mixed-Use Creative District.*

light industrial spaces with flexible floor plans as the most urgent threat facing artists. Many small start-up creative businesses are being forced outside of the city where it is easier to find space with affordable rental rates.

The LUCE strategy incorporates land use designations and policies that support the *Creative Capital* plan and contribute to the continuing success of art and culture in Santa Monica. These initiatives include providing additional space for the growing film and television economy, artist live/work and performing arts spaces, among others. Key recommendations are the designation of the Bergamot Transit Village and the adjacent

Mixed-Use Creative District as a focus for the creation of a world-class center for creative arts.


Highlighting the significance of the arts in Santa Monica, the Bergamot Transit Village District is envisioned as a high-quality, mixed-use, creative arts and residential neighborhood centered around the new Expo Light Rail station. This provides the City with the opportunity to expand its creative arts job base while providing a residential balance through incorporation of a variety of housing types. Responding to the recommendations of *Creative Capital*, this transit village will be a live-work-play community designed to create a complete neighborhood with local goods and services, public gathering places and connections to adjacent areas. It is designated as the location of arts and studio-related uses such as film and music production and post-production and provides space for art studio live/work units.

This section identifies the key goals, policies and actions for supporting arts and culture in relation to the City's land use and transportation framework.

GOALS AND POLICIES

GOAL CE3: Foster opportunities to support the thriving Santa Monica creative arts community and ensure that artists continue to create within Santa Monica.

POLICIES:

CE3.1  Foster the preservation and enhancement of the arts community at the Bergamot Station Arts Center through the Bergamot Transit Village Area Plan and in conjunction with the Expo Light Rail station. Provide clear access and visibility to the Bergamot Station Arts Center and improved multi-modal connectivity as the transit village is developed.

CE3.2  Foster a thriving creative arts community through development incentives to encourage incubator studio and exhibition space, art galleries and studios, creative offices and performing arts space, particularly in the Bergamot Transit Village and the Mixed-Use Creative Districts, and other locations where appropriate. Support inclusion of arts uses as a community benefit in new development above the base.

CE3.3 Retain and enhance current concentrations of arts uses at the Pier, Bergamot Station, the Santa Monica Airport, 18th Street Arts Center and the Civic Center.



Support for the arts: The LUCE provides a variety of programs and incentives to nurture the creative arts culture in Santa Monica.

CE3.4 Recognize and support the importance of individual artists to Santa Monica’s cultural ecosystem.

CE3.5 Encourage opportunities to foster communication and leverage partnerships between the City and other institutions and organizations for innovative cultural programming and creative arts production.

CE3.6 Support implementation of the *Creative Capital* plan, and explore methods to include the arts in future performance monitoring.


GOAL CE4: Increase cultural access to a wide variety of cultural programs for all ages.

POLICIES:

CE4.1 Facilitate land use opportunities for major new arts and cultural festivals as well as small-scale festivals or showcases that highlight the arts and culture.

CE4.2 Encourage land uses that provide accessibility for residents of all ages to arts and cultural programming in both existing venues and new developments.

CE4.3 Encourage and facilitate the installation of high quality art in public locations or areas visible to the public that enhance the community landscape.


CE4.4  Organize programming to allow for shared parking and multi-modal access for performance and art uses throughout the city, grouping events by locale.

GOAL CE5: Provide opportunities for the retention, development and reuse of cultural facilities to foster the community's unique identity.

POLICIES:

CE5.1 Explore the concept of Arts Alleys — capitalizing on available space fronting on alleys for public interaction with artists and cultural organizations — particularly in the Downtown Specific Plan, Mixed-Use Creative District, and area plans for the activity centers, where feasible and appropriate.

CE5.2 Enhance the Civic Auditorium as a key feature within a larger cultural campus encompassing the Civic Center, Santa Monica High School, the Pier and adjacent areas to better accommodate the cultural uses envisioned by the community.

 denotes sustainable policy



Small galleries and performance spaces allow individual artists to showcase their talents. The LUCE recognizes the importance of both small and large venue spaces.



Music festivals, like this one at Bergamot Station, bring the community together and allow artists an opportunity to express themselves.




Shared parking opportunities can unlock an area's potential to provide a wide variety of land uses that would otherwise need to provide their own parking resources.

CE5.3 Consider proposals for small, flexible and affordable performance venues (under 500 seats) and visual arts spaces.



The Santa Monica Civic Auditorium has been host to many cultural events over the years. It has the potential to serve as a key component of the City's future cultural programming.

CE5.4  Support and enhance cultural development within and around mixed-use activity centers.

ACTIVE LIVING AND HEALTH

Active living is the integration of physical activity into daily routines. Santa Monica's pattern of land use and density, its transportation strategies, and its street design have a strong impact on levels of physical activity. In well-designed residential neighborhoods that are comfortable and within a short distance of services, schools, parks, libraries and activities, people are more likely to integrate walking to those destinations into their daily lives, making them more active and healthy. The City's physical development is also related to other aspects of public health. Land use patterns and transportation networks affect air quality, transportation safety, access to nutritious foods and healthcare, exposure to toxins, mental health, and other facets of life in Santa Monica. Santa Monica's pleasant marine climate and the beauty of its natural environment provide an ideal setting for the active living embraced by the community.



The LUCE promotes walking, biking and general recreation in its land use and transportation goals, policies and actions.

In addition to this Plan, components of active living goals and policies are addressed in the Open Space Element, the *Parks and Recreation Master Plan*, the *Sustainable City Plan*, and the *Hospital Area Specific Plan*. These documents specifically promote:

- Active and healthy living lifestyles, with an emphasis on providing safe and enjoyable opportunities for physical exercise to be integrated into our daily routines
- Land use policies that maintain accessibility to all types of medical facilities in the City
- A full range of recreation programs for people of all ages and economic levels



Active lifestyles contribute to the well-being of the community and significantly benefit our health.

Vision

Santa Monica lives up to its reputation of "City as Park" to meet the active recreational and health needs of the community. Coordinated policies for land use, transportation and other citywide initiatives contribute positively to the overall health and vitality of the community. All neighborhoods have nearby retail options, and walking to them becomes a viable aspect of daily routines. Actions that damage the City's walking environment are viewed as damaging to the public health of the community. The City also continues to increase access to active recreational spaces, and seek to provide access to the most nutritional food and comprehensive healthcare for all community members.

Strategic Approach

In response to an alarming national trend toward obesity and disease, the City is committed to promoting active lifestyles for the health and well-being of the community. The City has two active living programs: Bike Santa Monica and Walk Santa Monica. It also provides a wide range of recreational facilities, including, but not limited to, the Santa Monica Swim Center, the Annenberg Community Beach Club, the Cove Skate Park, basketball and tennis courts at various parks, active sports fields at Memorial and Marine Parks, the Memorial Park Gym, the beach bike path, and the community gardens.

Programs and activities at these locations include swim instruction, sport leagues, fitness classes, skateboarding, biking, rollerblading, basketball, jogging, yoga, and a range of other pursuits that address the physical and mental health of community members. The LUCE strategy includes land use and transportation goals, policies and actions that build on parks and open space policies to directly promote active living and health in Santa Monica. The LUCE promotes the creation of complete neighborhoods and green streets that encourage walking, biking and recreation.



Indoor and outdoor performance spaces throughout the City contribute to a lively cultural and creative environment.

The LUCE also facilitates easy access to daily goods and services and healthy food, so that residents can live close to full-service grocery stores and farmer's markets with locally grown produce, fruit and vegetables.





The LUCE policies that support the land uses and economic viability of the hospital area ensure that the community will have continued access to diverse and high-quality healthcare options.


GOALS AND POLICIES


GOAL CE6: Foster the health and well-being of all residents.

POLICIES:

CE6.1  Foster relationships with the healthcare community and community at large to promote the well-being of all residents and make community health a priority.

CE6.2  Encourage uses and programs that expand residents' access to healthy living services that offer a diverse array of preventive care and medical services to all residents while specifically addressing underserved populations.

CE6.3  Encourage a range of medical uses that serve all segments of the community, including assisted living facilities, to locate in the City, particularly in the Healthcare District.

CE6.4  Repeal the outdated *Hospital Area Specific Plan*, establish a Master Plan for the Providence Saint John's Health Center and/or adopt a new HASP to encourage creation of a complete neighborhood, providing an example of active living through pedestrian linkages, green streets and pocket parks that allow users to walk comfortably and pleasantly between services, incorporating uses that meet the daily needs of healthcare staff and workforce


 housing denotes sustainable policy



The escalating cost and availability of fresh food is a local and global concern. The LUCE actively encourages a land use distribution that provides the community with healthy produce and other foodstuffs.

GOAL CE7: Create convenient and safe opportunities for physical activity for residents of all ages and income levels.

POLICIES:

CE7.1  Promote land use patterns and transportation decisions that enable all residents to walk and bicycle to meet their daily needs.


- Focus new development within walking distance of transit facilities.
- Work with transit providers to increase transit access and service throughout the City.
- Provide a diverse mix of uses in the City.
- Encourage affordable and workforce housing in close proximity to new activity center overlays and close proximity to services, transit access and employment.


- Encourage neighborhood-serving retail and services in close proximity to serve existing neighborhoods and in districts throughout the city.
- Encourage local-serving small floor plate office space within walking distance of the neighborhoods.
- Strive to create and maintain a balanced transportation system that provides safety and mobility for pedestrians, bicyclists, people with strollers, and those who use wheelchairs in parity with automobile passengers.
- Expand the bicycle network to provide residents with safe options for bicycling to stores, schools, parks and places of employment.
- Increase the amount and distribution of park and recreation space, and provide clear connections between facilities.

GOAL CE8: Provide safe, convenient access to healthy foods for all residents.


POLICIES:

CE8.1  Actively encourage uses such as grocers, produce and farmer's markets throughout the City to provide residents with safe, convenient access to locally grown fresh fruits and vegetables. Include grocers, produce and farmer's markets in the definition of local-serving uses to create complete neighborhoods.

CE8.2  Allow small, local grocery stores and neighborhood markets to locate in multi-family residential neighborhoods.

CE8.3  Continue to encourage farmer's markets as a source of healthy, local fruits, vegetables and other foods.

CE8.4 Where possible, avoid a concentration of unhealthy food providers—such as fast food restaurants or liquor stores—within any one neighborhood or near school properties, to the extent permitted by law.

CE8.5  Increase the number and diversity of trees in the community forest and plant life throughout the City, particularly in areas that have low tree canopy coverage.



The LUCE framework, in combination with the City's Child Care Master Plan and other long-range strategies, puts an emphasis on providing services and facilities for people in all stages of learning.

CHILD, YOUTH, SENIOR AND FAMILY EDUCATION – FACILITIES AND PROGRAMS

The City of Santa Monica has long maintained commitments to a diverse range of child, youth, senior and family human service needs. The City is committed to preserve, support and partner with effective service providers to meet community needs and improve the quality of life for Santa Monica residents. The key policy documents related to this category are the *Child Care Master Plan*, the *Early Childhood Initiative*, the *Civic Center Specific Plan*, the *Hospital Area Specific Plan*, *Orts replacement*, *Community Voices 2006*, the *2007–2010 Community Development Plan*, the *2005–2010 Consolidated Plan*, and *Evaluation of Services*

for Older Adults: Implications for Existing and Future Programming. These documents provide general goals and policies to support and foster these areas of focus:

- Child care and early education – a commitment to providing quality child care and early education to support children of all social and economic levels
- Youth/teen facilities and programs – a commitment to providing quality facilities and programs to support teens
- Senior facilities and programs: recognition of the needs of seniors with respect to affordable housing, continuum of care, transportation, accessibility, healthcare, culture and entertainment, social connection and safety

Child Care and Early Education

The City has had a long-standing commitment to nurture the optimal growth, development and education of children and to support families. In 1991, the City joined with the Santa Monica-Malibu Unified School District (SMMUSD) and Santa Monica College to undertake preparation of a child care master plan to create a long term vision for child care in Santa Monica. The City's adopted *Child Care Master Plan* states that child care is a societal issue and a community priority, and not simply a concern of individual families. Child care and early education continue to be one of the most pressing concerns of contemporary family life. The plan acknowledges the importance of quality, affordable and accessible child care and early education, and commits City resources as an employer, regulator and catalyst to protect existing resources and expand their supply. In 1983 the Child Care and Early Education Task Force was formed to serve as advocates for parents, children, and educators. The task force is a collaborative effort among community partners and further demonstrates the City's commitment to the advancement of educational opportunities in Santa Monica.

The City has reaffirmed its commitment to accessible, high-quality child care with the 2001 *Santa Monica Early Childhood Initiative*,



Key community benefits, like child care, are integrated into the LUCE as new investment in Santa Monica has the potential to provide needed services and amenities that nourish the community.

and has engaged in several partnerships, planning and funding efforts to improve the supply, accessibility and quality of child care and early education for all of Santa Monica's residents. Some of these efforts include the elimination of planning fees for child care centers, and the establishment of the Child Care Linkage Fee program that levies a fee on certain development. The City uses these fees toward the development of child care and early education facilities. The City has encouraged facilities through Development Agreements, starting with Colorado Place in the early 1980's. Other ways that the City promotes child care

and early education has been through lease agreements; exempting business permits for nonprofit child care centers; creating after-school child care and early education in partnership with the SMMUSD; developing new facilities such as the planned Early Childhood Education Center with Santa Monica College in the Civic Center; and partnering with the RAND Corporation for guidance regarding new child care and early education facilities. The City also provides grants to low- and moderate-income families to facilitate their access into quality early education programs.

Vision

In recognition that our children are an important part of our community, the City creates a family-supportive urban environment with child care and education and human services targeted to meet the needs of families and children from infancy to early adulthood. The City supports public and private partnerships, and the concerted and coordinated efforts of the City, the SMMUSD, and Santa Monica College in implementing the goals of the *Santa Monica Child Care Master Plan*. The City also partners and encourages programming targeted to meet the needs of youth and teens during non-school hours to provide a supportive environment.





From preschool to college-level courses, Santa Monica is rich in educational offerings.

GOALS AND POLICIES

GOAL CE9: Integrate the child care and early education needs of those who live or work in the community into the City's land use planning process.

POLICIES:

CE9.1  Support the development of high-quality child care and early education facilities and small and large family child care in homes to meet the needs of those who work or live in Santa Monica. Maintain streamlined processing and permit regulations, encourage harmonious integration with the neighborhood, and fee reductions as incentives.

CE9.2  Encourage the provision of child care and early education facilities as a community benefit in new development above the base, and encourage these facilities near transit centers.

CE9.3 Facilitate new child care and early education facility development opportunities by leveraging Child Care Linkage Fees with other resources.

CE9.4 Serve as a model employer by maintaining a high-quality child care and early education program with participation offered to City employees.

CE9.5 Promote and utilize community partnerships with the SMMUSD, Santa Monica College, nonprofits, and the private sector to meet child care and early education needs.

CE9.6 Continue to encourage and support afterschool programs in partnership with the SMMUSD, and the Police Activities League (PAL).

CE9.7 Coordinate with local child care and early education referral/resource agencies to distribute resources and informational materials to child care and early education providers, employers, parents, developers and local businesses.

 denotes sustainable policy

Youth/Teen Programs and Facilities

The City is committed to ensuring the presence of quality youth and teen facilities and programs. This commitment is demonstrated by the development and continued programming at Virginia Avenue Park including the addition of a Teen Center and Police Activities League Fitness Gym. Youth were involved in the design process for the Teen Center and contributed suggestions for programming. In 2005 with the reopening of Virginia Avenue Park, teens and young adults were provided with a safe creative space where youth have a quiet space for academic pursuits and a loud space to explore their creative interests. With the PAL Fitness Gym, youth are able to be actively involved in physical activity. Both spaces give youth safe and engaging environments to be involved in positive and productive activities that support their success in adulthood. Virginia Avenue Park provides youth with educational and artistic opportunities that can lead to employment or entrepreneurial opportunities.



***Youth and teen enrichment:** The City is committed to providing a comprehensive package of activities and facilities through which Santa Monica's youth can achieve their full potential.*

Vision

In recognition that our youth represent the future, the city provides a youth-supportive urban environment with facilities and programming targeted to meet the needs of youth, and continues to support them during their teens and in the transition to productive adulthood. The City continues to involve youth in the design and planning for public and private partnerships, including the concerted and coordinated efforts of the City, the Santa Monica-Malibu Unified School District (SMMUSD), Santa Monica College and local nonprofit agencies.



GOALS AND POLICIES

GOAL CE10: Foster partnerships and opportunities to encourage programming and facilities to address the needs of older youth and teens.

POLICIES:

CE10.1 Continue to seek resources to provide quality programs to support older youth in their quest for productive adulthood.

CE 10.2 Continue to encourage and support after-school programs in partnership with the SMMUSD, the Santa Monica Police Activities League and at Virginia Avenue Park.

Senior Programs and Facilities

Historically, there has been an ongoing recognition of the need to address the current and upcoming senior population within the City. This includes a wide range of needs such as affordable housing, resources for a continuum of care within the City, transportation and accessibility to address senior needs, social connection, healthcare, culture and entertainment, education and safety needs specific to seniors. The key policy documents related to this category are *Community Voices 2006, Evaluation of Services for Older Adults: Implications for Existing and Future Programming (2008)*, and the *2007–2010 Community Development Plan*.


Vision


Seniors and older adults comprise an essential part of the community. The City continues planning and programming resources to meet the needs of this large and growing population. The City also continues to develop and implement innovative ways to meet the needs of current seniors and the emerging needs and desires of “boomers” as they make their way into the second half of life. Programming for both older seniors and boomers will range from health/fitness, social services, social connection, educational enrichment, community service and re-careering/reemployment.


GOALS AND POLICIES


GOAL CE11: Support long-term quality of life and provide for the diverse needs of seniors.

POLICIES:

CE11.1  Support inclusion of senior services in new development above the base throughout the City and particularly in activity center overlays along the boulevards and near transit.

CE 11.2  Facilitate a well-coordinated system of social services delivery for frail seniors to include a highly accessible one-stop shop.

CE11.3  Facilitate current and upcoming seniors to “age in place and in community” by instituting policies and supporting programs that enable them to remain in their homes and avoid unnecessary or premature institutionalization.


CE11.4  Encourage neighborhood-based wellness and active living programs and social connections for adults 50 and over, with less focus on provision of programs at a centralized location.

CE11.5 Develop facilities and opportunities that encourage intergenerational programming and meaningful civic engagement.



Seniors make up a large part of Santa Monica's population. The City will continue to furnish seniors with a wide range of educational, recreational and cultural amenities.

CE11.6 Address the walking safety of frail seniors and people living with a disability in developing sidewalk and pathway facilities.

CE11.7  Encourage the creation and design of affordable housing to accommodate the needs of seniors, including facilities that provide a continuum of care.

CE11.8 Support implementation of measures identified in the *Evaluation of Services for Older Adults: Implications for Existing and Future Programming*.

 denotes sustainable policy

EDUCATION AND PUBLIC FACILITIES, AND LIFELONG LEARNING

Santa Monica is a place where lifelong continuing education is available and a priority for community members through their lives. The City has made a considerable commitment to the community's education through its support of quality early education for children from birth, recreational and after-school programs for school-age children, a highly recognized community college and emeritus programs for older adults. The City puts great emphasis on every phase of learning and recognizes the importance of education to the vitality of our community in its policies and programs.

The City has adopted strong policies to support the educational needs of young children, school-age youth and adults. Key documents related to this category include the *Civic Center Specific Plan*, *Child Care Master Plan* and *Early Childhood Initiative*. The LUCE builds on these documents along with well established relationships with the SMMUSD and Santa Monica College (SMC) to identify needs and community benefits associated with learning and educational facilities.



Continuum of learning: From preschool to college-level courses, Santa Monica is rich in educational facilities. Santa Monica College partners with the City to provide community resources and to broaden transportation options.

Specific goal and policy areas outlined in this section include:

- Early education - a commitment to providing quality early life education to support children of all social and economic levels
- Lifelong learning - a commitment to providing educational opportunities for all ages
- Integrated or shared use with the SMMUSD and/or SMC to pursue opportunities for improved access, circulation and coordinated use of public facilities and services

Schools, Public Facilities and Services

Santa Monica's schools and educational facilities are among the City's most important assets. They draw residents and visitors to the City, provide job and centers of activity and important recreational and cultural opportunities as well as training the City's young people for future service and employment.

The City is rich with schools and educational programs. Santa Monica's highly regarded public schools are operated by the SMMUSD, and include two high schools, two middle schools, and eight elementary schools. SMC is a two-year community college with approximately 30,000 students. It serves a wide spectrum of the community with a substantial program of classes attended by high school students and adults continuing their education, and is widely considered a key feeder school for the California State college and university system. The City is also home to a number of early childhood centers, K-12 private schools as well as adult education institutions.

The City's land use and transportation roles are supportive and advisory, rather than regulatory, with regard to the public education institutions. The City should offer its assistance to the SMMUSD and SMC as a strong advocate and facilitator to implement



Providing students and their families with alternatives to the car to get to school will involve enhanced transit services, bike and pedestrian pathways, and other facilities.

and encourage increased use of multi-modal transportation options. Particular focus will include enhanced use of the transit system and improvements to the City's bicycle and pedestrian facilities. The LUCE proposes several new bicycle linkages to Santa Monica High School, including a 7th Street bicycle bridge across the I-10 Freeway and continuation of a Michigan Avenue bike path, if possible, through the high school campus. A 17th Street bicycle path through SMC is also encouraged. The Expo Construction Authority anticipates completion of the light rail line in 2015. A station is proposed for the Colorado

Avenue side of Memorial Park and will be within walking distance of Santa Monica College, and the Downtown Light Rail Station will be within walking distance of the high school. Safe and functional bicycle and pedestrian facilities citywide along with the light rail and a well coordinated busing system will support efforts to reduce school related auto trips throughout the City, promoting active living as well as earth-friendly transport.

The SMMUSD is developing a Facilities Master Plan to guide the school district in a phased upgrade and enhancement of its multi-campus



School campus and the City's Civic Center facilities was completed in 2008, with Santa Monica College also participating as the future operator of the planned Civic Center child care facility. As the City reenvision the Civic Center, it is working closely with SMC to plan a state of the art demonstration child care facility as part of the revitalized area. Another potential cooperative planning effort is to explore the reconfiguration of the SMMUSD's headquarters as part of the Memorial Park Activity Center in conjunction with expansion of the City's Memorial Park.

The public buildings and facilities owned by the City improve residents' quality of life by providing venues for public gathering, community and civic activities, recreation, and lifelong education. They include: senior, youth, child care and early education, and intergenerational centers, supportive service and residential programs for homeless individuals, libraries, swimming pools, the Santa Monica Pier, recreational buildings at parks, the beach and the college, and meeting rooms and Civic Center buildings. Continuing to invest in public buildings and facilities in the City will preserve and enhance the resources available for the spectrum of activities that complement Santa Monica and facilitate lifelong learning.



Public facilities and programs support existing educational institutions and keep kids engaged in the learning process all year-round.

network of facilities in order to meet its current and future instructional, cultural, athletic and supporting facility demands. The City is working cooperatively in this endeavor.

Cooperative planning between the City and the schools is most evident in the planning activities focused on the joint use of facilities. A shared use study of the Santa Monica High


Vision

Santa Monica seeks to have high-quality, highly accessible educational and public facilities, recognizing that these services underlie the City's continued long-term success. The City's school-age residents will increasingly use alternatives other than the automobile to get to school; that is they will rely on convenient transit and comfortable, safe bike paths and lanes, and pedestrian facilities. The City and the schools will cooperatively develop safe and low-impact drop-off and pick-up plans that the schools will implement and oversee. As Santa Monica residents continue to benefit from shared use of City and school facilities, the City will work with the schools to optimize this potential. SMC and the SMMUSD will be increasingly connected to the City, in terms of land use and transportation, and of the dynamic interplay between the City's residents and supporting businesses. The City and the District will collaborate to provide increased public access to Santa Monica College and the SMMUSD'S educational facilities and opportunities.

GOALS AND POLICIES

GOAL CE12: Support the SMMUSD and Santa Monica College capital planning and implementation in recognition of their important role in the City.

POLICIES:

CE12.1  Encourage implementation of the SMMUSD's Facilities Master Plan and provide guidance based on LUCE principles, including green building, shared parking, and improved access to open spaces and cultural facilities.

CE12.2 Provide guidance based on LUCE principles and encourage implementation of SMC's campus modernization and renovation plans.


CE12.3 Maintain a collaborative working relationship with the SMMUSD and SMC to address issues of mutual concern.

GOAL CE13: Maximize the community benefit of educational and City facilities through coordinated planning and shared use.

POLICIES:


CE13.1  Explore with the SMMUSD possible coordinated facility development or shared use opportunities, such as coordinated shared use planning between the Civic Center area and Santa Monica High School, including possible shared athletic and cultural


facilities, and shared use planning between the Memorial Park Activity Center Overlay and the school district headquarters.


CE13.2  Work with SMC to explore facility development opportunities with mutual benefits to the college and the City.


GOAL CE14: Increase use of transit, walking and bicycling as an alternative to the automobile for students and employees of the city's schools and colleges.


POLICIES:

CE 14.1  Encourage and support efforts to increase transit ridership, walking and bicycling to educational facilities, reducing vehicle trips.

CE14.2  Strive to create and enhance safe walking and bicycling routes to schools through integrated transportation, land use, and design decisions to increase safety, increase physical activity among children, and reduce traffic congestion around schools.


CE14.3  Support the SMMUSD in its effort to encourage students and employees to travel to and from school by transit, bicycling and walking by providing safe and appealing walking and bicycling routes to school and linking pathways to schools with access to public transit, including the potential Michigan Avenue extension.


CE14.4  Work with and support SMC and the SMMUSD in developing and implementing a TDM program to reduce vehicle trips to and between satellite campuses, potentially including bus system enhancements and/or a universal bus pass program with the Big Blue Bus to increase transit ridership.

CE14.5  Work with SMC and Santa Monica High School on coordinated events programming to maximize shared parking and public transit resources at performing arts venues.

GOAL CE15: Encourage the City's schools and college to work cooperatively to develop safe and efficient access to transportation, and parking for employees, students and visitors.

POLICIES:

CE15.1  Encourage schools to work with the City to develop and implement safe morning drop-offs and evening pick-ups of students that minimize the traffic impacts on City streets.

CE15.2  Work with SMC to increase the bicycle and pedestrian connections to the community, with welcoming design including gathering spaces, and coordinated land use decisions.

CE15.3 Work with providers to achieve pick-up and drop-off for childcare, early education, and private school projects that are designed and operated to be sensitive to neighbors and the surrounding area.

Lifelong Learning

Lifelong learning is a philosophy that broadens the definition of “education” by encompassing senior and adult education programs, library services, recreational programs, nonprofit organizations, religious communities, cultural events, professional development, healthcare organizations, and private classes and lessons. In addition, lifelong learning extends to conventional schools and colleges. Lifelong learning is supported by a grassroots network that encourages spontaneous interactions between community members.

Within the community there are a diverse array of individuals and organizations that provide lifelong learning to residents. In many ways, successful lifelong learning involves improving utilization of existing resources. The LUCE facilitates lifelong learning through compatible land use and transportation policies that support facilities, open space and program opportunities that bring people together to enhance the personal, social, and professional goals of all residents.

Vision

The community’s lifelong learning goals are supported by the LUCE through support for physical facilities, plazas, parks and open space that will accommodate lifelong learning activities and programs. Santa Monicans will become a community of lifelong learners that excel at adapting and succeeding in a rapidly changing society.



Lifelong learning opportunities include a wide range of programs and activities. The LUCE supports lifelong learning through physical and programmatic recommendations.

GOALS AND POLICIES

GOAL CE16: Support lifelong learning through land use and transportation measures that offer physical facilities and program materials.

POLICIES:

CE16.1 Consider opportunities for lifelong learning when making land use, transportation, and design decisions. Consider the provision of facilities for lifelong learning opportunities as a community benefit as part of new development.

CE16.2 Seek to overcome barriers to lifelong learning, especially among underserved populations and children with special needs.

CE16.3 Continue to partner with SMMUSD and other organizations to transform schools into “learning communities” that offer preschool, childcare and early education, after school enrichment programs, after school sports and recreation programs, health services, social services and adult education at local schools that are accessible to people of all ages and abilities.

CE16.4 Continue to improve library facilities, including the planning and development of a library in the Pico neighborhood area.

CE16.5 Support implementation of measures recommended in the *Evaluation of Services for Older Adults: Implications for Existing and Future Programming*.



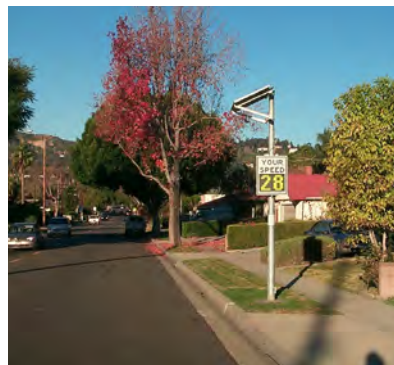
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circulation

Throughout the extensive LUCE community outreach process, Santa Monica residents cited traffic congestion and parking scarcity among their greatest concerns. Indeed, congestion on the Westside is among the worst in the nation, limiting the amount of people our streets and highways can move.

Surrounded by forces over which it has little direct control, Santa Monica finds itself enmeshed in a vigorous and growing regional economy. This circumstance is both a benefit and a burden, for regional growth brings economic vitality but it also brings congestion. The City's own economy, coupled with a broad range of activities, schools and shopping also contributes to this congestion.

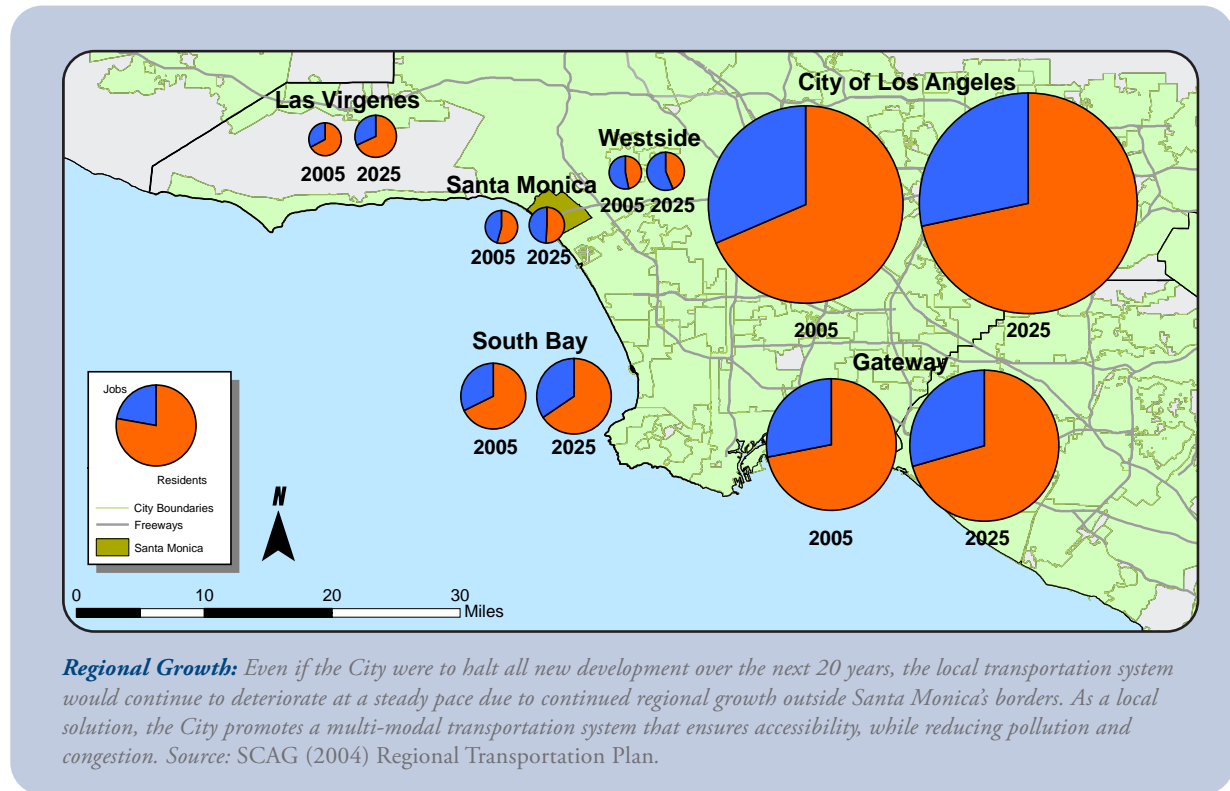
Even if the City were to halt all new development over the next 20 years, the local automobile circulation system would continue to deteriorate at a steady pace due to continued growth outside Santa Monica's borders. The figure in the next page illustrates the Southern California Association of Government's (SCAG) projected growth in



population and job opportunities in the region between 2005 and 2025, with the circles scaled to show relative numbers of residents and employees (jobs). As the figure shows, Santa Monica is not an island in itself, but an integral part of the Los Angeles region. Residential growth in Pacific Palisades, Malibu, Thousand Oaks and Ventura and heavy job growth in Los Angeles will bring additional congestion to Santa Monica's already congested highways and streets, regardless of the number of jobs or residents Santa Monica adds or subtracts.

Today, there are many Santa Monicans who agree with Lewis Mumford's famous statement about cities: "forget the damned motor car and build the cities for lovers and friends." However, if the City and the region continue to accommodate the automobile as they do today, our streets will move fewer people over time, as buses are further slowed by congestion and walking and bicycling become less attractive. The result would be a continued downward spiral with a degraded quality of life for everyone and a more vulnerable local economy with fewer economic opportunities.

It is clear that the conventional approaches are not working. The City has a compelling need to make major changes in how it manages transportation. While the City cannot solve the region's problems, it can directly address its own.



Sustainable City Plan and LUCE Transportation Policy

The LUCE transportation policy proposes a new comprehensive approach, based on the transportation goal of the *Sustainable City Plan* of "the creation of a multi-modal transportation system that minimizes and, where possible, eliminates pollution and motor vehicle congestion while ensuring safe mobility and access for all without compromising our ability to protect public health and safety."

As the following pages illustrate, the LUCE makes profound changes in the way the City addresses its critical land use and transportation policy. It directly confronts the future congestion that poses such a challenge to Santa Monica. In a departure from past planning practices, it integrates land use with transportation, locating new development along existing and proposed transit corridors. It targets sources of congestion and sets the goal of No Net New Evening Peak Period Vehicle Trips. It creates a complete multi-modal transportation system with improved

If Santa Monica motorists took the bus, rode their bikes or worked at home just two days a month, we could do away with congestion.

transit, pedestrian and bicycle facilities designed to encourage people to choose non-automotive means for as many trips as possible.

Congestion is a complex problem and “solutions” to it have eluded planners and engineers in most—but not all—economically successful urban places around the world. This chapter examines the root causes of congestion, proposes tools for managing congestion, and describes how the other sections of this chapter work together to meet all the goals of the LUCE transportation policy without increasing automobile trips in the City.

The LUCE designs a powerful and assertive role for the City in managing the transportation system through Transportation Demand Management (TDM) Districts, impact fees and improvements to transit, pedestrian and bicycle facilities. It also includes performance measurements to ensure a reduction in single occupancy vehicle trips. Studies document that such an approach can cut future peak period vehicle trips in half.

In addressing congestion, the City is fortunate in its timing. The arrival of the Expo Light Rail line allows the City to reshape the way we accommodate most future development in Santa Monica, concentrating it around rail stations and putting daily services within walking distance of residences and transportation. The LUCE transportation policy maximizes the benefits of this resource by locating affordable and workforce housing, jobs and local-serving retail along the Expo Line corridor.

The LUCE transportation policy treats the entire City in a holistic manner as an integrated transportation management sphere with stringent requirements for trip reduction, transit enhancements, pedestrian and bike improvements, shared parking and impact fees. Implemented simultaneously, these requirements will result in walkable and bikeable streets, vibrant retail districts and enjoyable access for residents and visitors. In this approach, the City’s streets are regarded as green recreational corridors that contribute not only to mobility and accessibility, but to Santa Monica’s overall public health.



Santa Monica’s congestion follows predictable patterns, largely resulting from backups at the freeway ramps and its small number of north-south through streets.



The Expo Light Rail will begin service in 2015 and provide a compelling alternative to the personal automobile.

TRANSPORTATION PRINCIPLES

The 12 principles listed below guide this Circulation Element and help achieve the City's larger goals of resource conservation and environmental responsibility, public health and safety, community care, affordability, well designed spaces and uses, economic sustainability and other LUCE goals.

1. Measurement

Transportation is Not an End in Itself

Transportation is a set of investments to help us achieve Santa Monica's community goals, and we should regularly measure how well the transportation system is meeting these goals.

2. Management

Transportation is a Limited Resource

Transportation and parking capacity are valuable assets that must be managed as a limited, renewable resource. We cannot build our way out of congestion. Instead, transportation and parking must be managed like water supplies: by implementing incentives to reduce demand, as well as increase supply, with a focus on the right level of availability at all times.

3. Streets

Street Design Follows from Place and Function

Streets are designed and managed to support the places and neighborhoods they serve and to balance the needs of everyone who travels along them. While streets serve to accommodate movement, their design should follow first from what kind of place is being created alongside them.

4. Quality

Effective Transportation is More Than "How Far" or "How Fast"

Santa Monica's transportation choices are key to its high quality of life, and these choices should be enjoyable for everyone who uses them and should reflect the different needs and desires of the City's diverse population.

5. Public Space

Streets are Open Space

Santa Monica's streets are a primary component of the City's open space and recreational system. The transportation system supports the City's vibrant social life. Streets are the largest publicly-owned land use and the biggest component of the City's open space network. Sidewalks and streets function as outdoor "living rooms" for people to socialize, and also as "recreation centers."

6. Environment



Streets are for more than just the movement of cars—they make up most of our largest public open space network and should be designed to encourage recreation and socialization.

Transportation is the Solution to Global Climate Change

According to the California Air Resources Board and the Santa Monica *Sustainable City Report Card*, transportation produces about 40 percent of the city's CO₂ emissions and of that, about three quarters come from personal driving. Santa Monica produces about half the per capita CO₂ of more auto-dependent places in Southern California, largely due to its density, walkability and transit service. By focusing new development near transit, investing in TDM and ensuring local services are available within walking distance, Santa Monica can further reduce its impacts on the planet.

7. Health

Active Lives Benefit Everyone

Public health experts recognize that the best way for people to get regular exercise is to incorporate physical activity into their daily routines. Increasing the number of people who can safely travel by “active” transportation modes like walking and bicycling can significantly improve public health outcomes for Santa Monica residents. The health benefits of walking are especially important for seniors and children.

8. Affordability

Integration of Housing and Transportation Planning Creates New Opportunities

Reducing household transportation costs can make housing more affordable for everyone—especially by allowing families to eliminate a car by providing attractive alternatives to driving and more housing choices near transit.

9. Economy

Efficient Transportation Supports a Strong Economy

Maintaining Santa Monica’s high level of services requires a strong, sustainable and resilient economy. A healthy economy requires an efficient, balanced transportation system that optimizes the movement of people and goods. The transportation system must support Santa Monica’s thriving neighborhood commercial districts which place most residents and employees within walking distance of their daily needs.

10. Equity

Fairness Demands Equal Distribution of Transportation’s Costs and Benefits

The costs and benefits of transportation investments should accrue regardless of income, race, gender, age, ability or mode choice. As a matter of equity, Santa Monica must prioritize investments to meet the needs of those that do not drive due to age, financial circumstances or physical ability. Those who do not drive should not directly or indirectly subsidize those who do.



***Parking is a limited and valuable resource.** Careful planning and pricing strategies can reduce traffic while increasing parking supply.*

11. Safety

Safe Movement for Everyone, Everywhere, is Fundamental

The transportation system must be safe for all users at all times of day, regardless of age or ability, so that both grandparents and grandchildren feel safe crossing any street. The network also must accommodate the City’s emergency response system.

12. Community Benefits

Change Santa Monica for the Better

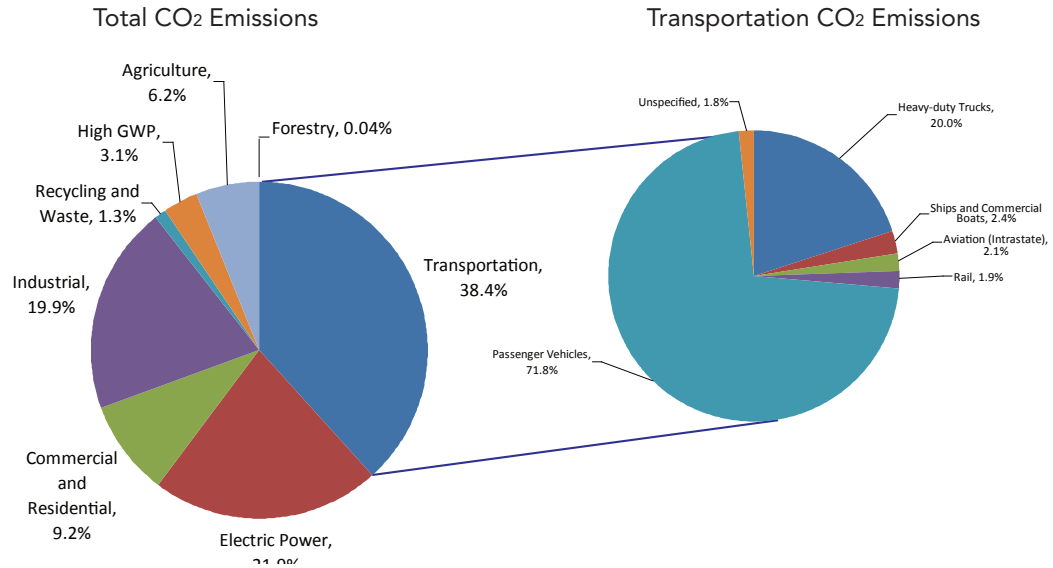
New development beyond the base height should provide tangible benefits for the community.

(See chapter 3.2 Community Benefits for further information.)

TRANSPORTATION: OUR CLIMATE CHANGE SOLUTION

According to the California Air Resources Board, about 40 percent of the state’s carbon dioxide (CO₂) emissions come from the transportation sector—over four times the emissions produced by all residential and commercial buildings. Within the transportation sector, about 70 percent of emissions are from personal driving. In Santa Monica, with its low levels of industry and temperate climate, personal driving makes up an even higher share of the City’s emissions.

While the City of Santa Monica will strive to improve the energy efficiency of all of its buildings, achieving a 30 percent reduction in CO₂ emissions from 30 percent of our buildings would only reduce our CO₂ emissions by less than 1 percent. Achieving a 30 percent reduction in overall Vehicle Miles Traveled (VMT), on the other hand, would reduce Santa Monica’s greenhouse gas (GHG) emissions by at least 8 percent—far more than everything else the City can do, combined. A 50 percent reduction in VMT would cut GHG emissions by at least 14 percent. If the City of Santa Monica wishes to do its part to address climate change, there is nothing better it can do than provide better alternatives to driving.



Transportation accounts for a significant amount of GHG emissions. Passenger vehicles and heavy-duty trucks comprise over 90 percent of total transportation-related emissions. Source: California Air Resources Board, 2006 Greenhouse Gas Inventory.

To this end, the LUCE is built around the six ‘Ds’ known to reduce our dependency on the automobile. Together, these factors can reduce VMT by 50 percent or more.

Density As density increases, the vehicle trip generation rate declines sharply, in the most compact areas of the City, such as the Downtown, producing about half the per capita VMT as low-density neighborhoods.

Diversity With a mix of uses within walking distance, a car is not required for all trips. Santa Monica’s neighborhood commercial districts are central to its climate protection efforts.

Design More walkable, bikeable neighborhoods produce fewer vehicle trips, and the LUCE

strives to transform unfriendly pedestrian areas like Bergamot Station into highly walkable neighborhoods.

Destinations The more places that are reachable by transit, the more people will take transit. Investments in the Expo line and ongoing improvements to Big Blue Bus will make it easier for more people to avoid using a car.

Distance to Transit The LUCE concentrates growth near major transit stops, since the closer people live and work to transit, the more likely they are to use it.

Demand Management Parking pricing, transit subsidies and other programs all increase the effectiveness of other measures, helping further to reduce trips.

Understanding Congestion in Santa Monica

While Santa Monicans may express their concerns about congestion, they also understand that it is not possible to “build” our way out of the problem by widening roads. Instead, when community members were asked how to prioritize investments to solve our transportation problems, 59 percent voted for transit, walking and bicycling projects, and only 15 percent wanted to “reduce bottlenecks.”

The following paragraphs examine the root causes of congestion, propose tools for managing congestion, and describe how the other sections of this chapter work together to meet all of the goals of the LUCE Strategy Framework without increasing vehicle trips in the City.

What is Congestion?

It is valuable to think of transportation as a limited, renewable resource, much like water or timber. With few exceptions, Santa Monica does not have the luxury of widening its streets to accommodate more cars. Instead, we must make more efficient use of the streets we have. While water conservation measures encourage us to alter our water consumption habits, transportation conservation measures encourage us to walk, bicycle or take transit for trips when a car is not needed. Just as overuse of water can result in water shortages, overuse



While the causes of congestion are many, congestion is primarily an economic concern. Demand results from a strong, dynamic economy. However, roadway resources are limited and require strong management policies to provide a safe and reliable network.

of our roadways can create road capacity shortages—also known as congestion.

Congestion is best understood not as a facility problem, but as an economic problem—a case of demand exceeding available supply. In the case of traffic congestion, the number of motorists wanting to drive somewhere simply exceeds the roadway capacity to accommodate them. While motorists may find congestion annoying, many still make a choice to sit in congestion rather than avoid the trip, use

another travel mode, take a different route or travel at a different time of day.

Traffic itself results largely from a strong, dynamic economy, where commerce is humming, workers are going to work, and people are spending discretionary income on things they enjoy. Therefore, traffic congestion is sometimes viewed merely as a sign of economic success. Indeed, the only US cities that have ever eliminated their congestion problems are in the Rust Belt, where congestion



Freeway on-ramps experience congestion daily, as seen here on the 4th Street Bridge.

was eliminated because of the collapse of their urban downtowns as multi-use centers.

Traffic congestion is a concern not only because it is annoying and reduces quality of life for everyone stuck in it, but also because when it reaches certain levels, the “person capacity” of the overall transportation network declines sharply. As traffic volumes increase, the vehicle throughput on a given street increases steadily until the street starts to reach capacity. At that point, throughput begins to decline rapidly to the point where there are so many cars that none can move. For example, when all six through lanes on the I-10 Freeway are operating at 50 mph, the freeway can move about

12,000 vehicles per hour. When congestion slows the freeway to 10 mph, it can only move about 1,800 vehicles per hour—as if five of its six lanes were eliminated! This steep decline in throughput has one advantage: even in the most congested corridor, removing just 10 percent of cars effectively eliminates the congestion. If Santa Monica motorists took the bus, rode their bikes or worked at home just two days a month, we could do away with congestion. That is, until others, tempted by the free-flowing traffic, decide to drive causing the congestion pattern to repeat itself.

Congestion Patterns

Congestion accumulates in Santa Monica in predictable ways and locations throughout the City:

Freeway On-ramps

Much of Santa Monica’s local congestion originates on the freeway. While the Los Angeles region is famous for its freeways, the Westside has among the lowest number of freeway miles per capita of any major urban area in the country. Interstates 10 and 405 experience severe congestion daily, and much of that congestion backs up onto city streets.

Freeway Off-ramps

Even when the freeways are free-flowing, congestion also accumulates at the freeway off-ramps, as the one large pipe of a freeway ramp meets the many small pipes of city streets, and motorists make many turning movements to sort themselves out into the grid. This is especially noticeable at Cloverfield Boulevard, where the convergence of the freeway ramps, two of the only north-south through streets in the City, and a large number of jobs combine to make travel demand exceed street capacity. Congestion on Cloverfield is exacerbated by the limited street pattern in the area. Each large block in the area around The Water Garden complex would be three blocks in Downtown. Therefore, these streets must carry

the traffic of three streets and three alleys.

North-South Through Streets

While Santa Monica is generally blessed with a fine grid of interconnected streets, the grid breaks down in several places, particularly in the north-south direction. In fact, there are only five corridors that traverse the whole City from north to south: Pacific Coast Highway/ Ocean Avenue/Neilson Way, 4th Street, 7th Street/Lincoln Boulevard, 26th Street/ Cloverfield Boulevard/23rd Street, and Centinela Avenue. Some of these, particularly 26th Street and 23rd Street, were never designed to carry heavy vehicle volumes. When I-405 is congested, these five corridors carry such a heavy regional traffic burden that they also become congested, since they cannot accommodate enough traffic to relieve the freeway system.

East-West Boulevards

Santa Monica's east-west boulevards were better designed to carry traffic flows than the north-south streets, but these too get congested, largely due to problems at Sepulveda Boulevard and on-ramps to I-405 backing up into Santa Monica.

Schools

While most K-12 students in Santa Monica live within walking or bicycling distance of their schools, the increased dominance of automobiles on Santa Monica streets has made parents more likely to drive their children to school. As a result, there are pockets of severe congestion, particularly in the morning peak period, around local schools, including on boulevards and avenues that are not directly adjacent to school sites.

Beach

With one of the most accessible and beautiful beaches in the region, Santa Monica Beach draws crowds—and their cars—to its shores. Congestion is greatly exacerbated by motorists circling endlessly trying to find a vacant parking space.

Employment

Santa Monica, like much of the Westside, is a major regional employment center. From a traffic standpoint, this has advantages and disadvantages. The obvious disadvantage is that these jobs bring cars. A potential advantage, however, is that by concentrating jobs along major transit corridors and within walking distance of local services, Santa Monica can generate fewer vehicle trips per job than almost any other employment center in the region. To the extent that commercial uses generate high revenue for the City, employment can also help pay for local services and benefits.

Visitors



Safe Routes to School Programs can help alleviate traffic by promoting bicycling and walking.



Beach Parking: Motorists looking for parking near the beach contribute to local congestion issues.

Shopping, special events and tourism all impact Santa Monica traffic, but they also bring in revenue that can be used to mitigate that traffic. Special event management such as remote parking shuttles and bicycle valets can reduce the impact of events.

MANAGING CONGESTION AND TRANSPORTATION

If regional land use and travel pattern decisions are beyond our control, what can one small city like Santa Monica do? The best response is fivefold:

- Meet our regional responsibility by reducing our own vehicle trips to the greatest extent practical, with the goal of No Net New Evening Peak Period Vehicle Trips.
- Substitute accessibility for mobility by meeting needs locally and reducing the need to travel long distances by car.
- Make the most efficient modes of transportation—walking, biking, transit, and carpooling—more attractive, so that the roadway system can move more people with reduced delay.
- Implement targeted congestion management programs where they are most effective, such as better parking management so motorists don't drive in circles looking for an empty space, and Safe Routes to School programs that reduce parents' need to drive their children to school.



Santa Monica is a major regional employment center, drawing workers (and their cars) from all over the region.

Most importantly, in order to prevent regional spillover traffic from overwhelming Santa Monica's neighborhood and commercial streets, locate regional congestion bottlenecks in places with the least negative impact on the community.

This last point is important but counterintuitive. Alleviating congestion at one location may simply move the problem to the next intersection down the road. Moreover, a roadway widening at a bottleneck location may unleash what engineers call "latent demand"—new vehicle trips enticed by the temporary lessening of delay—resulting in increased, more pervasive congestion throughout the roadway system. Thus, congestion requires a systems management response. As the saying goes, a city cannot pave its way out of congestion.



Visitor attractions like the Pier, Bergamot Station and the Third Street Promenade create traffic issues that must be managed.

This Plan recognizes the real constraints of regional roadway capacity and includes strategies to use the streets efficiently to improve the competitiveness of transit, cycling and walking. The focus is also to protect the quality of life in the neighborhoods.

Congestion at access points to the City helps to limit the overall level of auto traffic on Santa Monica's streets. In particular, congestion is likely to continue to occur where local streets connect with the regional highway system. However, congestion in these areas is preferred because it reduces spillover onto boulevards, avenues and local streets that are intended to serve Santa Monica neighborhoods and commercial districts.

Management Strategies

No Net New Evening Peak Period Vehicle Trips

Rather than allow continued worsening of local traffic, the LUCE establishes a bold goal of No Net New Trips. That is, for every new vehicle trip generated in Santa Monica—either as an origin or destination—the City commits to eliminating an existing trip by providing current residents and employees with better transportation choices. Such a goal is not as radical as it sounds. Indeed, much of the roadway system is currently at capacity during the peak, and it cannot move more cars than it does now. Adding more vehicles would simply reduce the number of vehicles that the system moves, by increasing and spreading congestion. As congestion spreads, the transit system also slows down, reducing the number of people the system can move.

Meeting the goal of No Net New Trips will not be easy, but it does not mean that the City must stop all new development. On the contrary, it requires that the City continue to evolve and develop, but that it focus on the right kind of development, in the right locations with the right management tools in place. New development must do more to reduce its own trips, and it must make its surrounding neighborhoods more walkable and more complete. New development above a by-right base height will mitigate its traffic impacts through fees to fund better transportation choices that will also benefit existing residents and employees. Ultimately, to achieve the No

Even if the City were to prevent all new development over the next 20 years, the local transportation system would continue to deteriorate at a steady pace, due to continued regional growth outside Santa Monica's borders.

Net New Trips goal, all of the following strategies should be implemented simultaneously.

Location

Locate new development near transit

Merely by locating development near frequent transit service, peak period vehicle trips can be cut in half, compared to the traffic it would generate elsewhere. This Plan focuses future growth in Santa Monica along its major transit corridors, but also goes further to make significant improvements in the pedestrian environment, thus making walking more attractive, safer and efficient. The result is that Santa Monica's transit corridors should have the lowest vehicle trip generation rate in the region.

(See chapters 2.4 Boulevards and 2.5 Districts for further information.)

Transportation Demand Management

Implement stronger requirements for new projects and new incentives for existing projects

Santa Monica has long had strong TDM requirements. This Plan proposes strengthening those requirements for new development and keeping closer track of program results. To make a real difference, however, the City must create incentives for existing employers and institutions to do more to reduce their traffic, by making it easier for commuters to leave their cars at home and by revealing the true costs of driving and parking. New incentives are also proposed for residents, such as better car-share and transit pass programs for residents, and strategies to attract new residents who drive less frequently. These programs are covered in the TDM and Parking sections of this chapter.

Management

Coordinate strategies by area

Each area of Santa Monica needs a different solution to reduce vehicle trips and encourage other transportation modes. To help set targets and implement programs, the Plan seeks to utilize existing or establish new Business Improvement Districts, Transportation Management Organizations and/or Community Benefit Districts throughout the City to help manage parking and minimize traffic. The City could leverage some of its transportation funding through these organizations to help provide transportation choices for existing

residents and employees. This strategy is detailed in the TDM and Parking sections of this chapter.

Complete Neighborhoods

Locate all needs of daily life within walking distance

Santa Monica's thriving neighborhood commercial districts are unique in Southern California, placing most residents and employees within walking distance of their daily needs, and thereby reducing the 80 percent of our daily non-commute trips. The Plan seeks to create the optimal array of local services by encouraging new complete neighborhoods in areas of the City that are currently lacking services. This is especially true in the Bergamot Transit Village and Mixed-Use Creative Districts, the Memorial Park Activity Center and along Wilshire, Santa Monica, Pico and Lincoln Boulevards and Broadway and Colorado Avenue.

(See chapters 2.4 Boulevards and 2.6 Districts for further information.)

Community Benefits

Ensure that new development makes the City a better place

The LUCE works hand-in-hand to create better living and working neighborhoods—the places that make Santa Monica unique. Not only must developers create buildings that look and feel like Santa Monica, but they must also contribute their fair share toward



Transportation Demand Management: *Large employers, like those who occupy The Water Garden office complex, can help reduce existing vehicle trips by contributing to TDM programs.*

community benefits for any development over a by-right base height. The specific community benefit packages may include affordable and workforce housing, sidewalk improvements, neighborhood traffic calming, utility under-grounding, new landscaping, or other projects and programs.

(See chapter 3.2 Community Benefits for further information.)

Fees

Implement fees to mitigate trips and improve choices for existing Santa Monicans

New projects will be required to minimize the trips they generate and contribute fees to mitigate their new trips. To achieve the No Net New Trips goal, developers cannot be expected to have every project generate zero trips by itself. Rather, developers will pay mitigation fees that will fund capital improvement projects citywide, such that the net impact of each development project ultimately is zero. Fees will be

used for improvements that benefit the City's transportation system overall, such as additional buses to increase frequency, improved walking routes and new bike lanes.

Measurement

Build a better future by measuring success, not failure

The City's tools for measuring the success of its transportation system should follow from the larger goals and policies of the LUCE. While it is important to measure congestion, tracking total travel time from point A to point B may be a more useful measure than seconds of delay at specific intersections. We must also measure the success of all modes of transportation, not just the car. Indeed, we are more interested in how people experience the transportation system—motorists, pedestrians, bicyclists, transit riders—than we are interested in the perspective of their vehicles. The LUCE emphasizes quality of service over level of service. More importantly, the Plan recognizes that transportation is central to our quality of life, our health, our economy, and our local character. We must therefore measure all the ways our transportation system supports our larger goals, including regular tracking of how the transportation system supports climate protection, housing affordability, public health, and local sales tax returns. Measurements are suggested throughout this document, with particular emphasis in the Streets section of this chapter.

"Solving" the Congestion Problem

Ultimately, the elimination of congestion in Santa Monica is outside of the City's control and requires a regional strategy. To address both local and regional congestion, Santa Monica will continue to use its regional leadership to explore the following programs:

Regional Development Impact Fees

The San Joaquin Valley Air Pollution Control District in California's Central Valley charges a fee for every vehicle trip that development projects in its district are estimated to generate, with revenues going to mitigate the resulting air pollution. Discounts are given for various factors that reduce the vehicle trip rate, such as proximity to transit or TDM measures. The Los Angeles County Metropolitan Transportation Authority (Metro) is currently exploring a congestion management fee for new development.

Congestion Pricing

London, Stockholm and Singapore have implemented citywide pricing programs to manage congestion and raise funds for transportation alternatives. With few and costly opportunities for widening its freeways, Southern California will need to examine more effective tools for managing congestion by treating roadway capacity like any other scarce commodity in our society. The cities of San Francisco and Los Angeles are currently



Complete neighborhoods: Locating retail uses like grocery stores near residential neighborhoods reduces the need to drive.



New development must contribute community benefits, like bus shelters, sidewalk improvements and affordable housing.



Congestion pricing is a traffic reduction strategy employed in many places throughout the world like London (above), Stockholm and Singapore.



Cleaner air: Under the LUCE, some new development projects will pay into a fund to mitigate the pollution created from trips the projects create.

exploring peak parking pricing as another tool for managing congestion.

Transit Investment

Rather than investing its scarce transportation dollars in increased automobile dependence and highway expansion, the region should emphasize more efficient forms of transportation, especially considering long-term capacity. The coming Expo Light Rail line is a tremendous opportunity for the region and the City. Metro Rapid expansion and the “Subway to the Sea” should also be priorities. Other transit investments, such as a Green Line extension northward to Venice and Santa Monica, should continue to be studied.

Regional Land Use Strategies

Finally, the best solution for the region’s problems is for all cities in the region to direct growth pressure around transit, implement TDM requirements and pursue Santa Monica’s planned strategies on a regional scale.

CIRCULATION ELEMENT ORGANIZATION

While the context of this Transportation Element is focused on addressing concerns around congestion, its goals, policies and actions are aimed at taking positive steps toward making the most efficient and sustainable modes of transportation more attractive. It is organized into the seven sections described below.

Streets

The Streets section is the heart of the Circulation Element. It synthesizes the Walking, Bicycle, Transit and Automobile sections, describing how the needs of each mode should be balanced with the others. It recognizes that streets also create unique public spaces. The needs of a neighborhood commercial street are very different from a residential street.

Walking

Walking is the backbone of the transportation system, since every trip starts with a walk to the bus or car. This section seeks to make walking safe and pleasurable for everyone, on all streets and at all times of day. The Plan pays particular attention to the needs of children, the elderly and disabled. It recognizes that Santa Monica's streets are part of its open space and recreation systems, and that walking should be a fun, healthful, everyday activity.

Bicycle

The most efficient form of urban transportation, bicycling is ideal in Santa Monica's mild climate and gentle terrain. Many trips in Santa Monica can be made more quickly on bicycle than in transit or by car. The bicycle section proposes an interconnected network of bicycle paths, lanes and boulevards so that people of all ages and abilities can ride a bicycle for their daily needs.

Transit

Transit is the most effective method for moving large numbers of people throughout the region. Big Blue Bus has been one of the City's best investments in congestion management. Transit also provides mobility for those who do not have access to a car, whether due to age, income, ability or choice. As the region grows, transit investment must continue and transit must be protected from congestion-related delays through smarter traffic signal management and, where necessary, transit-only lanes. The transit section provides guidance to make transit fast, frequent and reliable, and incorporates the arrival of the Expo Light Rail.

Automobile

Promising the freedom to come and go as we please in the safety of a stylish, protected shell, automobiles have been the mode of choice in the Los Angeles region for over 50 years. As a means for moving people in urban places, however, automobiles are inefficient, consuming more than ten times as much roadway space

per person as other modes. Since we cannot pave our way out of our traffic problems, this section focuses on managing auto traffic and congestion both to allow cars to move around the City at reasonable speeds, to facilitate emergency response needs, and to keep excess auto traffic from damaging the quality of life on our local streets.

Transportation Demand Management

This section describes how to manage the overall transportation system for optimal efficiency. It describes tools for reducing the number of vehicle trips generated by new and existing buildings.

Parking

This final section describes tools for ensuring that all motorists can easily find a parking space when and where they need one, while at the same time managing the parking system to help achieve the City's congestion management, housing affordability, GHG emission reduction, stormwater management and urban design goals. It does so by recognizing the importance of parking availability to people, by removing the direct and hidden subsidies of parking, and making the true costs of parking apparent to motorists.

STREETS

The Role of Streets

Streets in Santa Monica play many roles. They provide local property access, accommodate sewer lines and utility poles, and allow for people to move throughout the City and the region. Streets are for more than moving cars—they also provide networks for moving pedestrians, bicycles, transit and goods. In addition, they are part of the neighborhoods and districts they cross, and provide open space for gathering and recreation. The following sections provide detailed guidance for the needs of each mode, including walking, bicycling, transit and automobiles. This section synthesizes and provides an integrated set of street typologies that balance the following factors:

Adjacent Land Use Context

Each street should be designed to support the land uses along it, as defined in the Land Use Policy and Designations chapter. Neighborhood commercial streets, for example, need to attract and accommodate visitors by providing for slow and steady vehicle traffic and available on-street parking in order to support local-serving retail. The busiest areas, such as the Downtown, need to prioritize transit and pedestrians. Local residential streets need to have speeds slow enough to enable motorists to stop for a child



Santa Monica's streets are parts of the neighborhoods and districts they cross, and are for more than just moving cars.

chasing a ball.

Priority for the Movement of Each Mode

Some streets, like Wilshire Boulevard, must allow transit to progress at speeds that allow it to compete with autos, and balance that with allowing autos to progress well enough to keep through-trips off local streets and avenues. All streets must accommodate pedestrians comfortably, but on some streets an especially high level of pedestrian investment is necessary.

Relationship to Other Streets in the Network

Some streets have to carry more cars because they provide direct connections to freeways. Others may need to emphasize transit or cycling so that the overall system provides high quality through routes for each mode. There are also streets in the network which have been identified for emergency response. These may require specific signal technology and clearance requirements.

Land Limitations

Santa Monica is a built-out city. There is little additional land available to widen streets. New facilities for one mode, such as a wider sidewalk, may have to come at the expense of another, such as a travel lane for bicycles or vehicles and transit.

The Street Network

The street typologies are mapped on the opposite page. This map is supported by the table that follows, describing how each street type is defined, providing design guidance, and, most importantly, addressing the inevitable tensions between different transportation modes in our limited street rights-of-way. The table provides guidelines only, not requirements; all streets should be designed in collaboration with public transportation, emergency service providers and other stakeholders.

Street Network

City of Santa Monica
Land Use and Circulation Element



- Boulevard**
Regional transportation corridor with continuous mixed-use and commercial land uses. Provides access for all forms of transportation, but emphasizes transit and walking. Regional auto traffic is accommodated here in order to minimize regional traffic on parallel streets.
- Special Street**
Unique and ceremonial streets requiring special consideration, such as the Third Street Promenade.
- Commercial: Downtown**
Provides access for all transportation and supporting Downtown.
- Commercial: Neighborhood**
Provides access for all transportation and supporting neighborhood retail.
- Avenue: Major**
Serves regional automobile trips and provides access for all modes of transportation. Designed to discourage regional auto traffic from using Secondary or Minor Avenues.
- Avenue: Secondary**
Distributes auto trips among Minor Avenues and Neighborhood Streets, often serving regional bicycle trips by providing signalized crossings at Boulevards and Major Avenues.
- Avenue: Minor**
Serves local auto and bicycle trips.
- Avenue: Industrial**
Minor street serving industrial area.
- Neighborhood Street**
Provides access primarily to abutting uses. Autos travel slowly enough to stop for people in the street.
- Shared Street**
Serves as area where autos travel slowly enough to mix safely with people walking or bicycling. May not be wide enough to accommodate separate zones for people walking, bicycling, parking or driving.
- Parkway**
Serves as linear park incorporating continuous landscaping, recreational bikeways and pedestrian paths.
- Pathways**
Pedestrian-only streets.
- Bikeway - Lane/Path/Bicycle Boulevard**
Bicycle lanes, bicycle paths, and streets designed so that cars and bicycles can mix comfortably.
- Transit Investment**
Planning underway for rail service, including subway and light rail with regional connections.
- Highway**
Serves regional and interstate auto traffic.
- Alley**
Provides local property access.
- Light Rail Station**
- Major Bus Stop**

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Updated 10-30-2009



Type

Boulevard



Definition

Regional transportation corridors with continuous mixed-use and commercial land uses: Provide access for all forms of transportation, but emphasize transit and walking. Regional auto traffic is accommodated here in order to minimize regional traffic on parallel local streets. This refers to the role of transportation on these streets, in comparison to the role these streets play in the overall community.

Guidelines

- Design and manage the transportation network to reduce tension between modes and improve person carrying capacity.
- When necessary, remove on-street parking to reduce bus transit delays.
- Create dedicated transit lanes and transit queue-jump lanes as necessary to improve person carrying capacity while maintaining acceptable vehicle delay.
- Allow property dedication for projects above the base height when necessary to achieve desired sidewalk width and/or turn lanes.
- Prioritize reduction of transit delay and the creation of a high-quality walking experience over bicycle lanes on the boulevards.

Commercial: Downtown



All streets in the Downtown District, except as shown, plus a portion of Lincoln Boulevard. By definition, these streets are very high priority for pedestrians and experience high levels of competition among all modes.

- Prioritize pedestrian environment above all other modes.
- Accommodate pedestrian movements in each signal cycle at all legs of all intersections.
- Remove parking lanes to reduce transit delay, improve pedestrian quality or provide bicycle lanes, as necessary.

Commercial: Neighborhood



Streets in neighborhood commercial zones that are not major boulevards.

- Prioritize pedestrian environment above all other modes.
- Recognize the importance of on-street parking and only remove it to improve pedestrian quality, such as for corner bulbouts or cafe seating.
- Provide space on the sidewalk in the public right-of-way for cafe tables and merchant displays, where practical.

Type

Avenue: Major



Definition

Streets serving regional auto trips and all modes of transportation; designed to discourage regional auto traffic from using secondary or minor avenues.

Guidelines

- Manage to primarily attract regional auto traffic away from secondary or minor avenues.
- Buffer pedestrians from motor vehicle traffic with parked cars, landscaping or other tools.
- Accept regional traffic congestion on these streets if it helps prevent the spread of congestion to nearby residential and neighborhood commercial streets.

Avenue: Secondary



Streets that distribute auto trips among minor avenues and neighborhood streets; often serve regional bicycle trips by providing signalized crossings of boulevards and major avenues.

- Remove parking along nonresidential frontages in order to improve pedestrian quality or add bicycle lanes, as needed.
- Set design speed at 25 mph to improve pedestrian safety and bicycle comfort.

Avenue: Minor



Streets connecting neighborhood streets with other avenues.

- Remove parking along nonresidential frontages in order to improve pedestrian quality or add bicycle lanes, as needed.
- Set design speed at or below 25 mph to improve pedestrian and cyclist safety.

Type

Avenue: Industrial



Definition

Minor streets providing access to individual industrial parcels.

Guidelines

- Prioritize truck movement and ensure easy access to individual parcels, particularly for deliveries.

Neighborhood Street



Streets primarily providing access to individual residential parcels.

- Set design speed at below 25 mph so that bicycles can share travel lane with cars and pedestrians can safely walk across the street at any location.
- Discourage regional traffic from using these streets.

Shared Street



Streets where autos, bicycles and pedestrians may share a single travelway; shared streets typically are not wide enough to accommodate separate zones for people walking, bicycling, parking or driving.

- Favor bicycles and pedestrians over motor vehicles.
- Set design speed at or below 15 mph so that all roadway users can share same space comfortably and safely.

Type

Parkway



Definition

Streets serving as linear park, incorporating continuous landscape, recreational bikeways and/or pedestrian paths.

Guidelines

- Prioritize landscape character and continuous bikeway and pedestrian paths over vehicle capacity or vehicle delay.

Transit Investment



Planning underway for pedestrian amenities near future rail service, including light rail.

- Provide locations for guideways and stations as necessary for high-capacity rapid transit.
- Invest greatest amount of pedestrian resources near station areas.

Bikeway: Lane/Path/Bicycle Boulevard



Bicycle lanes, bicycle paths and streets designed so that cars and bicycles can mix comfortably.

- Design street as bicycle boulevard, with physical measures to reduce motor vehicles and volumes so that cyclists can comfortably share lanes with autos where right-of-way is not available for bicycle lanes.

Type

Highway



Definition

Limited access regional roadway

Guidelines

- Maintain consistency with Caltrans policies.

Alley



Narrow lane serving loading docks of commercial areas and garages in residential area.

- Design alleys to accommodate service loading, emergency response, garbage pickup, deliveries, garage entry and exit, and other loading and unloading functions, discouraging these functions from other streets.

Pathways



Pedestrian-only streets.

- Design pedestrian-only streets, commercial paseos, residential walking streets and other pathways with care to support a high-quality walking environment.
- Design these spaces to be safe, secure and inviting according to Crime Prevention Through Environmental Design principles, with activities and “eyes on the street” at all times.

Type

Special Streets



Definition

Unique and ceremonial streets requiring special consideration, such as the Third Street Promenade.

Guidelines

- Guidelines apply on a case-by-case basis.



GOALS AND POLICIES

GOAL T1: Design and manage Santa Monica's streets to support comprehensive public health and safety.

POLICIES:

T1.1 Support public health by promoting active living and supporting walking and safe bike routes throughout the city.

T1.2 Seek to minimize emergency vehicle response time while preventing excessive speed by general traffic.

GOAL T2: Santa Monica's streets should be well maintained.

POLICIES:

T2.1 Maintain all roadways, paths and sidewalks in a good state of repair.

GOAL T3: Ensure that Santa Monica's streets are pleasant for all users.

POLICIES:

T3.1 Include elements that contribute to quality from the user's perspective, not just throughput for each mode.

GOAL T4: Support local and regional air quality, sustainability and GHG emission reduction goals through the management of Santa Monica's streets.

POLICIES:

T4.1 Manage the City's transportation



Complete Green Streets: Well-designed streets should include facilities to accommodate travel by foot and bicycle, as well as by car. Landscaping and other improvements reduce blight, and have additional environmental benefits as well.

system to meet overall CO₂ and Vehicle Miles Traveled reduction goals.

T4.2 Ensure that travel by bicycle and transit is time-competitive with autos.

T4.3 Update the *Sustainable City Plan* indicators to be consistent with the goals and policies of the LUCE.

denotes sustainable policy

GOAL T5: Establish performance measures and design guidelines for the City's transportation system that reflect the LUCE priorities.

POLICIES:

T5.1 Develop project evaluation methodology and transportation impact significance criteria that assess how well individual projects contribute to the overall LUCE goals, as well as how they may negatively impact the transportation network.



Well-maintained streets also include high-quality spaces for walking and socializing.

T5.2 Include performance criteria for each type of street that consider the street's full range of functions.

T5.3 Include performance criteria that consider the City's transportation system as a whole.

T5.4  Develop design guidelines and management tools for all City streets, so that each street supports the land uses along it and provides an optimal accommodation for all modes of transportation.

T5.5 Prioritize property access from transit, walking and bicycling over auto access.

ACTIONS

Adopt transportation performance criteria to reflect the Circulation Element goals and principles and incorporate these into the *Sustainable City Plan*.

Adopt transportation impact analysis criteria to reflect the Circulation Element goals and principles.

Develop street design standards to reflect the Circulation Element.

Review transportation system performance regularly and adjust resources to align with community priorities.

WALKING

The Role of Walking

From walking the dog, strolling on the beach, or getting to school, to running to the corner store for that last ingredient for a recipe, walking provides the foundation of both the transportation system and much of the fabric of life in the City.

A complete, high-quality pedestrian network is necessary to make all aspects of the transportation system function well. The design of the network should reflect the principles listed below.

All trips begin and end with a pedestrian trip, whether it's getting from the bus stop to the office or from the store to the parking lot. The success of the transit system is dependent upon high quality walking routes to and from transit stops.

According to the Open Space Element, walking is the most popular recreational activity among Santa Monica residents.

According to the Centers for Disease Control, there is no single better indicator of public health than rates of walking. This is especially true for children and seniors.

Santa Monica's streets comprise roughly one quarter of the City's land area—more than all its parks combined. Santa Monica's paths and sidewalks are the most heavily used components of the City's open space system. For example, San Vicente Boulevard is more than just a street—its median and bike lanes are also heavily used as



Recreational corridors connect neighborhoods to the City's entertainment and open space amenities.

recreational facilities.

Unlike typical auto-oriented communities, Santa Monica's Downtown, beachfront and neighborhood commercial districts are highly dependent upon the quality of the pedestrian environment.

Walking is the lowest cost form of transportation, and an enhanced pedestrian network allows residents and visitors to save money by walking. Better walking conditions can improve opportunities for disadvantaged populations by reducing the share of household income that must be spent on high-cost auto ownership.

The perceived safety of walking—particularly among children and the elderly—is an excellent indicator of the overall health of a community.

The Walking Network

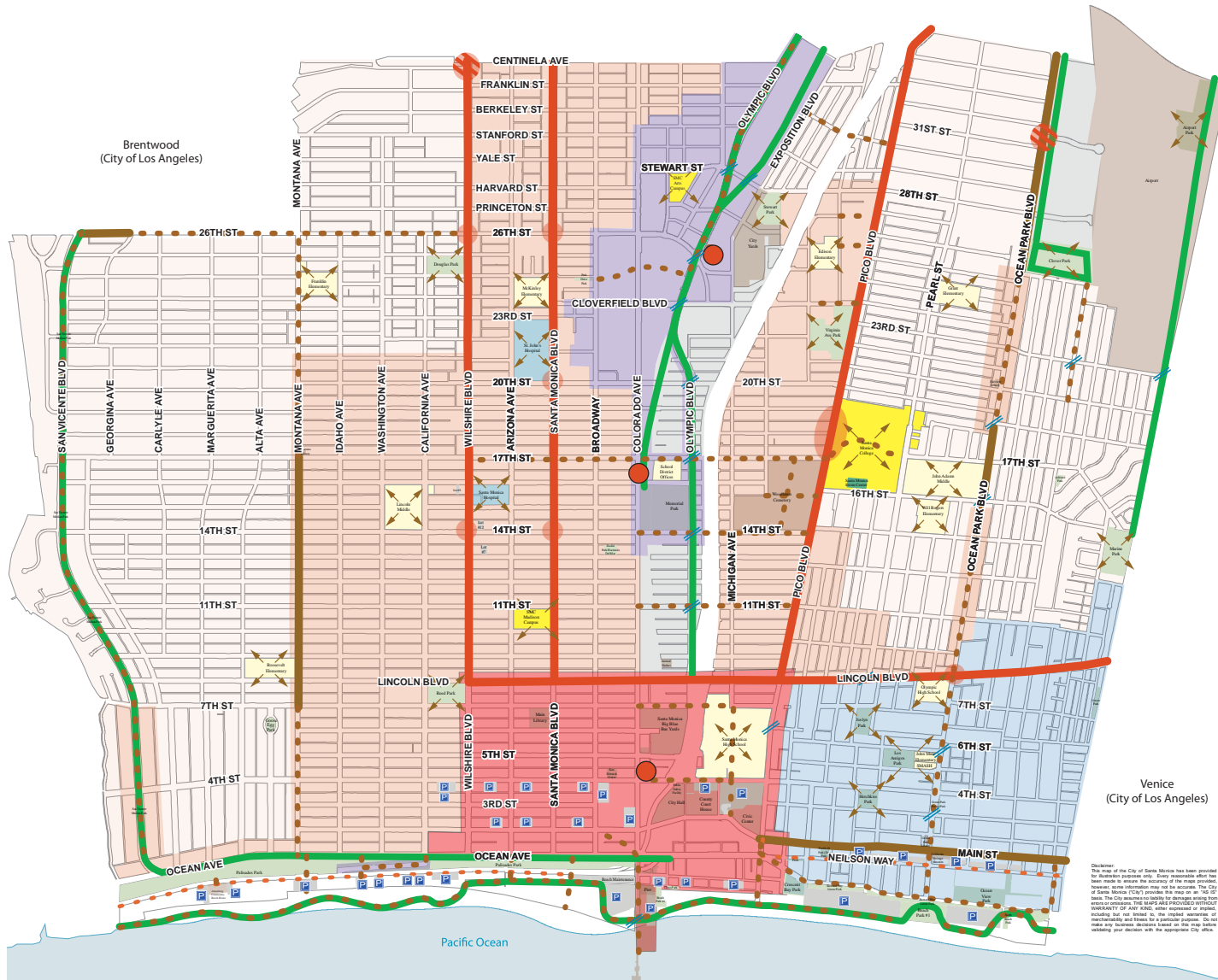
The Walking Network map identifies the places listed below for different pedestrian treatments.

Boulevards

The City's boulevards serve as important regional connectors and carry a high volume of auto and bus traffic, while serving the retail and service needs of the community; thus treatments that create a safe and comfortable walking environment for pedestrians are critical. Increased tree canopy, enhanced sidewalks and on-street parking not only improve the physical environment but also act as buffers between pedestrians and traffic. When on-street parking is removed, landscape buffers are especially important. Equally important are well-designed street crossings that ensure that pedestrians can safely cross, with protected pedestrian crossings generally no more than three blocks apart. Sidewalks should generally be a minimum of 15 feet wide from face of curb to private property line; additional sidewalk width should be encouraged on private property with setbacks, especially at activity centers. Continuous, pedestrian-scale lighting should be provided.

Neighborhood Commercial Streets

Neighborhood commercial streets are destinations for strolling, designed to allow pedestrians to pass each other comfortably. These areas feature a mix of residential and




Walking Network


City of Santa Monica
Land Use and Circulation Element

- Boulevard**
Safe and comfortable walking environment is critical. Landscaping, wide sidewalks and on-street parking improve the physical environment.
- Neighborhood Retail/Commercial**
Destinations for strolling, designed to allow pedestrians to pass each other comfortably.
- Key Pedestrian Route: Priority Investment**
Access improvements to walking destinations such as schools, recreation facilities and commercial areas.
- Pedestrian Routes: Strategic Improvements**
Locations where it is difficult for people to walk and where improvements should be strategically pursued.
- Community Facility**
Locations that should be easily accessed by pedestrians and investment focused.
- Recreation**
Destinations for walking as a fitness and social activity.
- Downtown**
Destinations for strolling, designed to allow pedestrians to pass each other comfortably.
- Multi-Family Neighborhood**
Pedestrians should be able to pass on the sidewalk. Ramps are aligned with sidewalk paths of travel, and there are buffers from moving cars.
- Single Family Neighborhood**
Pedestrians should have safe sidewalks and be buffered from moving cars.
- Shared Streets Neighborhood**
Serving as areas where autos travel slowly enough to safely mix with people walking or bicycling. Shared streets may not be wide enough to accommodate separate zones for people walking, bicycling, parking or driving.
- Shared Streets Commercial/Industrial**
Sidewalks should be installed, and vehicles should travel slowly enough to safely mix with pedestrians.
- Investment Focus Area**
New investment should emphasize pedestrian connections within and through the area, including new routes.
- Light Rail Station**
Superior pedestrian access and amenities.
- Major Bus Stop**
Priority pedestrian access.
- Future Major Bus Stop**
- Key Crossing**
Locations known to be difficult to cross that should be thoughtfully evaluated and invested in.

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Updated 11-03-2009



commercial uses, and as specialty shopping districts they act as both local and regional destinations. The quality of the pedestrian environment is highly important on these streets. Extra attention should be paid to landscaping, pedestrian-scaled lighting, art, façade treatments and other investments to ensure pedestrian comfort and interest. Collaboration with area business groups, such as local Business Improvement Districts or Community Benefit Districts can aid in achieving multiple goals. Where appropriate, space should be provided for outdoor seating.

Key Pedestrian Routes

Paths of travel that provide access to walking destinations such as schools, recreation facilities and commercial areas should be prioritized for improvements. Paths can follow alignments that are independent of the automobile network.

Pedestrian Routes

These are locations where pedestrians frequently share the same space with bicyclists. These are streets where it is difficult for people to walk due to limited right-of-way dedicated to pedestrians. Improvement should be strategically pursued at these locations.

Recreation Routes

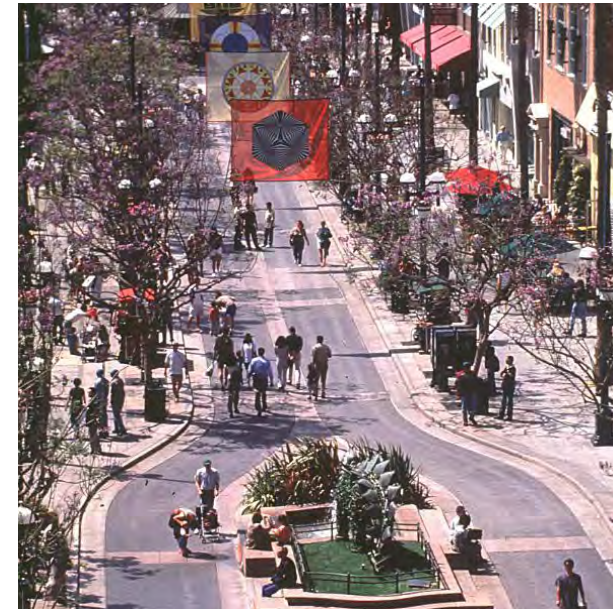
Recreational routes are destinations for walking



Safe and comfortable sidewalks are prioritized by the LUCE.

as a fitness or social activity and include the parkways—San Vicente Boulevard, Ocean Avenue and Olympic Boulevard—along with connecting paths, such as the beach bike path, the future Exposition Bikeway and sidewalks connecting Virginia Avenue Park, Clover Park and Airport Park. Together, they comprise a connected network of walking, jogging, dog walking and exercise paths. All should receive special treatment in terms of way-finding, lighting, walking and bicycling conditions. New paths should be pursued to link recreational facilities.

Downtown



A high level of pedestrian investment will maintain the quality of the pedestrian experience in Downtown Santa Monica.

Downtown Santa Monica should continue to emphasize walking and transit. Like the neighborhood retail streets, Downtown streets require the highest level of pedestrian investment, with sidewalk widening, as appropriate, on key walking streets. Santa Monica Boulevard between Ocean Avenue and 7th Street and Broadway between Ocean Avenue and 5th Street are streets that were improved by the development of a Transit Mall, provide examples of the desired level of quality.

Multi-family Neighborhoods

In the multi-family neighborhoods, local

services and transit require a higher level of sidewalk investment than single family neighborhoods, with a focus on safety and quality. Landscaping, sidewalk maintenance and intersection safety should be prioritized. Sidewalks should comfortably accommodate two people walking side-by-side and provide adequate visibility at alley and street intersections. Pedestrian-scale lighting should provide continuous, soft illumination without dark shadows or glare so pedestrians feel safe walking after dark.

Single Family Neighborhoods

Single family neighborhoods should provide pedestrians with continuous sidewalks, safety and a buffer from moving vehicles. Sidewalks should focus on landscape quality, intersection safety and maintenance.

Shared Streets Neighborhoods

Neighborhoods with shared streets serve as areas where autos travel slowly enough to mix with people—including children and the disabled—on foot and bicycles. The Ocean Park neighborhood and the neighborhood west of Ocean Avenue and south of the Pier are designated as Shared Streets Neighborhoods. These streets characteristically have very narrow public rights-of-way and may not be wide enough to accommodate separate zones for walking, bicycling, driving and parking. Utilities and trees often encroach

on the already narrow sidewalk width, creating obstacles for all users. Due to the narrow rights-of-way, it is not possible to accommodate wide sidewalks, street trees, travel lanes or on-street parking. Instead, the City should explore the latest “Living Streets” and “Home Zone” concepts from the Netherlands and the United Kingdom, redesigning these streets to slow motor vehicle traffic to walking speeds so that pedestrians and motorists can safely mix in the same space.

Shared Streets Commercial/Industrial

Currently, these industrial areas are comprised of mostly dead-end streets and little noncommercial activity. Where commercial and industrial uses are anticipated to remain in the area, sidewalks should be installed, parking should be located behind buildings and vehicles should travel slow enough to commingle with pedestrians. Driveways and curb cuts should be minimized to reduce disruption of the pedestrian paths.

Investment Focus Area

New investments should emphasize pedestrian connections within, and through, the area, including potential routes through existing and proposed projects. Specific design guidelines will be developed for these districts, with emphasis on sidewalk widths, limitation of driveways and curb cuts, intersection requirements, connectivity, and



Streets with continuous sidewalks, and buffers from moving vehicles contribute to the quality and character of the neighborhood experience.



Shared streets: Areas of the City that have narrow rights-of-way, like the Ocean Park neighborhood, are designated Shared Street Neighborhoods. When streets function as shared spaces, pedestrians feel safer and more secure.

the creation of smaller-scale blocks. Rail Stops and Major Bus Stops
A very high level of pedestrian investment is prioritized around light rail stations and major bus stops, since the success of transit in the City is largely dependent on pedestrian access.

Key Crossings

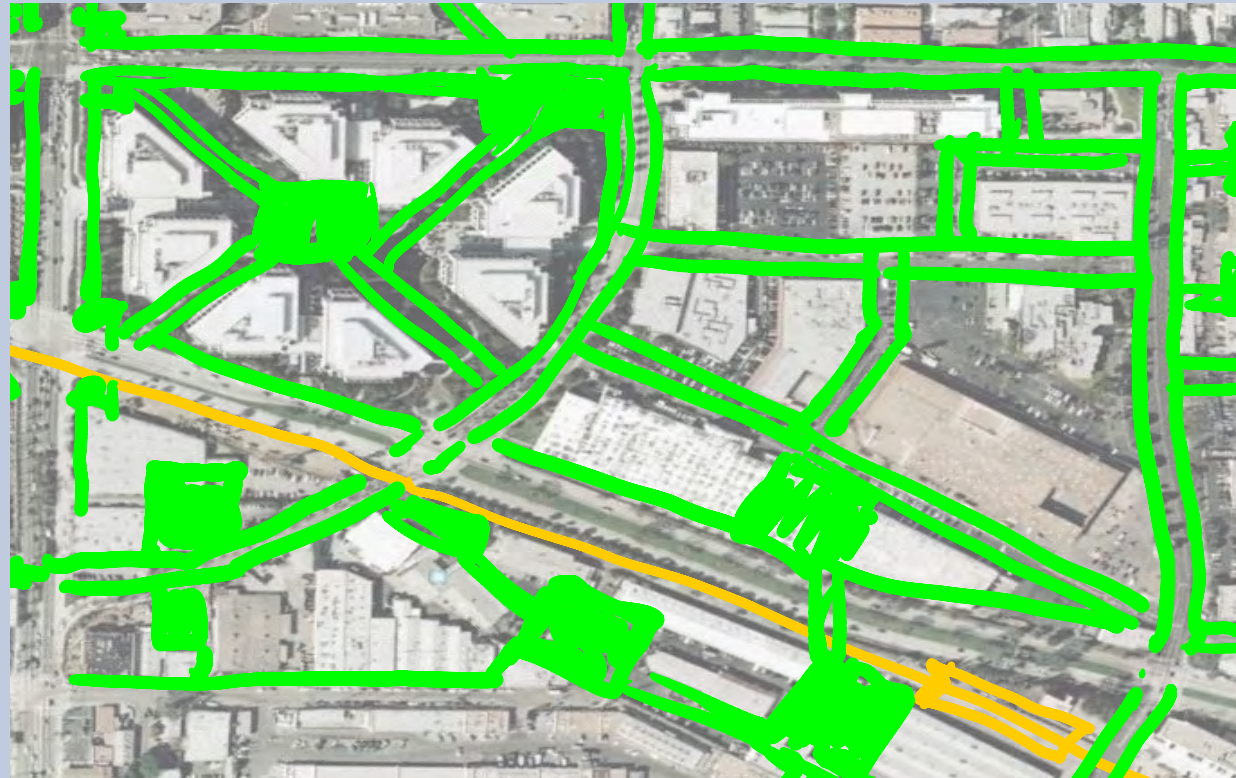
Certain locations are known to be difficult to cross and should be thoughtfully evaluated and prioritized for pedestrian crossing improvements.

Key Connections

“Key Connections” have been identified where new or improved sidewalks or paths should be prioritized. Emphasis is placed on getting to major institutions, across the freeway, to the Beach and to Expo Light Rail stations.

Community Facilities

Community facilities located in residential areas are part of the community fabric and should be accessible to the neighborhood and should have superior pedestrian facilities. These community facilities—schools, parks and medical centers—require site-specific improvements.



***New connections:** In areas underserved by transportation infrastructure, like the Mixed-Use Creative and Bergamot Transit Village Districts seen above, the LUCE recommends specific design guidelines to promote circulation.*

GOALS AND POLICIES


GOAL T6: Enable everyone to walk comfortably everywhere in Santa Monica.

POLICIES:

T6.1 Create appropriate enhancements to pedestrian crossings at key locations across all major boulevards.

T6.2 Explore shared street designs in the designated areas.

T6.3 Seek to improve the quality of the designated recreation corridors.

T6.4  Use a combination of physical improvements and programs to promote walking.

T6.5 As large industrial blocks are redeveloped with more urban uses, increase connectivity through direct and safe pedestrian connections.




The Beach and Santa Monica Pier are major destinations for pedestrians. Access to these destinations should be safe, comfortable and pleasurable for everyone.

T6.6 Ensure that all planning processes, such as neighborhood and specific plans, identify areas where pedestrian improvements can be made, such as new connections, increased sidewalk width, improved crosswalks, improved lighting, and new street furniture.


GOAL T7: Ensure that walking is safe for everyone, everywhere in Santa Monica.

POLICIES:

T7.1  Prioritize implementation of pedestrian safety improvements around community facilities and popular locations.

T7.2 Continue to enhance street lighting for

pedestrians.

T7.3  Continuously implement technology to improve the pedestrian environment, including pursuing the latest innovations.

GOAL T8: Provide a beautiful and attractive pedestrian environment throughout the City.

POLICIES:

T8.1 Consider the use of impact fees or development fees for pedestrian improvements.

T8.2 Encourage the development of Business

Improvement Districts or Community Benefits Districts for the Downtown, the transit village and Neighborhood Commercial areas and leverage pedestrian improvement funds through those districts.

T8.3 Facilitate Crime Prevention through Environmental Design (CPTED) principles in the maintenance of landscaping and building design standards.

T8.4 Design buildings to prioritize pedestrian access from the street, rather than from a parking lot.

T8.5 Design new and rehabilitated sidewalks to minimize tree root interference, to the greatest extent feasible.

ACTIONS

Public Improvements

Develop a destination-oriented pedestrian way-finding signage program.

As funding becomes available, create separate spaces for pedestrians and cyclists for the entire length of the beach path. Work with the City of Los Angeles to discuss the construction of similar treatments in the areas of Los Angeles adjacent to Santa Monica.



Pedestrian-oriented: Buildings should be designed to prioritize pedestrian access from the street, not at the rear of buildings.

Special pavers and decorative landscaping, like these seen in New York City's Times Square, can contribute to an attractive pedestrian environment and signal to motorists that they are entering a pedestrian-oriented zone.

Develop a priority list for enhanced pedestrian crossings along all major boulevards. Construct enhancements as funding becomes available.

Create a plan to enhance alleys citywide to create a Shared Street environment. In the Downtown areas, evaluate the creation of "Arts Alleys" as described in *Creative Capital*, the City's cultural master plan.

Continue to develop and maintain locations in the City where sidewalks should be completed. Construct new or reconstruct existing sidewalks as funding becomes available.

Create a priority list of locations to install dual curb ramps to improve the pedestrian environment and construct ramps as funding becomes available.

As funding becomes available, construct pedestrian improvements identified through the Safe Routes to School programs.

Information and Education

Develop Safe Routes to School programs such as "walking school buses," walking audits, classroom instruction and promotional events.

Create a program for educating parents about the benefits of their children walking to school. Emphasize the existing high levels of safety in Santa Monica.

Create a program to promote pedestrian safety through outreach to both pedestrians and motorists.

Policies and Projects

Create a pedestrian plan that incorporates design standards and policies and provides a framework for prioritizing investments in pedestrian improvements.

Conduct a study of the pedestrian environment that identifies locations that may be difficult for the disabled. As part of the Plan, develop a priority list of physical improvements and identify potential funding sources.

Develop citywide pedestrian design guidelines that encourage walking.

Update the Municipal Code to improve public and private standards addressing driveway location, pedestrian-oriented design and pedestrian-oriented lighting.



BICYCLE NETWORK

The Role of Bicycles

The largely flat terrain, short distances and mild climate of Santa Monica are ideal for making bicycling a healthful, convenient and pleasant way to meet everyday transportation needs for Santa Monicans of all ages and abilities.

Many people already bicycle in Santa Monica for recreational and utilitarian purposes. An active and passionate cycling community has emerged, continually reminding decision makers that there is more to be done to improve connections, create a safer environment and increase cycling as an alternative to driving.

Through the *Sustainable City Plan*, the City of Santa Monica has adopted a set of goals to improve the local economy while also protecting the environment, improving public health and quality of life. Bicycling has a clear role to play in achieving these goals, as increased rates of bicycling can help ease congestion, free up auto parking capacity and reduce air pollution and noise levels. Bicycles are a tried and tested, simple, cheap and zero-emission technology.

Santa Monica must strive to achieve numbers like those in Davis, California, where bicycling trips represent up to 14 percent of work trips, and Copenhagen, Denmark, where the number rises to over 35 percent. These high



A safe, interconnected and high-quality bicycle network can lead to more people using bikes. Learning how to increase bicycle use from other cities, like Denver (left) or Brooklyn (right) is part of the community's ongoing education.

rates are largely due to their investments in safe, interconnected and high-quality bicycle networks. A significant increase in bicycling is necessary for the City of Santa Monica to be a leading bicycle-friendly City and reach its goals of reducing auto trips, meeting its GHG emission reduction commitments and promoting active living.

The Bicycle Network

The map on the following page shows the functional classification of the various types of bicycle facilities in Santa Monica that are needed to make bicycling safe and convenient for everyone. These classifications are described in detail below.

Lanes/Paths/Bicycle Boulevards

Bicycle lanes, paths and boulevards form the main thoroughfares of the bicycle network, connecting all major destinations within and beyond Santa Monica. They should be the first level of investment for improvements. On all primary bicycle network streets, stop signs should be minimized in the bicyclists' direction of travel, and replaced with treatments to slow all vehicles and allocate right-of-way, such as mini traffic roundabouts. At major intersections, bicyclists should be provided with advanced stop lines ("bike boxes") and bicycle-activated traffic signal detectors.



Bicycle Network

City of Santa Monica
Land Use and Circulation Element

- Lane/Path/Bicycle Boulevard**
Some right-of-way allocated to bicycles, first level of investment for intersection improvements.
- Bicycle Route**
Signage and markings indicating to all street users that bicyclists are expected to share the motor vehicle lanes.
- Slow Street**
All users share the same space and travel slowly.
- Auto/Transit Priority Street**
Auto and transit have highest priority. Bicycles are allowed with parallel routes prioritized.
- Key Bicycling Facility: Priority Investment**
Create dedicated space for both bicyclists and pedestrians to improve safety and usability.
- Investment Focus Area**
New investment should emphasize bicycle connections to destinations within and through the area.
- Key Connection**
Location where a bicycle connection is of high importance but is currently obstructed by topography, physical barriers or difficult crossing conditions at major intersections.
- Light Rail Station**
Superior bicycle access and amenities.
- Major Bus Stop**
Bicycle investments focus on accessing buses and bicycle storage.
- Future Major Bus Stop**
- Bike-Transit Center**
Secure bicycle storage and other cyclist amenities.

Disclaimer: This map of the City of Santa Monica has been provided for illustrative purposes only. Every responsible effort has been made to ensure the accuracy of the map provided. However, some information may not be accurate. The City of Santa Monica (CSM) provides this map as a "AS IS" basis. The City assumes no liability for damage arising from errors or omissions. THE MAPS ARE PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including but not limited to, the implied warranties of merchantability and fitness for a particular purpose. Do not make any business decisions based on the map before consulting your decision with the appropriate City office.

Scale: 0 0.25 0.5 MILES

Updated 11-03-2009

Bicycle Lanes

Bicycle lanes are striped areas of the roadway where bicyclists ride parallel to motor vehicle traffic.

Bicycle Paths

Bicycle paths are separated from the roadway, generally running through a park or open space. The future Expo Light Rail line and existing beach bicycle paths are key components of the primary bicycle network. The paths should be enhanced for commuting and recreational activities.



***Bicycle paths** are separated from the roadway and provide a safe place for recreation and commuting.*



***Bike-transit centers** provide secure bike parking and related facilities. The bike-transit center pictured above is Chicago.*

Bicycle Boulevards

Bicycle boulevards, where motor vehicle speeds and volumes are kept low enough for cyclists to comfortably share space with motorists, should be established on streets that are part of the primary network but lack available right-of-way for striped bicycle lanes. All vehicles are permitted on bicycle boulevards, but the streets are designed to slow motor vehicles to bicycle-compatible speeds and ensure that all roadway users understand the others' rights and responsibilities on the road.



***Bicycle Boulevards**, although not appropriate on every street, can facilitate a comfortable shared space for bicycles and automobiles.*

Bicycle Routes

Corridors designated as on-street bicycle routes are low-volume, low-speed streets. These streets should have way-finding signs and markings in the travel lane such as Shared-



***Bicycle routes** are designated on several low-volume, low-speed corridors.*

Use Arrows, known as “sharrows,” to indicate to all users that bicyclists are expected to share the travel lanes.

Slow Streets

Slow streets are primarily neighborhood streets with low traffic volume and speed. There is little

need for specific bicycle accommodation. By highlighting these streets on maps and way-finding aids, these streets can provide cyclists with pleasant alternatives to more heavily-traveled parallel corridors.

Auto/Transit Priority Streets

Auto/transit priority streets are highest priority for transit and pedestrians, and right-of-way constraints make dedicated bicycle facilities challenging. Bicyclists have full access to these streets, and where appropriate, street markings such as sharrows may be used in the outside lane to alert motorists that bicyclists will be sharing the same travel lane as other vehicles. Signage should direct cyclists to higher quality parallel routes.

Key Bicycling Facility: Priority Investment

Primarily located adjacent to the beach, these can be over-subscribed facilities for both pedestrians and cyclists. Investments should be pursued to create dedicated space for cyclists and pedestrians to improve safety and usability, while enhancing the experience for all. Improvements should be prioritized in order to provide a safer and more comfortable bicycling and walking experience.

Bicycle Parking (not mapped)

Secure, weather-protected bicycle parking is important in new multi-family housing and all major destinations. Bicycle valet programs are a valuable service at major destinations and special events. At major nodes like the Downtown Light Rail Station, bicycle information centers with secure parking, and amenities such as personal lockers and showers should be provided. Secured storage

areas that accommodate all bicycle types should be provided within new residential developments, in all commercial districts and at large employers and schools. The City should encourage bicycle rentals to be available in the commercial districts and major employers to provide bicycle fleets. Bicycle parking should be more convenient than auto parking at all destinations.

Investment Focus Areas

In the development of the Bergamot Transit Village, it is critical that bicycle access, connectivity and amenities are emphasized. In doing so, bicycling can become a primary mode of transportation for trips within the village, the City and the surrounding communities.

Bicycle Key Connection

There are several locations throughout the City where bicycle connections are of high importance but are currently obstructed by topography, physical barriers such as fences and walls, or challenging crossing conditions at major intersections. Along Palisades Park, the goal is to provide better connections between the City and the Beach.

Bicycle-Transit Centers

Strategically place facilities with secure bicycle storage and other cyclist amenities such as showers and repair services.



Bicycle Access: While not all streets will have dedicated bicycle facilities, bicyclists will still have full access to these streets.







Bicycle lockers offer a secure option for bicycle parking.

GOALS AND POLICIES





GOAL T9: Create a complete network of high-quality bicycle facilities including a minimum of one new north-south and one new east-west dedicated bicycle path, with the aim of increasing the number of people who use bicycles for everyday transportation.

POLICIES:

- T9.1**  Simultaneously pursue design investments, and education, encouragement and enforcement programs to improve bicycling.
- T9.2**  Pursue completion of the citywide bicycle network.
- T9.3**  Implement standards for pavement design; stripe roadways and intersections so that all streets are bicycle-friendly.
- T9.4** Consider replacing stop signs on bikeways with other design features that encourage safe auto speeds and clarify intersection right-of-way among users.
- T9.5**  Continue to support physical and policy-related changes to encourage access to regional and local transit via bicycle.



Bicycle valet service at the Green Apple Festival accommodated more than 1,000 bicycles.

- T9.6**  Continue to advocate for and cooperate with regional partners to create a complete and comprehensive network connecting Santa Monica to other destinations.
- T9.7**  Partner with the Santa Monica-Malibu Unified School District (SMMUSD) and Santa Monica College to promote cycling and bicycle access.
- T9.8**  Develop all planning processes, such as neighborhood and specific plans, to identify areas where better bicycle connections can be implemented and increased bicycle parking can be provided.
- T9.9**  Require large property development (defined as greater than one typical city block) to provide through access for bicyclists and pedestrians.

GOAL T10: Ensure that the bicycle network is attractive to cyclists of all ages and experience levels.

POLICIES:

T10.1 🌿 Enhance and beautify existing trails, tunnels, bridges and paths for bicycling.

T10.2 🌿 Encourage major employers to provide covered and secure bicycle parking and shower and locker facilities for their bicycle commuters, or to assist in funding bicycle-transit centers in nearby locations.

T10.3 🌿 Strive to expand the bicycle valet program to all major community and commercial events.

T10.4 🌿 Coordinate with the SMMUSD to identify safe bicycling routes to each of its schools.

GOAL T11: Create a safe, comfortable cycling environment in the City through facility design and public education.

POLICIES:

T11.1 🌿 Provide information on safe bicycling and bicycle route selection.

T11.2 🌿 Strive to increase bicycle commuting through information that identifies personalized routes.

ACTIONS

Public Improvements

Parking

Identify locations where more bike parking would be beneficial and install bicycle racks and bicycle storage facilities, as funding becomes available.

Signage

Develop and implement a beach access bikeway signage and way-finding system.

Create a destination-oriented bikeway signage and way-finding system to direct riders to bikeways and major destinations such as hospitals, schools, shopping districts, and bike share/rental and repair locations.

Treatments and Facilities

As funding becomes available, install countdown indicators to inform cyclists and pedestrians of time remaining to cross the street.

Establish design standards for addressing bicyclists at intersections, and as funding becomes available, upgrade existing intersections to the new standard, prioritizing the areas identified as “Key Connections.”

As funding becomes available, construct and ensure operation of bicycle-transit centers, which provide amenities such as secure bike parking, bike repair, and transit information.

Explore the development of a public bicycle rental program with a network of drop-off and pick-up locations throughout the community.

Collaborate with the SMMUSD to identify bicycle routes around and/or through Santa Monica High School and promote cycling for



Signage and way-finding serve cyclists and drivers alike. This simple gesture can be supplemented by additional treatments and facilities that improve the safety and comfort for cyclists.



Providing resources for cyclists is important. Partnerships between the City and key stakeholders can result in programs aimed at encouraging bicycling over driving.



Bicycle parking should be conveniently located and secure.
This photo was taken during Santa Monica High School's Bike to School Day.



Key connections: *Providing access to the City's beaches is an important community issue, and should be continually addressed.*

students.

Collaborate with Santa Monica College to identify a bicycle route in the 17th Street corridor through the college campus and promote cycling for college students.

Study options and invest in solutions as funding becomes available to reduce bicyclist/pedestrian conflicts along the beach bike path, such as larger staging areas for pedestrians and expansion of the pedestrian path.

Property Development

Parking

Update bicycle parking requirements for new development and periodically monitor bicycle parking demand and use demand data to monitor and adjust requirements.

Signage

Require projects to provide directional signage to ensure users know where to find bicycle parking.

Facilities

Establish requirements for access to shower and locker facilities for bicycle commuters in new developments.

As funding becomes available, create a system of bicycle-transit access centers that provide secure bike parking, rentals, repairs, showers, and transit information located at light rail stations, major bus stops and destinations.

Information and Education

Provide personalized travel marketing to help those interested in bicycling to find the best route to travel.

Create a program to promote bicycle safety through outreach to bicyclists and motorists, including Big Blue Bus operators and drivers of city fleet vehicles.

Partner with regional agencies to develop Web-based, real-time bicycle route mapping tools.

Provide classes on bicycle safety and awareness that targets different populations such as seniors, children and commuters.

Organize Safe Routes to School programs with the goal of making them self-supporting.

Participate and organize events to promote bicycling, such as National Car Free Day and Bike-to-Work Day with events throughout the City.

Work with the Convention and Visitors Bureau to provide bicycle rentals and information about cycling at hotels and popular tourist attractions and market Santa Monica as a cycling destination.

Policy and Projects

Develop a bicycle master plan. The plan should include a discussion of the feasibility of specific measures and facilities and prioritization of the recommended measures and facilities.

Explore innovative bicycle design and technologies, encouraging others to adopt effective regulations.

Establish design standards for “living streets” where pedestrians, bicycles and low-speed motor vehicles safely share the streets, especially in the neighborhoods directly south of the Pier and Ocean Park.

As funding becomes available, complete major gaps in the bikeway network, including:

- Connections to future rail stations and activity centers

- A bikeway along the Expo Light Rail right-of-way

- Connections between Stewart Park and Bergamot Station

- “Key Connections” to all schools and major employment centers

- A bicycle and pedestrian bridge across I-10 at 7th Street

- Connections from Ocean Avenue to the Beach Bike Path, focusing on opportunities at Montana Avenue, the California Incline, Arizona Avenue, Broadway and the Santa Monica Pier

- Enhancements to Airport Avenue between Airport Park and 23rd Street

- Improved connections with the City of Los Angeles, including Dewey Street between Marine Park and 23rd Street and improvements facilitating access to UCLA and Santa Monica Boulevard, east of I-405



Robust facilities and infrastructure for cycling enable more people to circulate through the City.

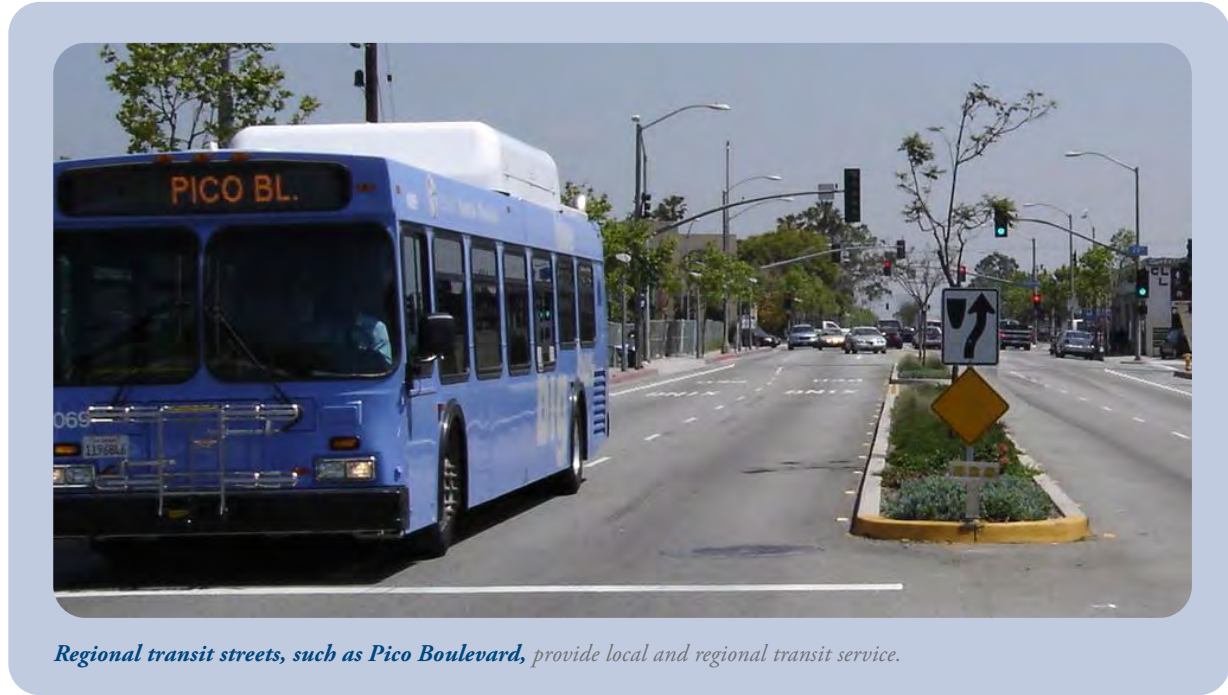
TRANSIT

The Role of Transit

The City of Santa Monica currently has one of the most extensive public bus systems of any city of its size in the nation. The City has a long history of investment in transit, and continued investment is essential to meeting its congestion management, housing affordability and sustainability goals. The City seeks to improve public transit by increasing reliability, decreasing travel times, and ensuring rider safety and comfort along all legs of the journey.

Policies in the LUCE address the City's commitment to the quality of local and regional public transit. This Plan envisions continued investment in the Big Blue Bus (BBB). More detailed plans for BBB service are spelled out in a regularly updated *Service Improvement Plan*.

The City also continues to advocate for more investment in and expansion of regional transit. One of the most important improvements in regional transit currently underway is the development of the Expo Light Rail line and three stations in Santa Monica that will connect the City to the rest of the region. These stations will support a series of vibrant transit villages, and will be connected to the rest of the City by enhanced transit service.

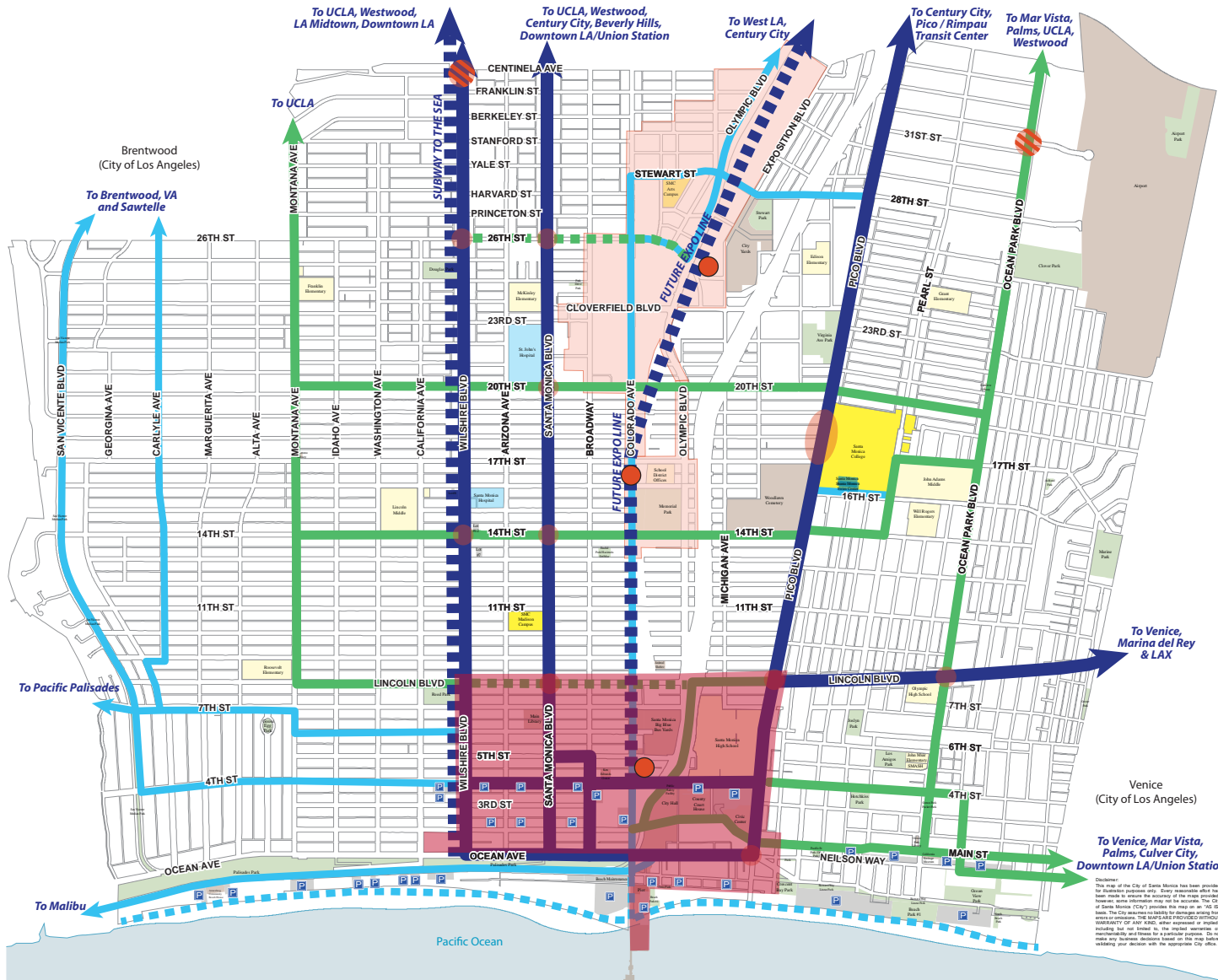


Regional transit streets, such as Pico Boulevard, provide local and regional transit service.

High-quality public transit can lead to greater social integration and greater options for members of the community who are unable or prefer not to drive. It can provide increased access to quality employment, educational opportunities, social opportunities and the many natural and cultural resources of the Santa Monica area. Using public transit can save money for riders to spend on housing, education, and other essentials. Public transit vehicles produce fewer GHG emissions than auto trips, making it an important contributor to achieving Santa Monica's environmental sustainability goals.

The Transit Network

As the City continues to enhance public transit, it will be important to coordinate these investments with improvements in street design, establishing clear priority for transit on important routes. Some transit routes are more important than others, and different types of service require different strategies for integration with other modes. Designing streets to be sensitive to the needs of transit will require the City to develop clear, site-specific guidance for the different routes throughout the City. The map on the following page identifies different functional classifications for transit corridors and guidance for designing



Transit Network

City of Santa Monica
Land Use and Circulation Element

- Regional: Existing
- Regional: Proposed
High frequency corridors where transit is given first priority.
- Connecting: Existing
- Connecting: Proposed
Moderate frequency routes serving Santa Monica and adjacent cities
- Local Access: Existing
- Local Access: Proposed Beach Circulator
Local and specialized transit
- Investment Focus Area
New investment should provide excellent access to rail stations
- Downtown
Area with high usage of and access to transit that should be supported and built upon
- Light Rail Stop
Future location of Exposition Light Rail station with high quality amenities for passengers
- Major Bus Stop
Traditional location of high ridership stops, should be prioritized for high quality amenities
- Future Major Bus Stop



Updated 10-15-2009



and managing Santa Monica's streets. These classifications should be updated regularly as BBB and Metro adjust their services to accommodate changing demand patterns and funding.

Regional Transit Streets

Regional transit streets create the backbone of the City's transit system. These streets provide regional connections, serve a high volume of riders, and offer frequent service with transit headways of 10 minutes or less throughout the entire day.

On these streets, transit will be given first priority. Signal prioritization will be used to improve the speed and reliability of buses, even at the expense of some loss in performance of automobile level of service. Queue-jump lanes or exclusive transit lanes should be evaluated when signal prioritization is inadequate to maintain transit speed and reliability. Parking lanes may be removed in order to accommodate transit priority treatments such as transit-only lanes. Adequate sidewalk width is needed particularly at heavily utilized bus stops.

Superior transit amenities, such as high-quality shelters, real-time transit arrival information and benches, should be provided at all stops on these streets. High priority must be given to creating excellent conditions for pedestrians

accessing transit, in the design of the streets, intersections and buildings. Bicycle connections and bicycle parking facilities at the major stops are also important to capitalize on the combined transit-bicycle trip, which expands transit stop accessibility well beyond the traditional half-mile walking radius.

When there is a conflict between transit accommodation and other modes on regional transit streets, person delay should be minimized regardless of vehicle delay; that is, when calculating delay, a bus with 40 people on board should be weighted 40 times the value given to a car with one person in it. The primary purpose of these streets is to move people rather than vehicles.

Connecting Transit Streets

Connecting transit streets serve local and regional transit routes that operate at lower frequencies than the primary regional transit streets. Transit headways are typically no greater than 20 minutes throughout the day.

These streets support major destinations and local neighborhood commercial services as well as residences. Pedestrian connections to bus stops along the connecting transit streets are crucial. All stops should have basic route and schedule information, and higher-ridership stops should have real-time information about bus arrivals. Stops should be located and designed

to optimize ridership and rider comfort while minimizing negative impacts on adjacent properties.

Local Access Transit Streets

Local access transit streets are streets that support midday frequencies of greater than 20 minutes or have limited service hours. These streets require less investment in transit prioritization and bus stop amenities than regional and connecting transit streets. All bus stops should have basic route and schedule information. Stops should be located and designed to optimize ridership and rider comfort while minimizing negative impacts on adjacent properties. These corridors will likely be adjusted regularly over time to respond to changing demand patterns, and particularly to accommodate the arrival of the Expo Light Rail.

Major Bus Stops

All high-ridership stops should be prioritized for investment in high-quality shelters, route and schedule information and real-time bus arrival information. Future potential major bus stops are identified near existing employment sites and future activity centers to direct transit investment and maximize transportation choices for commuters.

The Exposition Light Rail

Future Transit Investments

The Expo Light Rail line to Downtown Santa Monica is a planned and funded extension of the regional rail system, targeted to be complete in 2015. The connectivity to the region and the three stations slated to serve Santa Monica will be a tremendous benefit for the City.

Connectivity to the Regional System

Travel between Downtown Los Angeles and Downtown Santa Monica on the Expo Light Rail line will take approximately 50 minutes, providing a competitive alternative to driving a car on the highly congested Santa Monica Freeway. Trains will run as frequently as every five minutes once the line is operating at full capacity. The line will connect to the larger regional system of urban and commuter rail, as shown in the system map. Santa Monica will serve as a destination for people from all over the region, ranging from commuters to occasional visitors. The line will also provide Santa Monica residents with the option to take the Expo Light Rail line to destinations in West Los Angeles, Culver City, Downtown Los Angeles as well as the larger region.

Santa Monica Stations

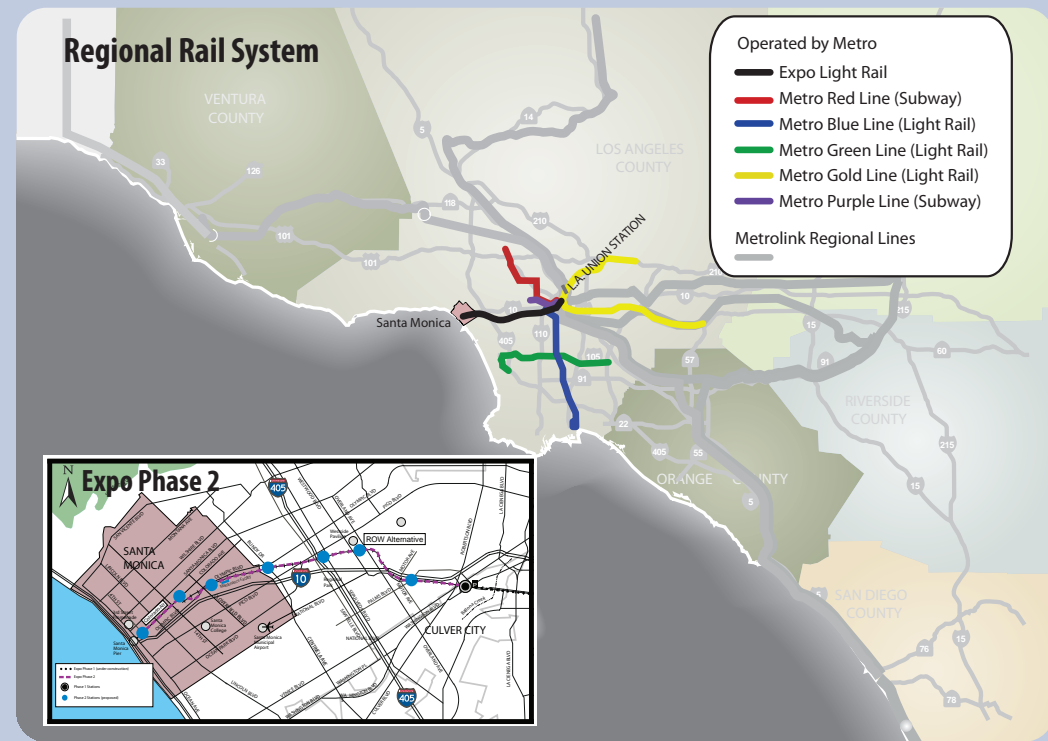
The Expo Light Rail line will include three stations in Santa Monica: Bergamot Station (26th Street and Olympic Boulevard), Memorial Park (17th Street and Colorado Avenue) and Downtown (4th Street and Colorado



Image courtesy of Metro. © 2009 LACMTA



The Expo Light Rail will provide stronger connectivity to the Los Angeles region, and will provide the City with the opportunity to provide increased benefits to the community in the form of transit alternatives, as well as new housing and job options.



Basemap courtesy of SCRRA.

Santa Monica will not only be connected to the Los Angeles light rail system, but to the larger regional network of transit services. Up to 62,000 daily riders are predicted to use this new line.



Three Expo Light Rail stations in Santa Monica at Bergamot Station, Memorial Park and Downtown will serve the local community, and will provide opportunities to reimagine parts of Santa Monica as new urban neighborhoods complete with services and amenities.

Avenue). The stations will be designed to ensure transit integration, pedestrian and bicycle connections and amenities. Any parking developed for the rail stations will be shared with other uses and priced to ensure adequate availability at all times. (See chapter 2.6 Districts for further information.)

Alignment

As currently planned, the line will proceed from West Los Angeles into the City of Santa Monica in aerial configuration, over Centinela Avenue. The line will transition to grade level onto the dedicated right-of-way west of Centinela Avenue and proceed along it for approximately 1.2 miles. An aerial structure will grade separate the line from Cloverfield and Olympic Boulevards, transitioning upward just west of 26th Street and returning to grade in the right-of-way on the north side of Olympic. Where the right-of-way ends at 17th Street, the line transitions into the middle of Colorado Avenue. The train will proceed as “street-running” for the remainder of the trip, until the terminus station at 4th Street and Colorado Avenue. The “street-running” section requires the use of one travel lane in each direction along Colorado Avenue. The City is advocating the retention of on-street parking on both sides, wherever possible.

Maintenance Yard

A 6–10 acre maintenance yard for the Expo

Light Rail line is currently planned to be located in Santa Monica. The City is working closely with the regional agencies responsible for designing, constructing and operating the system to ensure that impacts to the City's adjacent land uses and circulation system are minimized.

Subway to the Sea

A Westside Subway Extension is also being studied by Metro, although with a longer time horizon for reaching Santa Monica than the Expo Light Rail. The proposed project, also identified as "Subway to the Sea," is proposed to extend the subway from Downtown Los Angeles and include two or three stations in Santa Monica along Wilshire Boulevard. The City will continue to work toward prioritizing this project and ensuring a station in Downtown Santa Monica.

Beach Shuttle

To improve access to the Beach with limited local transit service and limited auto parking, Santa Monica should explore pedestrian-friendly shuttle services to transport passengers along the Beach.

Downtown Circulator



In this artist rendering of the Downtown Light Rail Station, passengers are greeted by an attractive plaza that is enlivened with small retail and services. Visitors can easily access the Downtown, Civic Center or tBeach and Oceanfront.


The City should develop transit connections between Downtown Light Rail station, the Transit Mall and the Downtown, the Civic Center, the Pier and the Beach. If a Downtown circulator service effectively links all of these transit stops and destinations, it expands the area served by each individual line, as well as supporting shared parking in the Downtown.


GOALS AND POLICIES

GOAL T12: Expand high-quality regional rapid transit, including rail service, to improve connections between Santa Monica and the region.

POLICIES:

T12.1 Actively support the extension of the Expo Light Rail line to Downtown Santa Monica.

T12.2  Integrate the Expo Light Rail alignment and stations into the community fabric.

T12.3  Integrate the Expo Light Rail stations into the transit, pedestrian and bicycle networks with connections and amenities.

T12.4 Strive to ensure that parking developed for the Expo Light Rail stations is shared with other uses and priced to ensure adequate parking availability at all times.

T12.5 Accommodate and adjust bus service as necessary to support future rail service.

T12.6 Continue to collaborate with regional transit partners to achieve seamless transfers between systems, including scheduling, ticketing and shared fare systems.

 denotes sustainable policy



Enhanced Regional Transit: *The Expo Light Rail is expected to shoulder a significant volume of transit passengers, but other enhanced public transportation options like buses and shuttles will also be enhanced. Pictured above is Portland Oregon's MAX transit system.*

T12.7 Work with transit providers to improve direct transit connections between Santa Monica and regional destinations including the San Fernando Valley, the South Bay, and major employment centers.

T12.8 Strive to implement measures that facilitate efficient and competitive operation of Metro Rapid Bus service within Santa Monica.

T12.9 Support Metro transit planning efforts for a future Westside Subway extension, also known as "Subway to the Sea," and support

the extension of the subway to Downtown Santa Monica. Future subway station locations should consider walking distance to key employment centers and the Expo Line.

T12.10 Strive to maintain on-street parking on both sides, and existing sidewalk widths, for the Expo Light Rail section on Colorado Avenue with two transit-only lanes and two general purpose lanes in areas that will include the Expo Light Rail line.

T12.11 🌿 Work with the Exposition Light Rail Construction Authority on station access strategies that maximize ridership and total transit revenue, including parking pricing programs that ensure a few spaces are available to passengers at all times, shared parking, and access programs that deliver more riders at less cost than parking, such as feeder buses and new development.

GOAL T13: Increase transit ridership for all types of trips.

POLICIES:

T13.1 🌿 At major transit stops, prioritize land uses and patterns that generate high transit ridership.

T13.2 🌿 Locate rail stations in areas that support existing or future transit-oriented development patterns and uses, thereby increasing the potential for transit use.

T13.3 🌿 Support high-frequency service on regional transit streets with the goal of providing transit service that is time competitive with vehicle trips.

T13.4 Design and locate rail stations to support bus access and to reduce the “transfer penalty” between buses and rail.

T13.5 To the extent practical and based on funding availability, eliminate transit delay and improve transit reliability on regional and connecting transit streets through physical and policy improvements. Such improvements may include:

Signal prioritization at all intersections along transit streets

Queue-jump lanes

Transit-only lanes

Automated bus tracking

T13.6 Incorporate real-time information systems so that passengers will know when their bus is expected to arrive. Such technologies include online applications and changeable message signs at major bus stops.

T13.7 Improve bus facilities adjacent to new development; improvements could include new bus shelters, wider sidewalks, concrete bus pads, benches, changeable message signs, secure bike parking, trash receptacles, and where applicable, striping and signs for bus lanes and signal priority installation.

T13.8 Improve connections between transit and bicycling by expanding the on-bus bike rack program and providing secure parking at major bus stops.



High frequency bus service will make public transit more efficient and convenient within the City and throughout the region.




Improvements to the public transit network can include updates to technology systems, such as bus tracking and real-time information systems.

T13.9 Develop all neighborhood, area or specific plans within Santa Monica to identify areas where transit service, access and amenities can be improved.

GOAL T14: Ensure the financial stability of transit providers.

POLICIES:

T14.1 Improve bus productivity by minimizing bus delay through the strategies identified in T13.5.

T14.2  Encourage all schools and major employers to provide prepaid access on the Big Blue Bus (BBB) and Metro systems for all of their students and employees.

T14.3 Develop strategies to maximize off-peak use of transit.

ACTIONS

Public Improvements

Based on funding availability, implement signal prioritization for transit along regional and connecting transit streets.

Establish queue-jump lanes or exclusive transit lanes when signal prioritization is inadequate to maintain transit speed and reliability.

BBB will regularly update the *Service Improvement Plan*, with an emphasis on service efficiency and improved regional connections.

Update transit technology systems to maximize use with communication technology.

Create guidelines for major bus stops that include amenities such as real-time bus arrival displays, shade, lighting, trash cans, and benches.

Expand the existing transit stop improvement program, including real-time bus arrival displays and schedule information.

Information and Education

Provide transit information at popular tourist destinations and hotels on transit.

Work with BBB, Metro, Santa Monica College, Santa Monica High School and major employers to develop universal transit pass program policies and pursue implementation.

Expand transit information centers to all libraries and locations within Transportation Demand Management Districts.

Include transit information with a variety of communications from the City of Santa Monica.

Policies and Projects

Explore fees to support BBB, including development impact fees, variable parking fees or an increased parking tax.

Work with larger employers to expand and enhance shared ride access, such as through regional vanpool programs to supplement existing transit service.

Create detailed station area plans for all Expo Light Rail stations.

Support regional rail planning efforts.

Undertake local planning projects to prepare for future light rail service and station area development.

Work with the Expo Light Rail Construction Authority to seek a Public Utilities Commission (PUC) waiver to allow parking on both sides of Colorado Avenue with two transit lanes and sufficient sidewalk widths.

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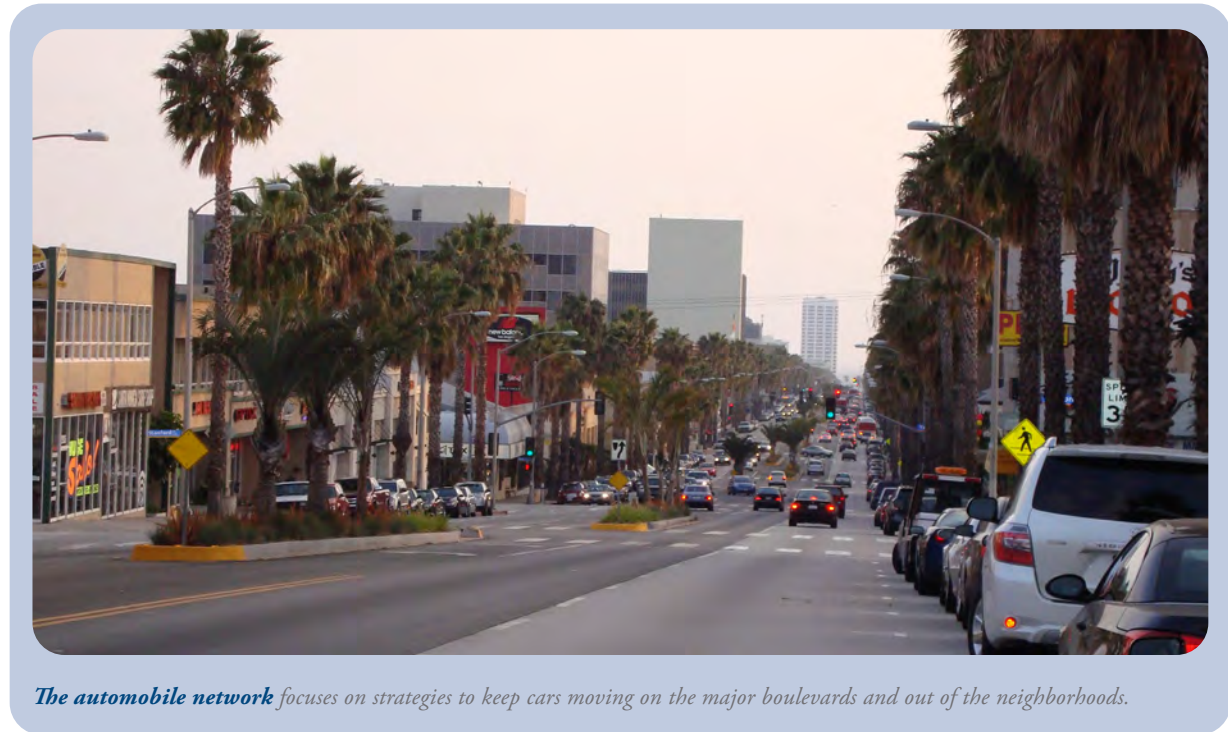
AUTOMOBILE NETWORK

The Role of the Automobile

At its best, the automobile provides speed, comfort, privacy and an extraordinary degree of personal mobility. When overused, however, automobiles quickly eliminate all of these advantages, trapping their drivers in congestion along polluted, featureless highways. To fulfill their promise, automobiles are dependent upon the success of the other modes. Paradoxically, it is only by making walking, bicycling and transit more attractive than driving that we can make driving efficient and pleasurable. Even in the most congested corridor, we need only shift 10 percent of motorists to other modes in order for traffic to flow freely.

The automobile network focuses on strategies to keep cars moving on Santa Monica's major boulevards and limit the incursion of regional traffic onto local residential streets. It does so in part by identifying regional traffic bottlenecks and locating those bottlenecks in places that have the least negative impact on Santa Monica's residential neighborhoods and neighborhood commercial streets.

As described previously, these bottleneck intersections are mainly at the freeway ramps, and they act as "meters" that limit the spread of congestion elsewhere at the City.



The automobile network focuses on strategies to keep cars moving on the major boulevards and out of the neighborhoods.

Were the City to expand vehicle capacity at these congested freeway ramp intersections, the congestion would simply move to the next intersection down the street.

The Automobile Network

The automobile network provides guidance for how trips should be distributed across the street system, and how streets should be managed so that they function well according to their purpose. Highways and boulevards should be operated so that they serve regional trips more time competitively than avenues and neighborhood streets. Neighborhood

streets, on the other hand, should be designed for local traffic and for speeds low enough that bicyclists and pedestrians can mix safely with cars.

The automobile functional classification system described in the map and text on the following pages provides guidance on how different streets should be designed and managed to accommodate automobiles.

Highway

These corridors primarily serve regional auto

Automobile Network City of Santa Monica Land Use and Circulation Element



- Highway**
Primarily serves regional auto traffic. Intersections with direct connections to highways may accommodate a high level of congestion in order to discourage use of City streets for regional cut-through trips and to maintain lower levels of congestion on local streets.
- Boulevard**
Regional transportation corridor. Protects avenues and neighborhood streets from through traffic by providing superior travel times and service quality, while also accommodating other modes with minimal delay for transit. Emphasizes regular pedestrian crossing opportunities and discourages excessive speeding during uncongested periods. Limited or no direct property access for autos.
- Avenue: Major**
Serves regional auto trips and provides access for all modes of transportation, but accommodates autos well enough to discourage use of secondary avenues or neighborhood streets as alternates.
- Avenue: Secondary**
Provides intra-city access distributing regional trips from the highways and major avenues to minor avenues and neighborhood streets, providing signalized crossings at boulevards and major avenues.
- Avenue: Minor**
Serves local trips. Connects neighborhood streets to other streets.
- Neighborhood Street**
Primarily provides access to residences and other local uses.
- On- and Off-ramp Location**
Where regional traffic congestion is unavoidable, meter traffic here in order to protect neighborhood streets and minor avenues from excessive congestion.
- Major Bus Stop**
- Future Major Bus Stop**

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traffic. Intersections with direct connections to the highway may tolerate a high level of congestion in order to discourage the use of other streets for regional cut-through trips and to maintain acceptable levels of congestion and delay in other areas of the City.

Boulevard

These are regional transportation corridors. The boulevards protect avenues and neighborhood streets from through traffic by providing superior travel times and service quality for automobiles, while also accommodating biking, walking and transit. Boulevards should also ensure that there is minimal delay for transit to make transit trips competitive with automobile trips. Excessive speeding is discouraged. No driveways are permitted where access is available from a side street or alley. Planted medians and regular protected pedestrian crossings should be provided. It should also be noted that boulevards and avenues are the primary network for emergency response and must be designed with this in mind.

Avenue: Major

These streets connect the City street network to the regional network and provide access for all modes of transportation. These streets may become congested at peak hours when traffic to and from the highway is backed up. Congestion is tolerable on these streets but autos should



Minor avenues and neighborhood streets accommodate bicycle and automobile traffic, and provide vital pedestrian connections between neighborhoods and commercial areas of the City.

be accommodated well enough to discourage overflow onto secondary or minor avenues or neighborhood streets.

Avenue: Secondary

The secondary auto network consists of intra-city access streets that distribute regional trips from the highways and major avenues to minor avenues and neighborhood streets. They often serve regional bicycle trips by providing signalized crossings at boulevards and major avenues.

Avenue: Minor

Minor avenues serve local auto traffic and bicycle trips and provide connections to neighborhood streets.


Neighborhood Streets


These streets are intended to carry only vehicles with an origin or destination on that street. Neighborhood traffic calming devices can be implemented to minimize motor vehicle volumes and maintain speeds at the level where autos can safely stop mid-block for pedestrians or bicycles if necessary.


GOALS AND POLICIES


GOAL T15: Manage local and regional congestion affecting Santa Monica.

POLICIES:


T15.1  Reduce automobile trips starting or ending in Santa Monica, especially during congested periods, with the goal of keeping peak period trips at or below 2009 levels.

T15.2  Limit congestion to portions of the transportation network that have the least impact on the city's neighborhoods, neighborhood retail areas and mixed-use districts, to the greatest extent feasible.

T15.3  Strive to maximize the efficiency of the existing automobile infrastructure and manage the major boulevards and avenues so that they provide shorter travel times than parallel minor avenues or neighborhood streets.

T15.4  Continue to be a leader in supporting comprehensive, regional solutions to traffic congestion, such as regional congestion pricing.

T15.5 Collaborate with surrounding jurisdictions to seek appropriate mitigation measures to minimize the potential negative impacts on Santa Monica from projects in surrounding jurisdictions.

T15.6  To the extent that funding is available, implement Intelligent Transportation Solutions to improve traffic flow, maximize efficiency and improve traffic system management on major streets, coordinating with surrounding jurisdictions.

T15.7 Monitor and coordinate construction activity to minimize disruption on the transportation system.

T15.8 Continue to lead in coordinating with other governmental bodies in the area, including municipalities, SCAG, MTA, and the Westside Council of Governments to address issues of mutual concern related to vehicular movements, traffic congestion and other issues.

T15.9 Discourage the use of City streets as an alternative to congested regional facilities.

GOAL T16: Provide a safe environment for all road users.

POLICIES:

T16.1 Manage automobile speeds on boulevards and avenues to ensure comfort and safety for other roadway users.

T16.2 Manage traffic speed and volume on neighborhood streets to reduce the risk for cut-through traffic.



Quality of life: The LUCE discourages the use of City streets as an alternative to congested regional facilities.



The City will continuously update technology to maximize the efficiency of the existing automobile infrastructure.

T16.3 Promote comprehensive public safety by striving to ensure timely emergency response balanced with high levels of traffic safety.

T16.4 Maintain modern traffic engineering standards.

T16.5 Use traffic controls and design features to encourage motorists to drive appropriately for the type of streets they are using.

GOAL T17: Create a street network that is accessible to all modes of transportation.

POLICIES:


T17.1 Maximize the efficiency of the existing automobile infrastructure through signalization.

T17.2 Encourage the concept of shared streets on residential streets where rights-of-way are constrained and where autos travel slowly enough to mix with people—including children and seniors—on foot and bicycle.

T17.3 Provide information to drivers to improve trip making decisions, increase safety and reduce delays.

GOAL T18: Encourage a more sustainable transportation system.

POLICIES:

T18.1  Strive toward carbon neutrality by encouraging reduced Vehicle Miles Traveled (VMT) per capita.

T18.2  Develop programs and strategies

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to meet CO₂ or VMT reduction standards established by regional, state or federal agencies.

ACTIONS

Public Improvements

Update traffic analysis guidelines and significance thresholds to isolate congestion in the areas with the least negative impact on neighborhoods, neighborhood commercial areas and the Downtown.

As funding becomes available, install and maintain real-time signage, especially at freeway exits and in the Downtown, to direct traffic to available parking and reduce congestion.

As funding becomes available, implement an Advanced Traffic Management System to improve signals.

As funding becomes available, develop a Traffic Management Center to optimize motor vehicle flow throughout the City.

Study circulation improvements in the Civic Center area to improve bus, automobile and pedestrian circulation at the Downtown Light Rail Station, including new bridges over the freeway.

Private Development

Prohibit driveways on boulevards and major avenues where access is available from a side street or alley.



A sustainable transportation system encourages public transit, bicycling and walking.



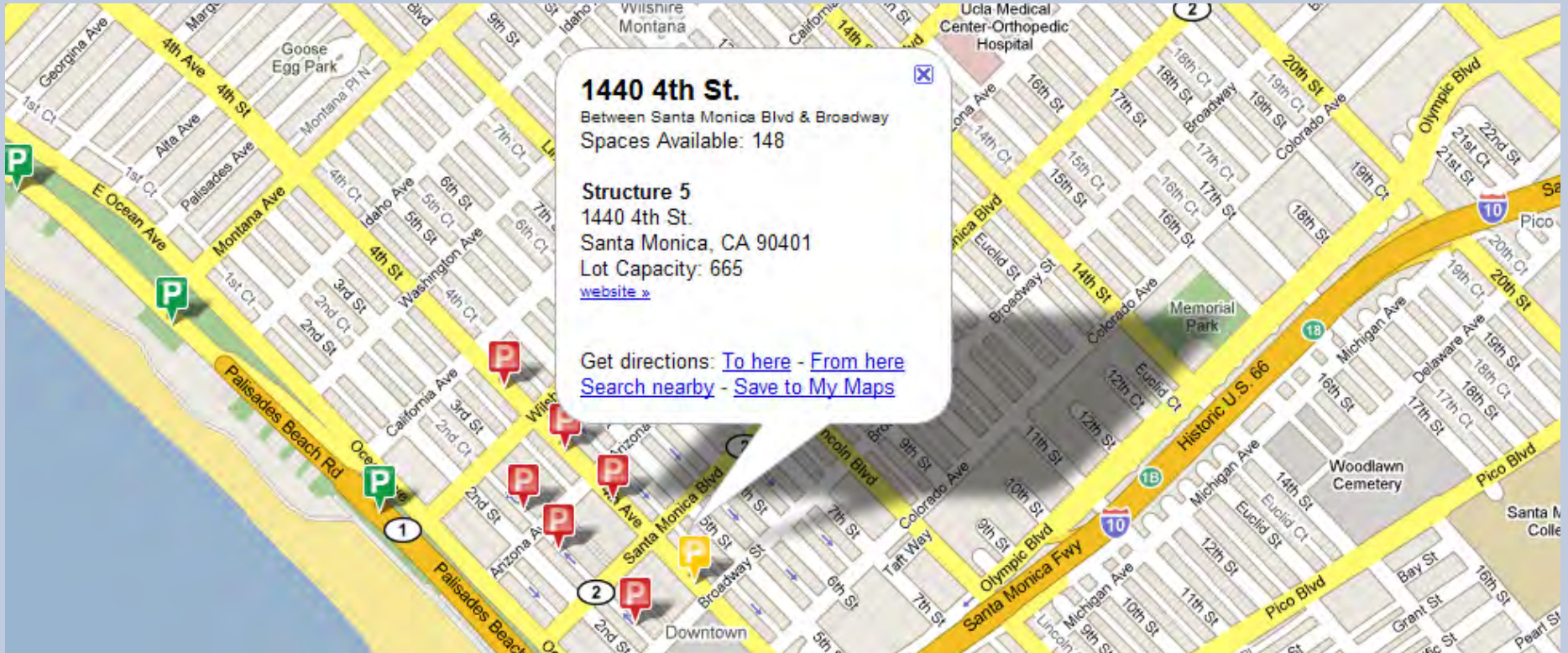
Speed pillows can help calm traffic on neighborhood streets.

Implement standards for the safe and convenient design of projects, including safe interaction between private property and the public right-of-way.

Information and Education

Improve way-finding and real-time information systems.

Provide information on safe motoring skills and habits.



Real-time signage and Web applications can empower users of the automobile network with information about parking and traffic.

Policies and Projects

- Revise neighborhood traffic management policies to reflect LUCE goals.
- Create and maintain a traffic signal master plan.
- Review traffic engineering standards to ensure that they are up-to-date and support a multi-modal transportation system.
- Establish and develop design guidelines for shared streets in residential neighborhoods

- where rights-of-way are constrained, ensuring autos travel slowly enough to mix with pedestrians and cyclists.
- Establish target speeds for each street classification.
- Work with the Office of Sustainability and the Environment to incorporate indicators into the *Sustainable City Plan* that support the goals and policies of the LUCE.
- Develop and adopt congestion management targets and significance thresholds by individual district and corridor.

Develop a Traffic Management Center to consolidate real-time information on roadway conditions, manage intelligent transportation tools and coordinate traffic management planning and parking operations among City departments and outside transportation agencies.

TRANSPORTATION DEMAND MANAGEMENT

The Role of Transportation Demand Management (TDM)

Achieving Santa Monica’s congestion management goals and improving the quality of service of each mode of transportation requires careful management of the entire transportation system. While the previous sections focused upon providing facilities and programs for each mode, this section provides guidance on effective management of the system as a whole. It looks at the transportation system not as an engineer would, but as an economist, putting proper incentives in place to optimize use of scarce transportation resources. This demand management approach to transportation emphasizes:

- Making the most efficient use of transportation capacity by emphasizing modes that use the least space per person: walking, bicycling and transit
- Revealing the actual and hidden costs of transportation so travelers can make informed decisions and reduce their impacts on congestion and the environment.
- Improving alternative transportation choices so that Santa Monicans need not use their cars for every trip they make
- Making the most cost-effective investments, considering the triple bottom line of economy, environment, and equity—and

recognizing that sometimes it is cheaper to pay people not to drive than it is to build the road and parking infrastructure necessary to accommodate their vehicles

Relying more on pricing, as opposed to congestion, for allocating street and parking resources

Investing revenues in higher quality and more affordable access options.

The Transportation Demand Management Map This section begins with an acknowledgment that Santa Monica’s various districts, boulevards and neighborhoods each have different travel characteristics—places with higher-frequency transit and abundant local services generate fewer vehicle trips than single-use districts with limited transit. Accordingly, the Demand Management Districts map on the opposite page divides the City into key areas, each of which has different mode split targets and demand management strategies.

Demand Management Districts Highest Goal

The Downtown, Civic Center, Beach and Oceanfront and Santa Monica College areas already produce the lowest vehicle trip rates in the city, but offer potential for further reducing their vehicle trips. These areas have the highest goal for vehicle trip reduction.

Higher Goal

The Transit Village, Mixed-Use Activity Center areas, employment centers and elementary and

middle schools all offer significant potential for further vehicle trip reduction, although not quite as much as the Downtown. These have a higher goal for demand management.

District Wide Goal

The remaining commercial districts in the City will have goals tailored to their specific characteristics.

Major Transit Stop Zones

Special attention will be paid to the areas around major transit stops since the quality of pedestrian and bicycle access to these stops influence the ability of the surrounding districts to achieve their goals.

Transportation Demand Management Strategies

The best TDM tools vary by land use and location, and the best TDM program requirements allow ample program flexibility in achieving clear, quantifiable goals. The following provides a short list of some of the most effective TDM tools for three sample land use types.



Demand Management Districts

City of Santa Monica
Land Use and Circulation Element

- Highest goal**
Largest concentration of employees, students and transit ridership
- Higher goal**
Employment centers and institutions/schools
- District wide mode split goal**
Other commercial
- Major transit stop zones**
Areas requiring highest level of investment in pedestrian accommodation, and where building design should be most oriented to transit.
- Light Rail Station**

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Office, Commercial and Other Employment Uses Location

Clustering employment near regional transit, in walkable neighborhoods and near local-serving retail can cut peak period vehicle trip generation rates by half.

Transportation Management Organizations

The LUCE emphasizes the formation of Transportation Management Organizations (TMOs) or other entities that can help manage parking and encourage walking, bicycling, transit and carpooling at a district-wide level. The City may leverage some of its transportation funding—including fees—through these organizations for improvements that benefit the larger area. This could result in increased bus service, new pedestrian improvements, or bicycle facilities.

Parking Pricing

The true cost of parking should be made visible to employees either through direct, daily parking charges or parking cash-out programs. In parking cash-out programs, employees who drive may park for free, but employees who choose not to drive are given the cash value of the parking they do not use. In this way, transportation as a whole is treated as an employee benefit, and all employees receive the same benefit, regardless of how they get to work. Parking cash-out programs should be structured to reward employees who leave their



Employers can be part of a TMO that helps fund transportation improvements that benefit a large number of Santa Monicans.

car at home at least one day a week. Together, parking pricing and location have a greater impact on employee travel behavior than all other TDM programs combined—reducing trips by up to 16 percent—in part because they increase the effectiveness of all the other programs. In retail districts, setting the price of parking so that customers can always find a space can reduce traffic by as much as 30 percent by eliminating circling around blocks searching for a parking space. As detailed in the Parking section, it is essential that paid employee parking does not result in spillover parking into residential neighborhoods; tools for eliminating spillover are addressed in the next section.



Transit Passes

When an employer purchases free transit passes for all employees—or when an employee ID card is also valid as a regional transit pass—the transit ridership impact is greater than merely providing free or discount passes to regular transit users. Pass programs available to all employees encourage those who have never taken transit to try it, and this way, they may become regular riders. To be most effective, transit passes should cover both Big Blue Bus as well as Metro. Such transit pass programs could reduce employee commute trips by 8.5 percent or more.

Tailored Transit

Many large employers provide dedicated shuttles to regional transit hubs and places where high concentrations of their employees

live. Many of these shuttles offer a high-quality work environment, including wireless internet access. In Santa Monica, the TMOs could organize specialized employee shuttles.

Carpool and Vanpool Programs

Given the region's sprawling land use pattern, carpooling and vanpooling will remain a popular choice for long distance commuters and along corridors that transit does not serve well. The TMOs can help organize carpools and vanpools, and provide subsidies.

Personalized Travel Assistance

Given the confusing array of options many employees drive to work merely because the alternatives are too difficult to understand. By providing direct, tailored assistance to employees, all TDM programs can be more effective.

Residential

Location and Density

As with commercial development, location has the largest influence on residential vehicle trip generation, with homes near transit, in walkable neighborhoods and near local services generating far fewer trips than homes in isolated locations—as much as 50 percent fewer during peak periods. Density also matters, with vehicle trip generation rates declining sharply as density increases, particularly in walkable neighborhoods.

Local Services

Putting all the needs of daily life within Santa Monica's neighborhood commercial districts is key to reducing traffic caused by residents. Only 20 percent of trips from a typical home are for work—the other 80 percent are for errands, shopping, school, recreation and other purposes. Maintaining a rich array of services within walking distance has a large impact on travel behavior.

Parking Management

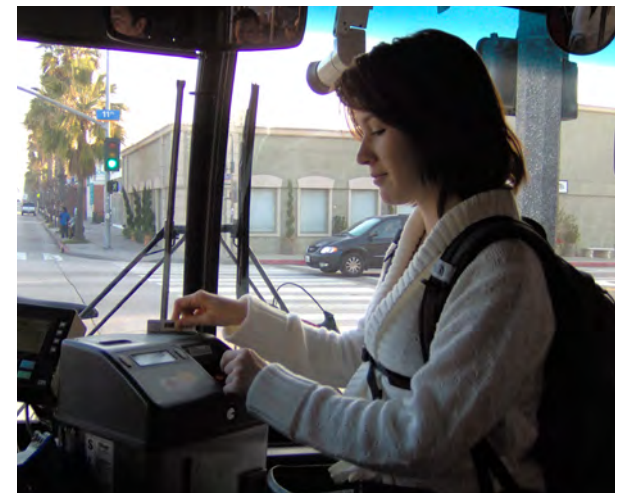
Separating the cost of parking from the cost of housing allows residents to decide how much parking they will need and helps to create affordable housing options. Separating these costs also influences travel behavior, largely because it encourages families with fewer cars to move to Santa Monica by offering housing discounted by the cost of parking. Better management of residential on-street parking so that residents can always find a space on their block may also reduce traffic significantly by eliminating the need to circle around the block for a space.

Transit Passes

Universal transit passes could be provided to residential developments or neighborhoods through resident associations or assessments. Examples of places this has been implemented include Santa Clara, California and Boulder, Colorado.



Appropriately priced and located public parking areas contribute to the effectiveness of other TDM efforts. This photo is of a real-time message board in San Francisco.



Transit passes can help encourage employees and students to utilize services like the Big Blue Bus.

Schools

Safe Routes to School Programs

By combining physical improvements to increase the safety of walking and bicycling, along with classroom training, Santa Monica can cut vehicle trips by as much as half at its elementary, middle and high schools.

Transit Passes

Particularly at Santa Monica High School and Santa Monica College, turning student ID cards into universal transit passes could significantly reduce vehicle trips, (even more so than at employment centers).

Parking Management

The City could work with the SMMUSD to incorporate parking as a tool for traffic management. Additionally, money spent subsidizing parking is money that could otherwise go for educational purposes. People who use parking could pay for the land, construction, maintenance and other operational costs of providing parking.

Other Programs

Transit information, tailored school shuttles, and covered, secure bicycle parking are among the other programs Santa Monica may provide to reduce vehicle trips at its schools.





School programs and physical improvements can cut auto trips by as much as half.


GOALS AND POLICIES


GOAL T19: Create an integrated transportation and land use program that seeks to limit total peak period vehicle trips with a Santa Monica origin or destination to 2009 levels.


POLICIES:

T19.1  Develop land use policies that focus development potential in locations best served by transit.

T19.2  Impose appropriate Transportation Demand Management (TDM) requirements for new development.

T19.3  Create incentives for existing employers, institutions and residential neighborhoods to reduce their vehicle trips.

T19.4  Encourage a mix of land uses that meet residents' daily needs within walking distance.

T19.5  Encourage local-serving retail uses within walking distance of housing, particularly in new mixed-use neighborhoods, such as Bergamot Transit Village and Memorial Park Activity Center.




***Safe Routes to School.** In the morning peak period there are pockets of severe congestion around local schools. Safe Routes to Schools programs are designed to prevent congestions by increasing walking and bicycling for students of all ages.*

T19.6 Develop community benefits incentives so that new development will contribute toward improving surrounding neighborhoods.

T19.7 Perform a nexus study and implement a transportation impact fee to mitigate negative transportation impacts of new development.

T19.8 Establish a system of transportation performance measures, regularly track performance of the system according to these measures, report results to the public and suggest remediation as necessary.

T19.9  Strengthen the Transportation Management Ordinance to further reduce trips generated by existing employees.

GOAL T20: Manage the transportation system to prioritize flexibility, cost effectiveness and accountability.

POLICIES:

T20.1 Develop and implement clear transportation performance measures that will be publicly reported on a regular basis to help City staff, elected and appointed officials, residents, and other stakeholders understand the components of the transportation system that are working well and where improvements are needed.

T20.2 When balancing the needs of different modes of transportation, consider person capacity and person delay over vehicle capacity and vehicle delay.

 denotes sustainable policy



Evaluating performance measures—such as intersection capacity—will help determine how well the transportation system is operating.




Carpools and vanpools are powerful tools to reduce congestion.

T20.3 When considering transportation investments, emphasize lifecycle costing, considering the operating costs and annualized capital costs and comparing these to the benefits to new and existing users.

T20.4 When considering transportation investments, consider latent demand, particularly for roadway capacity increases, and evaluate future expandability and flexibility.


T20.5 Recognize quality and maintenance as important priorities.

T20.6  Foster the success of Transportation Management Organizations (TMOs) in the City's commercial districts, and leverage transportation funds through the TMOs.

GOAL T21: Use all available tools to make the most effective possible use of the transportation system.

POLICIES:


T21.1 Regularly update the TDM requirements for new development.

T21.2  Consider eliminating direct and hidden subsidies of motor vehicle parking and driving, making the true costs of parking and driving visible to motorists.


T21.3 TDM program requirements shall be triggered for new development consistent with the LUCE performance standards.


T21.4 Seek to fund TDM programs through transportation related fees such as Transportation Management Ordinance fees and parking fees.


T21.5 Strive to implement measures to minimize the time motorists spend searching for parking through way-finding and pricing parking to create availability.

T21.6  Consider parking pricing and commuter parking limits as tools for managing congestion.

T21.7 New multi-family and nonresidential developments should be incentivized to construct facility design elements that will enable price control for parking.

T21.8  Seek methods to use parking revenue to support travel by transit, bicycle, walking and other modes.

T21.9  Consider modifications of existing facilities to support changes in demand, for example, replacing auto parking with bicycle parking as bicycle use grows.

T21.10  Continue to strengthen the marketing and promotion of non-auto transportation to residents, employees and visitors.

T21.11 Continue to invest in information technology to help improve access to all transportation choices.



Dedicated car-share parking spaces in convenient locations can help incentivize decreased private automobile ownership in Santa Monica.



The LUCE promotes alternatives to driving to work.

ACTIONS

Establish and regularly update mode split targets for each Demand Management District and the City as a whole, and develop strategies to achieve those targets.

Facilitate the formation of Transportation Management Organizations (TMOs), Business Improvement Districts, or other organizations to help manage vehicle trips at a local level.

Explore and develop feasible approaches to unbundling the cost of parking from the cost of housing for new multi-family projects.

Regularly update the City's TDM program and evaluate the following for possible implementation:

- Bike-transit centers with bicycle parking, bike rentals, bike repair shops, lockers, showers and transit information and amenities (such as maps, schedules, and sales of fare media like monthly passes)

- Bikesharing Program, with public bicycle rentals located throughout the City
- Carsharing Program

- TMOs to provide TDM programs and coordinate parking management activities for distinct sub-areas of the City

- The provision by employers, institutions or residents' associations of Universal Transit Passes for Big Blue Bus and Metro

- Safe Access to Transit Program to provide safer bicycle and pedestrian access to transit stops

- Vanpool and carpool ride-matching services for TMOs and employers, including customized, real-time, online tools
- Mobility Centers located in each TMO that create a one-stop shopping center for residents, employees, and visitors to get information on travel options
- Methods of monitoring TDM programs to ensure that each TMO or employer meets specified trip reduction targets

While evaluating the car-sharing program, consider approaches to increase car-sharing, such as:

- New development providing "right-of-first-refusal" to parking spaces for car-sharing organizations and the City, and
- Providing public on- and off-street spaces to qualified car-share operators for little or no charge.

PARKING

The Role of Parking

Sufficient automobile parking is necessary for the success of most of Santa Monica’s businesses, and for the quality of life of its car-owning residents. Indeed, lack of available parking has been among the strongest complaints voiced in the LUCE process by neighborhood residents and retail business owners. But how much parking is sufficient? Too much parking may be just as bad as too little. This section examines how the City can quantify the “right” amount of parking, manage that parking optimally, and design it for function and beauty—all to achieve Santa Monica’s larger goals.

Parking Issues

Parking issues vary significantly across the City. Residential neighborhoods face the following key issues:

Increased auto ownership. As Santa Monica’s demographics have changed, so have its rates of auto ownership.

Parking used for storage. In some cases, residents use their off-street parking space for storage, increasing the demand for street parking.

Employees, visitors and shoppers park in neighborhoods. Along the beach, in neighborhoods with no parking permit restrictions, and in permit zones that allow limited free parking, nonresidents choose to



Parking is a concern in the City. In addition to neighborhood parking pressures, there is enormous demand for parking access for regional amenities like the Third Street Promenade, the Pier, Santa Monica Place (above), the beach and parks.

park free in the neighborhoods rather than paying to park in beach or commercial lots.

Commercial districts face other issues:

Low parking supply in some areas. Santa Monica’s neighborhood commercial districts were originally built for travel by foot and streetcar, not automobiles.

Fragmented supply. Many off-street lots and garages are reserved for particular users and sit

empty at other times of day, an inefficient use of a valuable resource.

Employees park at the front door. In some cases, employees take the most prized front-door parking spaces, forcing shoppers and visitors to park farther away.

Shoppers circle for parking. Where parking availability is tight, and where available spaces are hidden in garages or at the back of buildings, shoppers may circle the block repeatedly, contributing to traffic congestion.

Parking Economics

Parking is expensive. Building a new parking structure costs about \$30,000 per space in 2009 dollars—and over \$40,000 underground. A surface space can be even more expensive, when including the high cost of land in Santa Monica. While it is important to have sufficient parking, building too much parking is wasteful. At these high prices, it is essential that all of Santa Monica’s parking spaces be managed as a precious resource.

For motorists, the critical issue is parking availability, not parking supply. Citywide, there are always plenty of empty spaces—just not where motorists want them or can find them. The goals and policies of this section are largely structured to match parking supply and parking demand through better management of the existing parking system. Economic theory teaches that there are limited tools the City can use to balance parking supply and demand:

Substitution increases the attractiveness of alternatives to driving, including all the tools covered in the TDM section.

Market segmentation allows parking to be restricted to a certain set of users, such as the City’s existing residential parking permit districts.

“First-come-first-served” requires that motorists circle around to find a space or wait for another motorist to leave.

Price sets a rate that may vary by time of day and location to encourage motorists to shift from high-demand facilities to empty lots.

Pricing is the most commonly used mechanism to balance supply and demand for most goods and services, including housing, food, and clothing because it tends to be more efficient and fair than the other tools. As the price of parking declines, its demand increases—and as price increases, demand falls. If the price is set too low, parking becomes scarce, and businesses will suffer and motorists will be annoyed. If the price is set too high, parking spaces will sit empty, and shoppers and visitors will go elsewhere. The trick is to set the price of parking just right, so that everyone can always find a space but no spaces are wasted. At this optimal price, commerce and residential quality of life are both maximized. The LUCE recommends using all four tools, reducing queuing and emphasizing price. This conclusion is supported by a 2008 Rand Corporation study that found properly priced parking to be one of the most immediate and effective tools local government can use to reduce traffic congestion.

Who Pays for Parking?

Most motorists who park in Santa Monica do not pay for the full costs of providing that parking, including the value of the land, the construction and maintenance costs, and



***The cost of parking is high,** both for motorists and for cities. Pricing is a common tool that is used to balance supply with demand.*



***Parking:** The LUCE recommends several strategies to make parking easier and more predictable in Santa Monica.*

ancillary expenses like enforcement, and garage lighting and security. As a result, these motorists receive a direct or indirect subsidy to help pay for their parking. That is, some of the costs of parking are hidden in the costs of other goods and services, or paid for through public funds. From an economic perspective, parking subsidies may be a valuable tool for promoting business in a competitive region where most motorists park free. From a social equity perspective, discounted parking at home and work can be just as important as affordable housing and decent wages for low-income, automobile-dependent households.

From a congestion-management perspective, however, subsidizing parking is the same as paying people to drive, the economic equivalent of giving away free gasoline. In areas such as Santa Monica, where local street capacity is overburdened, “solving” a parking problem by providing more spaces will put more pressure on the streets that provide access to the parking.

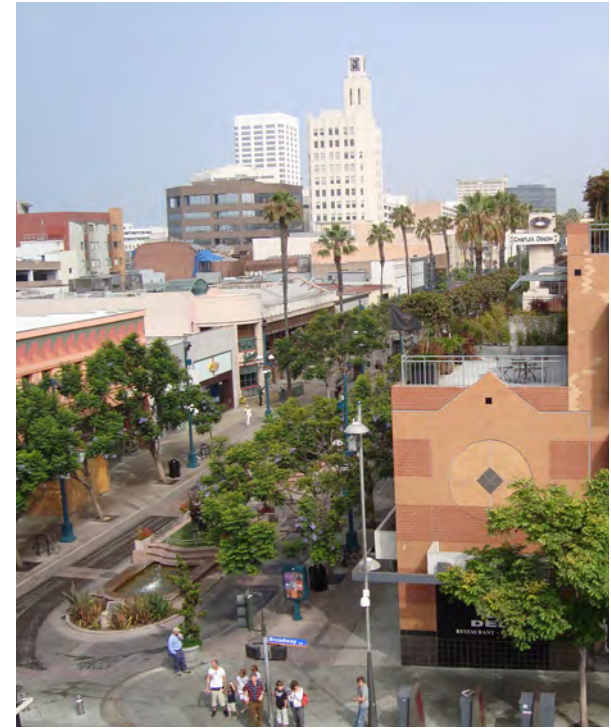
Parking supply and management also raise complex tensions related to Santa Monica’s housing affordability goals. Each off-street parking space, along with its share of necessary aisles and ramps, consumes about the same amount of building space as a studio apartment. Each parking space added to a



The cost of parking is “built-in” to the price of housing, often adding 20 percent to the cost of the unit.

typical multi-family residential unit increases the price of that unit by about 20 percent and decreases the number of units that can be built by roughly the same amount. Moreover, households that can give up ownership of one vehicle can qualify for an additional \$100,000 to \$150,000 in mortgage in 2008 dollars, or save \$650 a month.

Santa Monica’s parking policies must acknowledge the tensions they pose in implementing all of its economic vitality, quality of life, social equity and ecological sustainability goals.



Parking assessment: The Third Street Promenade is located in a Parking Assessment District in which property owners pay a portion of the shared parking costs.

Successful Parking Strategies

To address its parking issues, Santa Monica should pursue a coordinated parking management strategy:

In residential neighborhoods, the City should explore all of the following as part of its integrated approach:

Constrain residential permits. Residential parking permits should be more than just “hunting licenses.” Instead, permit distribution should be limited to ensure that

some spaces are always available. Before expanding residential parking supply, the City should pursue options for constraining permits so that increases in supply will result in increases in availability. Similarly, the City should create incentives for residents to park in their own garages rather than use them for storage.

Provide residents access to available commercial spaces. Where commercial properties have surplus parking—particularly at night—the City should help create mechanisms to allow residents to lease these available spaces. This will likely mean having a third party manage the spaces so that commercial property owners do not have to accept added liability or management costs.

Ensure new development improves parking availability. New developments may be excluded from participating in existing residential permit zones, and they may be required to rent their shared parking spaces to nearby residents just as they do to building tenants.

Reduce or eliminate free parking in residential permit zones. To limit spillover from surrounding commercial districts, free time-limited parking may be reduced or eliminated. To maintain access for guests and residential vendors, the City may expand availability of guest permits or provide pay-and-display machines in neighborhoods. Such changes or new programs require the support of the residents of the affected area.

Create residential parking benefit districts. Through parking permits or space by space,

some neighborhoods may want the option of selling their surplus daytime parking supply to commuters, provided that net revenues are invested in the parking district for improvements like traffic calming, transit amenities, bicycle routes, street trees or other local priorities. Such programs would require the support of affected residents.

Create centralized neighborhood valet parking. In areas of great parking scarcity, valet parking for residents may be as successful as it is in commercial districts.

Create an online residential parking rental program. The City or neighborhood organizations may work to create a market for available parking through an online information and auction site.

Bring car-sharing to Santa Monica. In other urban markets in the United States, every car-share vehicle provided has eliminated up to 25 private vehicles, with residents selling their second or only car, or avoiding the purchase of a car altogether. Such neighborhood rental cars are perfect for Santa Monica, especially as its transit investments make it easier to live without multiple vehicles.

In commercial and beach areas, the City should explore these strategies:

Adjust parking price to ensure availability. The City should establish a target that 15 percent of spaces in every lot and garage, and along every block face, be available at all times. It should then adjust the price of parking and the hours of enforcement to meet this target, varying by time of day, season and location.



Real-time occupancy monitoring systems can be utilized in commercial and residential areas to effectively communicate parking availability to the public and to streamline the process of looking for parking.



Residential parking management districts can help ensure a balance between parking supply and demand.



Public and private parking options should be continuously evaluated against current trends and demand.

Expand payment options. It should be as easy for a customer to pay for parking as it is to buy goods from any retailer, and the City should ensure that credit cards, debit cards and other convenient forms of payment may be used for all parking spaces.

Expand real-time parking information. To reduce circling for parking, motorists should be able to know the best route to the closest available parking, with real-time messaging signs from the freeway off-ramps to most lots and garages.

Expand car-sharing. If employees can easily rent a car by the hour during the day, they may not need to bring a car with them to work in order to run errands or go out for lunch.

Implement employee TDM. All of the programs listed in the TDM section can reduce parking demand and make more spaces available for customers.

Manage employee parking. Employees should not be encouraged to park in prime customer spaces or in residential neighborhoods. Instead, each commercial area should have a tailored employee parking strategy, taking advantage of less-utilized facilities.



Parking payment options: Different payment options give customers a choice of how they want to pay.

Expand valet programs. Centralized valet programs allow shoppers, visitors and employees to drop their car off at any valet and pick it up elsewhere.

Enable more efficient use of parking spaces through innovative technologies, such as stacked parking systems, where appropriate and well-screened from view.

GOALS AND POLICIES


GOAL T22: Provide adequate parking availability for residents on residential streets at all times of day.

POLICIES:

T22.1 Strive to manage on-street parking in residential neighborhoods so that on average, 15 percent of the spaces are available to residents at all times of day.

T22.2 Expand management options for residential parking permit districts in order to increase parking availability for residents, including methods such as setting limits on the availability of permits, elimination of free time-limited parking in residential zones and the establishment of parking benefit districts.

T22.3 Maximize the efficient use of existing off-street parking and make this parking available to residents.

T22.4  Promote programs that reduce residents' average vehicle ownership, including car-sharing and pricing parking separately from housing.



***Car-sharing:** Part of the parking solution is linked to providing opportunities for shared automobile programs to locate in residential and commercial areas.*

GOAL T23: Encourage new projects to improve residents' opportunities to find parking.

POLICIES:

T23.1 In new multi-family and commercial buildings, encourage building owners to lease parking spaces separately from residential units and commercial space, and allow residents of nearby buildings to lease these spaces at comparable rates as building tenants.

T23.2 In new multi-family and commercial buildings, encourage owners to make parking spaces available to qualified car-share operators, and allow public access to the car-share vehicles.



***New technologies:** Parking lifts and other innovative technologies make good use of limited space.*

T23.3 In new multi-family buildings, the City should encourage developers to enroll residents in a qualified car-share program.

T23.4 On properties where parking is leased separately from residences, exclude the property from participation in any existing residential parking permit zone.

GOAL T24: Provide adequate parking availability for commuters, visitors and shoppers throughout the day.

POLICIES:

T24.1 Manage all public parking in commercial areas so that on average, 15 percent of the spaces are available at all times of day.

 denotes sustainable policy



Management: The City should strive to manage on-street parking in residential neighborhoods so that on average, 15 percent of the spaces are available to residents at all times of day.



Shared parking is encouraged in the LUCE Plan.

T24.2 Use price as the primary tool for achieving parking availability targets.

T24.3 Subject to funding availability, provide tools for motorists to find the closest available parking space, including real-time information signage and publishing parking availability information on the internet.

T24.4 Strive to manage beach parking availability in collaboration with the Coastal Commission, including periodic adjustments to variable pricing and exploring shared parking arrangements between the beach and nearby commercial districts.

T24.5 Encourage all new commercial parking to be shared and designed so that it is interconnected with adjacent parking facilities.

GOAL T25: Design parking to meet applicable urban design goals and minimize negative impacts on pedestrians, bicyclists and transit users.

POLICIES:

T25.1 Require adequate on-site loading areas for child care centers, healthcare offices and other uses with intensive passenger drop-off demands, and work with schools to encourage provision of adequate loading areas.

T25.2 Require that parking be accessed only from alleys, where alley access is available.

T25.3 Minimize the width and number of driveways at individual development projects.

T25.4 Require surface parking lots to be screened by landscaping from adjacent public streets.

T25.5 Above-ground parking structures should be designed according to the same urban design principles as other buildings.

T25.6 Encourage technologies that reduce the physical space needed for parking, such as mechanical lift systems.

T25.7 Encourage installation of electrical outlets in loading zones, including signage, to reduce vehicle idling associated with operating refrigeration for delivery trucks.

GOAL T26: Use parking policies to achieve housing affordability, congestion management and air quality goals.

POLICIES:

T26.1 Encourage shared parking and discourage reserved parking. Ensure that shared parking is open to all motorists, regardless of whether they are customers, employees or tenants of a building, with


the same parking prices, restrictions and privileges as building occupants.

T26.2 Ensure that public parking prices reflect the true cost of automobile parking.

T26.3 Use a portion of revenues raised from parking charges to achieve more sustainable transportation choices including transit, walking and biking.

T26.4 Adjust parking requirements for projects when it can be demonstrated that a lower parking demand is appropriate.

T26.5 Charge a fee when commercial developments remove public on-street parking for a driveway or other purpose.

T26.6  Use parking pricing as a tool to manage congestion.

T26.7 Consider allowing developers to meet their minimum parking requirements via shared parking between uses, payment of in-lieu fees, or off-site parking within a reasonable walking distance.

T26.8 Encourage coordinated valet services to balance parking supply and demand.

T26.9 In all new multi-family development, seek to provide the option to purchase parking separately from residential units to reduce the overall cost of housing.

T26.10 In one hundred percent affordable housing projects, consider allowing residential guest parking to be used to meet parking requirements, or establishing thresholds under which parking would not be required, for on-site local-serving retail and services.

T26.11 If the owners and operators of properties can demonstrate that they have more parking than is actually necessary to meet the needs of their various users (employees, visitors, etc.), consider developing parking efficiency strategies that include leasing their surplus parking to help alleviate parking shortages and avoid development of unnecessary parking.

T26.12 Continue to establish reduced parking requirements and explore pursuing additional parking reductions or consider eliminating parking requirements for all housing projects where appropriate.

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measuring progress: implementing the plan

The LUCE makes a commitment to careful and inclusive implementation. The dedicated participation and vision of thousands of community members created the LUCE, and it will require the participation of the entire community to see it become reality. Residents, property owners, businesses, schools, religious institutions, hospitals, community groups, transit and other public agencies are all part of the solution. The LUCE provides a vision for complete neighborhoods, green and livable streets and an integration of land use and transportation that requires cooperation across traditional boundaries. With continued public engagement and thoughtful, comprehensive decision-making we have the opportunity to work together to implement a future much greater than the sum of its parts.

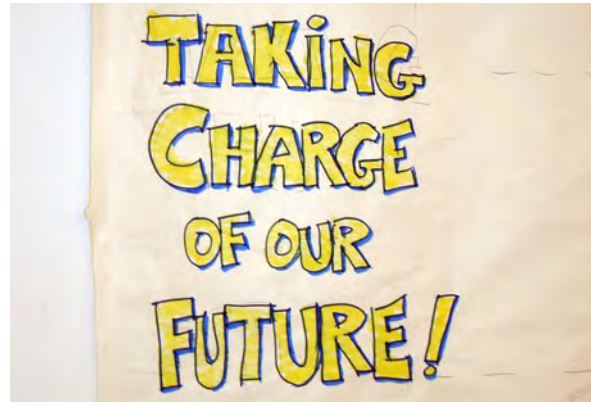
“A good plan goes to waste if it is not implemented.”



A key to success is the active management of the City and its critical resources—land use, housing, transportation, arts and culture, economics and natural environments—in a holistic and sustainable manner. Integrating these traditionally separate disciplines requires the multifaceted implementation strategy described in this chapter.

The Zoning Ordinance, specific plans, area plans, streetscape plans, and the City’s capital improvement program are the traditional tools for implementing a general plan. These implementing documents provide a framework of detailed design and development regulations— based on the General Plan vision— that are applied to specific development proposals. The City has the opportunity to flourish and be renewed through the implementation of these individual projects, guided by the community’s vision and goals.

Equally as important are public improvements such as roadways, bike paths, shared parking, parks and open spaces, transit and shuttles, landscaping and the beachfront improvements. The complete neighborhoods envisioned by the Plan require coordinated improvements in both the public and private realms. Therefore, implementing the LUCE through the prioritization of public investments and the municipal budgeting decisions will be



important determinants for achieving the community’s vision.

After adoption, the community has a central role in the Plan’s implementation. Residents will be actively engaged in the development of a series of area plans, creation or updating of specific plans, development of neighborhood conservation programs, review of proposed development projects with community benefits required, and monitoring of the Plan’s progress.

As part of the Santa Monica’s commitment to community dialogue and lifelong learning the City shall continue programs to educate the public regarding land use, development, design, green design, bicycle and pedestrian safety, and sustainability. These may include:

- Neighborhood conservation education
- Bike and pedestrian safety information
- Sustainable building practices and tips for residents and businesses on saving water and energy

PURPOSE AND STRUCTURE

The purpose of this chapter is twofold: to outline the tools for implementation, and to identify opportunities for continued community participation.

The chapter is organized in the following manner:

- Framework for Implementation
- Key Implementation Tools:
 1. Managing and Monitoring Change - Tracking Our Progress
 2. Neighborhood Conservation
 3. Area Plans and Specific Plans
 4. Zoning Ordinance and Map Revisions
 5. Review of Proposed Projects
 6. Transportation Improvements and Programs
 7. Capital Improvements
 8. Coordination on Regional Transit Investments
 9. Budgeting Decisions in line with General Plan

FRAMEWORK FOR IMPLEMENTATION

Managing and Monitoring Change

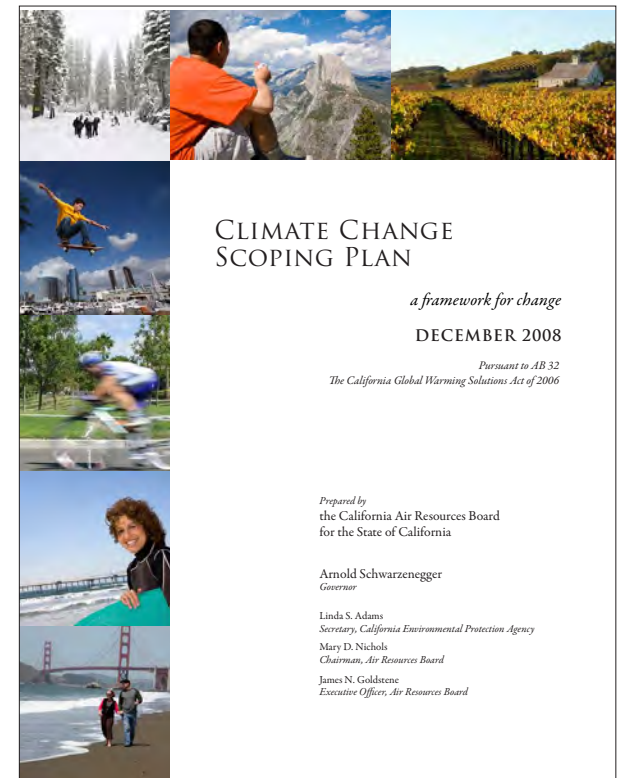
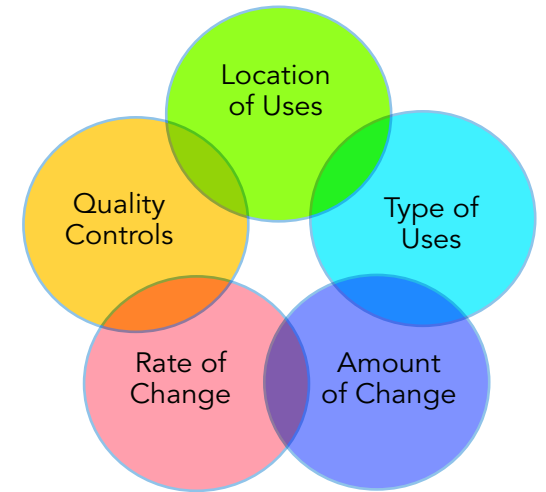
A cornerstone of the LUCE approach is the commitment to monitoring the progress of the Plan, and managing the pace and type of change. The LUCE has incorporated five key strategies for monitoring and controlling growth. They involve: (1) the location of uses, (2) the type of uses, (3) quality controls, (4) the

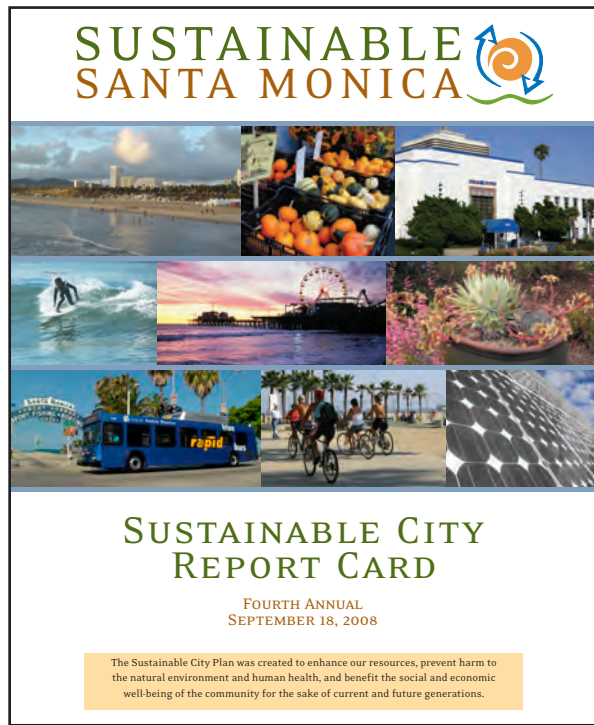
amount of change, and (5) the rate of change. (See chapter 2.7 *Managing Change* for further information.)

The LUCE also incorporates a concept for monitoring and managing the implementation of the Plan. Careful implementation ensures that improvements are balanced and maintain Santa Monica’s high quality of life. A series of performance measures tied to the Plan’s desired outcomes will be periodically reviewed to assess trends and progress. By tracking progress, the Plan can be dynamic and incorporate modifications if needed, including “putting on the brakes” to provide time to assess and respond to changing conditions. Incorporating a management approach supports sustainability by allowing the General Plan to be a living document, maintaining its relevancy through timely adjustments. The Plan takes a long-term approach while also allowing for adjustments to incorporate new ideas and innovations.

Sustainability and Climate Change Planning

The LUCE establishes the land use and transportation framework crucial to achieve fundamental citywide sustainability goals and to implement the *Sustainable City Plan (SCP)*. The LUCE sets the foundation for a substantial decrease in greenhouse gas (GHG) emissions





through vehicle trip reduction and bicycle and pedestrian network improvements, and by creating focused land use patterns that emphasize concentrating diverse uses near transit. These strategies are consistent with the California Attorney General’s interpretation that GHG reduction and climate change planning need to be incorporated into local general plans. The specific metrics showing how the City’s GHG reduction targets will be achieved will be laid out in Santa Monica’s Climate Action Plan. With over 40 percent of the City’s GHG emissions generated by vehicle trips, the

LUCE’s integrated land use and transportation strategies will be a foundation of the Climate Action Plan.

Performance monitoring for the LUCE will be coordinated with the SCP and the biennial *Sustainable City Report Card*. The LUCE measures could be done with every other report card (every four years) or in accordance with a monitoring framework approved by the City Council.

Assembly Bill 32 and Senate Bill 375 require metropolitan planning organizations to include Sustainable Communities Strategies (SCS) in the Regional Transportation Plan for the purpose of reducing GHG emissions. The laws are intended to align planning for transportation and housing; they create specified incentives for the implementation of the strategies. Jurisdictions in the Southern California Association of Governments region will be required to prepare an SCS for inclusion in the 2012 Regional Transportation Plan. Santa Monica will participate in the preparation of the SCS and many of the innovative transportation and land use strategies outlined in the LUCE will be valuable input.

KEY IMPLEMENTATION TOOLS

The development of individual projects will be subject to an updated Zoning Ordinance that will incorporate the goals and policies of the LUCE and establish public outreach processes and review procedures. Targeted areas of the City will be subject to area plans and specific plans to ensure that they are developed in ways that are consistent with the stated objectives of the LUCE. These implementation tools will allow for the realization of the progressive and innovative concepts of the LUCE that will transform the City.

I. MANAGING AND MONITORING CHANGE – TRACKING OUR PROGRESS

The LUCE makes a strong commitment to monitoring and measuring the progress of implementation over the life of the Plan. This allows the City to assess, evaluate and respond to naturally changing conditions, new information, and new ideas. Growth management allows the healthy evolution of the City while preserving community resources for future generations, addressing environmental justice, and minimizing the negative impacts of new development on existing neighborhoods. The LUCE provides the ability to measure, reassess and modify policies as conditions change throughout the life of the Plan.

Measuring progress will rely on a set of indicators and trends or targets. Establishing a trend or target is not intended to generate additional goals but to create a means by which the City can measure the performance of the Plan. The LUCE review will be coordinated with and build upon the *Sustainable City Plan's* biennial *Sustainable City Report Card*. Some of the indicators take root in those previously identified in the *SCP*, and new indicators are being developed from the transportation demand model to reflect a more sophisticated method of managing congestion.

To coordinate with the monitoring schedule of the *Sustainable City Report Card*, the LUCE land use indicators could be reviewed at least every four years or in accordance with a monitoring framework approved by the City Council. The LUCE builds upon the *Sustainable City Plan's* biennial *Sustainable City Report Card* process by giving more specificity to the existing transportation goals, and presenting a new opportunity to implement the goals of the *SCP* with respect to economic development, open space, and human dignity. Indicators associated with these areas will be reported with the publishing of the *Sustainable City Report Card*. The overall progress report will measure key trends that assess the Plan's implementation, progress, and phasing.



Residents and stakeholders will continue to be actively involved in shaping and evaluating the progress of the LUCE.

Potential Indicators to be Measured

The LUCE is designed with an inherent control mechanism by allowing the City to adapt and change the Plan according to new circumstances. Measurements allow the City to see how the Plan is progressing, identify trends early, and proactively manage change. The process by which meaningful trends and indicators can be measured was sketched out in concept during creation of the LUCE and will be carefully developed in detail after adoption. Potential data sources include: surveys; City permit tracking and other newly-developed data collection mechanisms; citywide Travel



Demand Model; census data; regularly published reports and indices; and population, housing and employment estimates from other government agencies. When needed, this will allow the City Council to respond to new opportunities and challenges. Measurements will parallel key goals of the LUCE to ensure that performance matches the vision of the Plan. The preliminary concept for measuring and monitoring utilized the LUCE's extensive public engagement process and is organized into the following five core areas that relate to the framework elements of the Plan.

A Complete Community

A key tenet of the LUCE is the integration of land use with transportation through mixed-use development that includes affordable and workforce housing limits as well as market-rate housing in areas accessible to transit such as activity centers and transit districts and along major bus routes including Lincoln Boulevard, Wilshire Boulevard, and Santa Monica Boulevard. This strategy will also focus daily needs and services within walking distance of existing neighborhoods. This category identifies progress towards the LUCE vision of sustainable, accessible, and complete neighborhoods where residents can shop, play, and socialize locally. Specifically, trends and measures to evaluate could include the ability of residents to access daily needs and services; access to open space amenities; housing affordability; and diversity of housing types.

Neighborhood Conservation

The LUCE preserves and protects neighborhoods by not allowing development that conflicts with or detracts from the existing community character. This category addresses the key preservation and protection strategies for residential areas, and assesses whether the neighborhood conservation initiative has been successful in retaining the strong sense of community and connectedness that defines many of Santa Monica's neighborhoods.



Tracking our progress through regular data collection, reporting, and evaluation of trends and measures will enable the community to adapt to changing conditions and ensure that the LUCE remains a living document. Regular reporting will measure our progress toward creating complete neighborhoods, protecting existing communities and increasing transportation choice.

Trends and measures to evaluate progress could include neighborhood safety; compatibility of new development; construction impacts including vacant and abandoned properties; and the state of the urban forest.

Transportation Choice

The LUCE strives to create a land use pattern that is integrated with transportation choice, proactively manages congestion, reduces

the number of vehicle trips and increases the number of trips made by transit, walking and biking. This category measures the success of proactive congestion management policies, including the No Net New Evening Peak Period Vehicle Trips target as measured by the Travel Demand Model.



The LUCE also considers the fiscal health of the City, which is important in order to allow residents to continue enjoying high-quality services and response levels, and a variety of cultural, recreational and educational enrichment programs.

Trends and measures to evaluate progress could include the shift from the automobile to other modes of travel; net new Santa Monica-generated trips in the evening peak period; vehicle miles traveled per capita; and completeness of bicycle and pedestrian networks.

A Fiscally Healthy City

The ability of the City to continue to provide high service levels and to implement many of the innovative actions and programs of the LUCE relies on a healthy and sustainable economy based in a diversity of sectors, including visitor and local-serving uses, hospitality, creative and cultural arts, small businesses, hospitals and medical facilities,

schools and retail. The goals and policies of the LUCE strive to maintain the Downtown as a thriving citywide and regional destination, while also supporting independent, small businesses and the creative arts that give the neighborhood commercial areas like Main Street and Montana Avenue their unique local flavor. Also important is a greater diversity of employment options and economic sectors in order for Santa Monica to continue to enjoy relatively stable revenue streams. Options for expansion include green industries and businesses engaged in advanced research and development.

This category monitors the fiscal health of the City to ensure revenues that support continued high levels of services and quality of life. It addresses the diversity and economic health of the City's commercial districts for commercial, cultural/arts, healthcare, and educational activities. Trends and measures to evaluate progress could include diversity of revenue-generating economic sectors; share of sustainable businesses that generate high revenue with low resource consumption; ratio of jobs to available housing units; and quality of municipal services ranging from emergency response to recreational and maintenance operations.

Public Engagement

The process of making the LUCE a dynamic and responsive document will depend on the ability to continue to fully involve residents and stakeholders in the public discourse.

This category measures success in engaging stakeholders in civic life and community process, allowing for meaningful input, sharing of information, and a clear understanding of why decisions are made.

Specifically, trends and measures to evaluate could include number of community meetings held for proposed development projects; diversity of opportunities for public input, and public understanding of the civic decision-making process.

II. NEIGHBORHOOD CONSERVATION

The community's highest priority is to preserve the existing character and scale of Santa Monica's neighborhoods. The LUCE proposes a robust and diverse collection of policies and programs to control the type of change occurring within existing neighborhoods, including:

- Neighborhood Conservation Overlay Districts
- Courtyard housing protections
- Modified demolition regulations to protect existing neighborhoods

- Modified development standards to preserve neighborhood character
- A Transfer of Development Rights program
- Parking management programs
- Educational tools and programs

(See chapter 2.2 Neighborhood Conservation for further information.)

III. AREA PLANS AND SPECIFIC PLANS

Area plans and specific plans are a useful bridge between the broad policies of the General Plan and the prescriptive standards of the Zoning Ordinance. These plans give special attention to a sub-area and identify opportunities consistent with the General Plan's vision. Additional regulations, conditions, programs, standards and guidelines bring the citywide vision into local focus. Such plans are often used to ensure that multiple property owners and developers adhere to a common plan or coordinate multiple phases of a longer-term development project.

State law (Government Code Section 63450) authorizes cities to adopt specific plans for implementing their general plans in designated areas. These plans may include types of uses, development standards and design standards, circulation and infrastructure improvements. Specific plans have been used in Santa Monica to guide development in the Downtown through the *Bayside District Specific Plan*, in the

Civic Center through the *Civic Center Specific Plan*, and in the vicinity of Saint John's Health Center and Santa Monica-UCLA Medical Center through the outdated *Hospital Area Specific Plan*, which will be repealed and replaced by the underlying zoning and/or a new HASP, and with respect to Providence Saint John's Health Center, a Master Plan.

The LUCE calls for the creation of area plans and new or modified specific plans for a number of locations. The public process for the development of these plans should pursue broad outreach with a range of stakeholders that is tailored to the area and could include surrounding neighbors, property owners, tenants, schools, developers, businesses, students, teenagers, families, seniors, social service agencies, and religious institutions.

Three specific plans are identified as priorities:

- Downtown Specific Plan
- *Hospital Area Specific Plan* or an effective alternative to the HASP
- Santa Monica Airport/Business Park Specific Plan

Area plans and specific plans should address the key opportunities and potential for the area, and at a minimum include the following:

- Specific criteria by which development will proceed
- Location, phasing and amount of land uses

- Development demands on hard and soft infrastructure such as transportation, water, sewage and energy consumption
- An implementation program for comprehensive public and private development.

Area Plans for the Activity Centers

An area plan is proposed for each activity center overlay identified in the LUCE. In addition to location-specific issues, these area plans should identify the following overarching issues:

- Principles to guide the activity center overlay’s interface with the surrounding neighborhood
- Identification of improvements that are candidates for community benefits
- Opportunities for parking districts that provide common shared parking to serve the commercial and residential development
- Strategies to implement a Transportation Demand Management District for trip reduction
- Bicycle and pedestrian access priorities
- The most appropriate locations for open space
- Implementation strategies
- Specific opportunities for shared access and service
- Methods to encourage the development of affordable and workforce housing
- Open space criteria for new boulevard development



In addition to new plans to be created for new districts, specific plans to be updated or replaced include the Civic Center Specific Plan and the Hospital Area Specific Plan in order to reflect evolving community values and address new challenges and opportunities.

Plans for the Districts

- Specific plans, area plans, studies or amendments to existing plans will be prepared for the districts listed.

(See chapter 2.6 Districts for further information.)

Bergamot Transit Village Area Plan

Establish a new neighborhood focused around the Bergamot Light Rail Station and including expanded housing opportunities, local-serving retail uses, creative arts, employment, and consolidated parking in a small grid network of streets and pedestrian pathways.

Downtown Specific Plan Update

Update and replace the existing *Bayside District Specific Plan* and encompass an expanded Downtown area stretching to

Lincoln Boulevard, and linking to the Civic Center and Oceanfront.

Mixed-Use Creative Neighborhood Area Plan

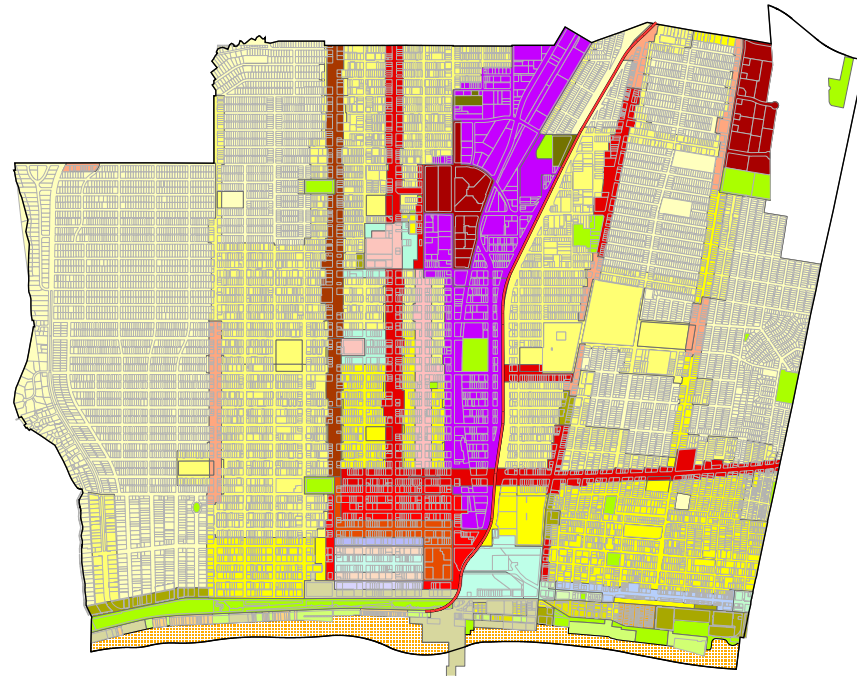
Coordinate with the Bergamot Transit Village Area Plan to create new connections to the Expo Light Rail and the City’s pedestrian, bicycle, transit, and automobile grids. The development intensity will reflect the district location as a transition zone to lower-scale residential neighborhoods to the north and east and will feature mixed-use commercial/residential neighborhoods where opportunities for creative arts jobs are balanced with a variety of affordable, work force and market-rate housing and local-serving retail and services.

Hospital Area Specific Plan Update

Update or repeal the outdated *HASP* concurrently with the master plans for both Saint John’s Health Center and Santa Monica-UCLA Medical Center to reflect the LUCE vision and boundaries, including portions of Santa Monica Boulevard, Wilshire Boulevard, Broadway and Colorado Avenue. The updated plans should address the preservation and enhancement of surrounding residential neighborhoods and the changing needs of the healthcare community—with expanded healthcare uses, such as medical offices and retail to provide a complete neighborhood that supports the primary use of healthcare. and which reduces vehicle trips. Particular attention should be given to affordable and workforce housing for area employees, and comprehensive parking and trip reduction strategies.

Civic Center Specific Plan Update

Update the *CCSP* to reflect the emergence of the district as an integral link between the Downtown, Beach and Oceanfront, and Main Street Districts and the Ocean Park neighborhood—in addition to being the civic and cultural core of the City. Address pedestrian activation of the edges of the Palisades Garden Walk and along Pico Boulevard, improve physical and visual access to the Santa Monica High School campus, connect to the Downtown Light Rail Station,



Updating the Zoning Ordinance and Map is a critical step in implementing the goals and policies of the LUCE.

and pursue opportunities to cap the I-10.

Pico Boulevard Corridor Area Plan

Create a plan to encourage pedestrian activity, neighborhood retail, north-south connections and shared parking. The plan should also look at public/private reinvestment potential and select opportunity areas for infill to achieve the broader vision.

Santa Monica Airport/Business Park Specific Plan, Streetscape Plan for Ocean Park Boulevard

The Specific Plan for the Business Park should identify redevelopment opportunities and desired mix of uses for the business park,

utilization of surface parking area, land uses and enhancements for the north side of Ocean Park, and integration with future of Santa Monica Airport, if known. A streetscape improvement plan for Ocean Park Boulevard, from Centinela to Lincoln Boulevards should be explored at the same time, or earlier, that emphasizes pedestrian and bike safety, wider sidewalks, dedicated bike lanes and green space.

Industrial Conservation Area Study

Explore the potential to attract industries to this area that contribute to the City’s sustainability goals. Conduct a study to identify whether there are appropriate sites for 100 percent affordable housing, particularly in the area between 17th Street and Cloverfield Boulevard.

Local Coastal Program Land Use Plan

- Update the LCP Land Use Plan (LUP) to be consistent with the LUCE goals and policies for the Beach and Oceanfront District, Downtown, and residential neighborhoods within the Coastal Zone. Until the LUP update is complete, if any conflicts arise between the LUP and the LUCE, the policies of the LUCE shall take precedence in the Coastal Zone.

IV. ZONING ORDINANCE AND MAP REVISIONS

The Zoning Ordinance and associated Zoning Map are critical tools for implementing the LUCE. The City will prepare a comprehensive revision to the Zoning Ordinance and Map, consistent with the vision, goals and policies of the LUCE to include, among other things, the land use classifications and development standards outlined in the LUCE. The updated Zoning Ordinance will be a central regulatory mechanism that must be carefully prepared and work in concert with the LUCE in order to achieve the City’s and community’s goals. Innovative LUCE concepts to be incorporated into the revised Zoning Ordinance include, but are not limited to:

Mixed-Use

- The creation of mixed-use boulevards and districts that reorient regional commercial areas toward housing for a range of income levels
- Ground floor pedestrian-oriented uses and standards that encourage local-serving goods and services and community-serving amenities
- Ground floor residential uses that are oriented towards the street within areas designated as Mixed-Use Boulevard Low on Santa Monica Boulevard, Pico Boulevard, and Broadway allowing new development to be more compatible with the surrounding neighborhood character; the residential development should be designed to engage the street with street-facing doors and fenestration, ground floor open space, porches or stoops.

Affordable and Workforce Housing

- Continuation of the City’s effective implementation of the Affordable Housing Production Program in compliance with Proposition R
- Additional opportunities to provide a greater share of housing for all income levels including very low, low, moderate and above moderate, including housing for employees of area businesses

Neighborhood Conservation

- Modified development standards in the residential zoning districts to achieve greater conservation of residential quality, type and character
- Modified development standards to require projects to be of a compatible scale and character with the existing neighborhood;



New requirements for TDM measures should be included in modifications to the Zoning Ordinance.

provide respectful transitions between new and existing structures; conform to building envelopes that preserve access to light and air and require appropriate setbacks along neighborhood streets; and provide ground level open space

- Modified demolition process that considers neighborhood defining character issues such as aesthetic, social and cultural attributes
- Neighborhood Conservation Overlay Districts to address conservation of distinctive

neighborhood features, streetscape, and site planning; protections for unique properties, sites or building types

- Programs for addressing transportation and parking issues starting in areas with the greatest on-street parking scarcity

Community Benefits

- Complete neighborhoods achieved through a program for community benefits that responds to the community's broader social and environmental goals
- Maximum by-right base height and intensity for new development
- Incorporate of special rules for new development that requests to build above the base height or intensity; such new development will be subject to a Development Review Permit or its equivalent or a Development Agreement with those additional requirements consistent with the community's broader social and environmental goals

Enhanced Public Engagement Process

Changes to the development review process to allow for early public review and input during the conceptual phase of a project. The purpose of early consultation is two-fold:

- It provides an opportunity for residents to gain a clear understanding of the timing and steps involved in the development review process

- It takes place at a time when the project concept is still flexible, providing the community the greatest opportunity to actuate change in the project components. These concept review meetings will also increase certainty for the neighborhood and developer and reduce costly changes during the entitlement process.

Transportation Demand Management and Circulation Standards

- Incorporation of requirements for TDM into the Zoning Ordinance that will be applied to project review in order to achieve the City's goals for GHG reduction and climate change prevention.
- Coordination of TDM provisions with potentially reduced or shared parking requirements to maximize land efficiency and minimize disruption, while still providing adequate parking for area uses.
- Consideration for shared and reduced parking requirements for projects with comprehensive TDM programs located near transit.
- Updating the Municipal Code, as appropriate, with the Circulation Element actions and programs in Section VI of this chapter.



An enhanced public review process will include early concept review, and revised standards and criteria.

V. REVIEW OF PROPOSED PROJECTS

Development proposals that conform with stated goals and policies of the LUCE are the implementation tools that have the most direct influence on the City's ability to achieve complete communities, housing opportunities, and integrated transportation and land use. Exacting review is the primary method by which the City ensures that individual projects achieve the vision, goals, and standards of the community. The vision is set by the General Plan, and the standards are established in the Zoning Ordinance. Although Santa Monica has limited vacant land, it is anticipated that over the time horizon of this Plan, some properties in the City will redevelop as existing structures reach the end of their useful life, and/or as property owners seek more effective use of their sites.

Objective Standards and Criteria

By stating the goals and policies for each land use designation and each neighborhood, boulevard, district, and activity center, the LUCE creates certainty for residents and developers and establishes how development projects can positively affect the character, form, and quality of the city.

Objective standards and criteria rooted in community priorities and measures to mitigate the impacts of new development will be the method by which all administrative projects will be reviewed. Review of discretionary projects that involve new construction will be guided by a new incentive system that places significant emphasis on inclusion of affordable housing and other community benefits with the objective that new development should contribute to the city's physical, environmental, and cultural goals. Types of review for new projects are described below and include:

- Ministerial review for projects that fall within established base height and FAR limits
- Planning Commission and/or City Council review for projects that exceed base height and FARs
- Development Agreements

Maximum Ministerial Base Height and FAR and Provisions for Increases when Projects Offer Community Benefits

The LUCE establishes a maximum ministerial base height of 25–35 feet. As an incentive, additional height and FAR above the base may be granted, subject to a discretionary review process, if it meets community benefit criteria. A Development Agreement may be required for these increases in height and FAR.

(See chapter 3.2 Community Benefits for further information.)

VI. TRANSPORTATION IMPROVEMENTS AND PROGRAMS

The Circulation Element acknowledges that due to regional growth around Santa Monica, congestion and associated GHG emissions will continue to occur even if no new development occurs in the City for the next 20 years. In response, the LUCE establishes an aggressive goal of No Net New Evening Peak Period Vehicle Trips with a Santa Monica destination or origin and includes the GHG reduction targets articulated in the *Sustainable City Plan*.

Progress toward achieving the stringent GHG reduction targets established by the *Sustainable City Plan* and regaining control over some of the existing negative trends related to citywide circulation will be aided by the transportation improvements and programs



Measuring the success of streets includes examining how well streets support active recreation and living. The LUCE encourages the design and use of streets to be for more than just automobiles.

outlined in the Circulation Element. Specific actions identify local funding, implementation measures, partnerships and cooperation that must occur at a regional level. For the first time, the success of transportation investments may be measured by the effect on the quality and experience of the transportation system, particularly streets and the various modes of travel: walking, biking, transit and automobile. The following are the programs and actions to be implemented for each component of the transportation system.



The pedestrian environment should offer convenient and comfortable access to local services while also functioning as a social gathering place.

Performance Measures

Streets

Streets should support active living, and this contributes toward local and regional air quality, sustainability, and GHG reduction goals. The following are specific investments for streets:

- Establish transportation performance criteria for each street to reflect the Circulation Element goals and principles and incorporate these into the *Sustainable City Plan*.
- Establish transportation impact analysis criteria for each street to reflect the Circulation Element goals and principles.
- Establish street design standards and management tools for each street to reflect Circulation Element principles.



Improvements to the pedestrian network will include new crosswalks coupled with educational programs to ensure safe access to schools.

- Review transportation system performance regularly and adjust resources to align with community priorities.

Walking

The pedestrian environment should be safe, comfortable and attractive. The following are specific investments for the walking network based on funding availability:

■ Public Improvements

- Create a destination-oriented pedestrian signage program.
- Establish a plan for separate spaces for pedestrian and cyclists for the entire beach path. Work with the City of Los Angeles to discuss the construction of similar treatments in the areas of Los Angeles adjacent to Santa Monica.

- Create a priority list for enhanced pedestrian crossings along all major boulevards. Construct enhancements as funding becomes available.
- Develop a plan to enhance alleys citywide to create a Shared Street environment. In the Downtown areas, create “Arts Alleys” as described in Creative Capital, the City’s cultural master plan.
- Create a priority list of locations in the City where sidewalks should be completed. Construct new or reconstruct existing sidewalks as funding becomes available.
- Create a priority list of locations to install dual curb ramps to improve the pedestrian environment and construct ramps as funding becomes available.
- Construct pedestrian improvements identified through Safe Routes to School programs.

■ Information and Education

- Establish Safe Routes to School programs such as “walking school buses,” walking audits, classroom instruction and promotional events.
- Create a program to educate parents about the benefits of their children walking to/ from school. Emphasize the existing high levels of safety in Santa Monica.
- Create a program to promote pedestrian safety through outreach both to pedestrians and motorists.

■ Policies and Projects

- Develop a pedestrian plan that incorporates design standards and policies and provides a framework for prioritizing investments in pedestrian improvements.

- Conduct a pedestrian environment study that identifies locations that may be difficult for the disabled. As part of the plan, develop a priority list of physical improvements and identify potential funding sources.
- Prepare citywide pedestrian design guidelines that encourage walking.
- Update the Municipal Code to improve public and private standards addressing driveway location, pedestrian-oriented design and pedestrian-oriented lighting.

Biking

The bicycle network in Santa Monica should feature high-quality facilities and safe, interconnected, and convenient access that promote a gradual shift towards increasing the number of people who use bicycles for their daily transportation needs. The following are specific investments for the bicycle network, based on funding availability:

Public Improvements

Parking

- Identify locations where more bike parking would be beneficial and install bicycle racks and bicycle storage facilities, as funding becomes available.

Signage

- Develop a plan for beach access bikeway signage and way-finding mechanism.
- Develop a plan for destination-oriented bikeway signage and way-finding systems to direct riders to bikeways and major

destinations such as hospitals, schools, shopping districts, and bike share/rental and repair locations.

Treatments and Facilities

- Install countdown indicators to inform cyclists and pedestrians of time remaining to cross the street.
 - Create design standards addressing bicyclists at intersections, and as funding becomes available, upgrade existing intersections to the new standard and prioritizing the areas identified on the bicycle map as “Key Connections.”
 - Construct and ensure operation of bicycle transit access centers, which provide amenities such as secure bike parking, bike repair, and transit information.
 - Create a public bicycle rental program with a network of drop-off and pick-up locations throughout the community.
 - Collaborate with the SMMUSD to identify bicycle routes around and/or through Santa Monica High School and promote cycling for students.
 - Collaborate with Santa Monica College to identify a bicycle route in the 17th Street corridor through the college campus and promote cycling for college students.
 - Reduce bicyclist-pedestrian conflicts along the beach bike path, such as larger standing areas for pedestrians and expansion of the pedestrian path.
- #### Development Review
- ##### Parking
- Update bicycle parking requirements for new development and periodically monitor bicycle parking demand and use demand data to monitor and adjust requirements.



A complete and safe bicycle network, including features such as bicycle harbors, will facilitate a gradual shift towards increasing the number of cyclists.

Signage

- Require projects to provide directional signage to ensure users know where to find bicycle parking.

Facilities

- Establish requirements for access to showers and locker facilities for bicycle commuters in new developments.
- Create a system of bicycle-transit access centers that provide secure bike parking, rentals, repairs, showers, and transit information located at rail stations, major bus stops, and destinations.



Transit investments that enhance passenger convenience could include bus shelters that provide real-time information such as time and next bus arrival.

Information and Education

- Develop a program of personalized travel marketing to help those interested in bicycling to find the best route to travel.
- Establish a program to promote bicycle safety through outreach both to bicyclists and motorists.
- Partner with regional agencies to develop Web-based, real-time bicycle route mapping tools.
- Promote classroom instruction and information on bike safety and awareness that targets different populations such as seniors, children, and commuters.

- Create Safe Routes to School programs with the goal of making them self-supporting.
- Encourage events to promote bicycling, such as National Car Free Day and Bike-to-Work Day with events throughout the City.
- Work with the Convention and Visitors Bureau to provide bicycle rentals and information about cycling at hotels and popular tourist attractions.

Policy and Projects

- Develop a bicycle master plan—include a discussion of the feasibility and prioritization of specific recommended measures and facilities.
- Encourage others to adopt effective regulations regarding innovative bicycle design and technologies.
- Create design standards for “living streets” where pedestrians, bicycles and low-speed motor vehicles safely share the streets, especially in the neighborhoods of Ocean Park and directly south of the Pier.
- Complete major gaps in the bikeway network including: connections to all future rail stations and activity centers; Expo Light Rail bike path; Connections between Stewart Park and Bergamot Station; “Key Connections” to all schools and major employment centers; bicycle and pedestrian bridge across the Santa Monica Freeway at 7th Street; connections from Ocean Avenue to the beach bike path, focusing on opportunities at Montana Avenue, the California Incline, Arizona Avenue, Broadway, and the Santa Monica Pier; Enhancements to Airport Avenue between

Airport Park and 23rd Street; improve connections with the City of Los Angeles, including Dewey Street between Marine Park and 23rd Street.

Transit

The transit system should aim to increase transit ridership by providing high-quality and high-frequency service to increase interconnections between Santa Monica and the region and to improve intra-city connections within Santa Monica. The following are specific investments for the transit network, based on funding availability:

Public Improvements

- Implement signal prioritization for transit along regional and connecting transit streets.
- Establish queue-jump lanes or transit-only lanes when signal prioritization is inadequate to maintain transit speed and reliability.
- Regularly update the Big Blue Bus Service Improvement Plan, with an emphasis on service efficiency and improved regional connections.
- Update transit technology systems to maximize use with communication technology.
- Create guidelines for major bus stops that include amenities such as real-time bus arrival displays, shade, lighting, trash cans, and benches.
- Expand existing transit stop improvements program, including real-time bus arrival displays and schedule information.

■ Information and Education

- Provide transit information at popular tourist destinations and hotels on transit.
- Create a universal transit pass program developed and implemented in partnership with transit agencies, schools, colleges, and major employers.
- Establish transit information centers in all libraries and locations within TDM Districts.
- Include transit information with communications from the City of Santa Monica.

■ Policies and Projects

- Prepare an analysis to identify appropriate fees which could support transit, such as development impact fees, variable parking fees or an increased parking tax.
- Expand shared ride access, such as vanpool programs to supplement existing transit service, for larger employers.
- Create detailed station area plans for all Expo Light Rail stations.
- Support regional rail planning efforts.
- Establish local planning projects to prepare for future rail service and station areas.
- Work with the Expo Construction Authority to seek a PUC waiver to allow parking on both sides of Colorado Avenue with two transit lanes, two travel lanes, and sufficient sidewalk widths.

Automobiles

The main purpose of the roadway network is the efficient movement of cars on Santa Monica's major boulevards and limiting access through local residential streets. Congestion at the local and regional level can be managed

by locating bottlenecks away from residential and commercial areas, thereby reducing entry points into the City, and by striving to manage travel times on major boulevards and avenues. The following are specific investments for the automobile network, based on funding availability:

■ Public Improvements

- Establish traffic analysis guidelines and significance thresholds to isolate congestion in the areas with the least negative impact on the neighborhoods, neighborhood commercial areas and the Downtown.
- Install and maintain real-time signage, especially at freeway exits and in the downtown, to direct traffic to available parking to reduce congestion.
- Implement an Advanced Traffic Management System to improve signals.
- Develop a Traffic Management Center to optimize motor vehicle flow throughout the City.
- Study Civic Center circulation improvements to improve bus, automobile and pedestrian circulation at the Expo Light Rail terminus, including new connections over the freeway.

■ Private Development

- Restrict driveways on boulevards and major avenues where access is available from a side street or alley.
- Ensure safe and convenient design of projects, including safe interaction between private property and the public right-of-way.

■ Information

- Establish way-finding and real-time information systems.
- Information on safe motoring skills and habits.

■ Policies and Projects

- Revise neighborhood traffic management policies to reflect LUCE goals.
- Develop a traffic signal master plan.
- Restrict new building driveways on major avenues and boulevards, where access is available from a side street or alley.
- Establish traffic engineering standards to ensure that they are up-to-date and support a multi-modal transportation system.
- Create design guidelines for shared streets in residential neighborhoods where rights-of-way are constrained, ensuring autos travel slowly enough to mix with pedestrians and cyclists.
- Target speeds for each street classification.
- Incorporate indicators into the Sustainable City Plan that support the goals and policies of the LUCE.
- Establish congestion management targets and significance thresholds by individual district and corridor.
- Create a Transportation Management Center to consolidate real-time information on roadway conditions, manage intelligent transportation tools, and coordinate traffic management planning and parking operations among City departments and outside transportation agencies.

MANAGEMENT TOOLS

Transportation Demand Management

TDM Districts are at the core of the City's trip reduction strategy and will ultimately allow the LUCE to achieve the aggressive goal of No Net New Evening Peak Period Vehicle Trips. The following are specific actions that may be undertaken as part of a city- or district-wide TDM program:

- Establish targets for mode split between walking, bicycling, transit and vehicle trips for each TDM District and the City as a whole, and develop strategies to achieve those targets.
- Form Transportation Management Organizations (TMOs), Business Improvement Districts, or other organizations to help manage vehicle trips at a local level.
- Explore approaches to unbundle the cost of parking from the cost of housing for new multi-family projects.
- Include the following features as part of a TDM Program:
 - Bike-transit centers, with bicycle parking, bike rentals, bike repair shops, lockers, showers, and transit information and amenities (such as maps, schedules, and sales of fare media like monthly passes)
 - Bike-sharing program, with public bicycle rentals located throughout the City
 - Car-sharing program
 - TMOs to provide TDM programs and coordinate parking management activities for distinct sub-areas of the City

- The provision by employers, institutions or residents' associations of Universal Transit Passes for Big Blue Bus and Metro
- Safe access to transit program to provide safer bicycle and pedestrian access to transit stops
- Vanpool and carpool ride-matching services for TMOs and employers, including customized, real-time, online tools
- Mobility Centers located in each TMO that create a one-stop shopping center for residents, employees, and visitors to get information on travel options
- Methods of monitoring of TDM programs to ensure that each TMO or employer meets specified trip reduction targets
- Approaches to increase car-sharing: new development providing "right-of-first-refusal" to parking spaces for car-sharing organizations, and the City providing public on- and off-street spaces to qualified car-share operators for little or no change

Parking

Controlling the availability of parking can be a tool for achieving housing affordability, congestion management, and air quality goals. The availability of parking will be controlled by four main tools: (1) adjusting supply and demand by restricting access to parking through special permits, (2) providing alternatives more attractive than driving, (3) allowing parking to be used on a "first-come, first-served" basis, and (4) pricing strategies. The following are specific actions that may be undertaken as part of a parking management strategy:



Parking management strategies, such as real-time information, can help to achieve LUCE goals, including congestion management.

- Update parking requirements in the City's zoning code to reflect the latest parking demand data and the City's parking principles, including loading and drop-off areas for markets, restaurants, schools, child care, healthcare, and senior housing.
- Update residential parking permit district ordinance to include expanded options for

increasing parking availability for residential neighborhoods.

- Create parking management policy with availability targets for various areas of the City.
- Update codes to reflect policy decisions on shared parking, unbundled parking, in-lieu fees, independently accessible parking, mechanized parking, and universal valet programs.
- Work with car-share operators to create a strategy for establishing a strong car-share program in Santa Monica.
- Update parking payment equipment so that motorists may use a variety of convenient payment options.
- Expand real-time parking availability information.

VII. CAPITAL IMPROVEMENTS

At the heart of the LUCE are goals and policies that are the catalysts for positive physical and environmental changes in the community. A number of specific physical improvements are needed to ensure the complete neighborhoods, transportation systems, and green streets envisioned in the LUCE Plan, such as:

- Wider sidewalks, and enhanced crosswalks
- Additional street trees to complete the urban forest, and enhanced parkway landscaping
- Infrastructure repair to ensure consistent service
- Transit service and facilities improvements
- Bicycle paths, lockers, showers, and parking
- Shared parking facilities

The City's Capital Improvements Program (CIP) itemizes specific improvements and indicates schedules and anticipated funding. Construction of public facilities and infrastructure is an important link between the development of the City and the implementation of the General Plan, and the CIP provides the tool to link them. For example, the CIP can be used to time and control targeted development objectives by locating and programming public facilities and infrastructure in areas where targeted



Physical investments, such as the Expo Light Rail, are necessary in order to implement many of the LUCE goals and policies.

development is planned. Specific capital improvements identified in the LUCE should be programmed into the City's CIP during each funding and project selection cycle. Each CIP should be reviewed by the City Council for consistency with the General Plan prior to approval.



The LUCE is the blueprint for Santa Monica's future and should be the guiding document upon which decisions regarding community priorities are made. This will ensure the ability to measure our success in "stepping lightly" and preserving valued resources for future generations to enjoy.

VIII. COORDINATION ON REGIONAL TRANSIT INVESTMENTS

Several larger City transportation investments still in early stages of consideration include:

Beach Shuttle

Santa Monica should explore pedestrian-friendly shuttle services to transport passengers along the beach. This will improve access to the beach with limited local transit service and limited auto parking.

Downtown Circulator

The City should explore transit connections between the Downtown Light Rail Station and the transit mall and Downtown area, the Civic Center, the Pier and the Beach. A Downtown circulator service effectively linking all of these transit stops and destinations would expand the area served by each individual line, as well as support shared parking in the Downtown.

Expo Light Rail

The Expo Light Rail line is a planned and funded extension of the regional rail system to Downtown Santa Monica. Although planning decisions and funding for this line are made by regional agencies, the City has a key role in ensuring the project is implemented effectively. The targeted operational date is 2015. The high-frequency connectivity to the larger region and the three stations at Bergamot Station, Memorial Park, and Downtown, slated to serve Santa Monica will be a tremendous benefit for the City and will positively impact the ability to achieve the City's congestion management and GHG emission reduction goals.

Westside Subway

A Westside Subway Extension, also identified as "Subway to the Sea," is being studied by the regional transit agency to extend the heavy rail subway originating in Downtown Los Angeles and include two or three stations in Santa Monica, most likely on Wilshire Boulevard. While the proposal has a time horizon that will likely exceed the lifetime of the LUCE, the City will continue to work toward prioritizing this project and ensuring that stations are consistent with City plans.

IX. BUDGETING DECISIONS IN LINE WITH GENERAL PLAN

Budget Development

As a statement of the City's 20-year vision and specification of actions and programs developed from goals and policies, the LUCE should act as an integrating tool for setting spending priorities and developing work programs for the City. However, it is not feasible to fund all of the programs and actions at once. The annual budget approval process should use the LUCE as an assessment tool for determining funding decisions and timing. This process ensures that the Plan remains relevant and that the community's long-term vision is realized.

Fee Revisions

Long-Range Planning Recoup Fees

Costs for city planning documents, such as general plans and specific plans are, generally, reimbursed by pro rata allocation of fees to developers applying for development permits in the plan area. To enable continued long-range planning for the activity centers, and to recoup the significant investment in the LUCE, the City should explore and prepare any studies necessary to establish a pro rata planning fee. Such a fee would enable detailed and comprehensive planning to ensure careful design and implementation of the Plan visions.

Impact Fees

One of the key principles of the LUCE is for development to pay its way. This can include private investment in utilities and infrastructure as well as community-wide benefits. Examples of such facilities may include child care centers, cultural facilities, and green space. Should the construction of community facilities at the developer's sole expense not be feasible, a fair-share contribution to a community improvement fund could be made. It is expected that a linkage study would need to be prepared to establish a reasonable relationship between the fees imposed and the impact of the new development.

ECONOMICS AND DEMOGRAPHICS

The purpose of this section is to provide background information that supports the forecasts and policies presented in chapter 3.4 of the LUCE, Diversified and Sustainable Economy. It also describes in some detail those components of the City's economic base that present significant opportunities in the future, including retail commercial activities, visitor-serving activities, creative industries, local-serving office employment, and the healthcare industry.

In reviewing this appendix, it is important to consider that the strong performance of the local economy is critical to the City's ability to fund public services as well as to maintain the proper setting for private economic activities that offer jobs and provide for other needs of local residents and visitors. In this regard, the major functions of a diversified and sustainable City economy under the LUCE may be summarized as follows:

- Create opportunities for personal and community growth and provide the basis for enjoyment of a high standard of living.



- Respond to the needs of its residents for local services and provide a source of jobs.
- Respond with flexibility to technological change and adapt to internal and external forces for change.
- Promote superior economic performance by capitalizing on opportunities presented by land use and related development policies that encourage businesses locating in the City.
- Serve as an important force in the promotion of social equity and diverse residential neighborhoods.
- Encourage and support other goals of the community such as sustainability and mobility.
- Ensure that Santa Monica can meet its current economic needs without compromising future generations to do the same.
- Encourage and support other goals of the community such as sustainability and mobility.

BACKGROUND

In July 2005 the City's Planning and Community Development Department published the *Opportunities and Challenges Report*, a document that provides important economic background information about the City while framing the key economic questions that are addressed in the LUCE. These issues included the following:

How can Santa Monica plan for the regional aspects of its economy, medical and educational institutions, and locational draw to create balanced growth and enhance the quality of life for residents?

In this regard, Santa Monica has become a major regional source for certain types of employment, such as creative industries and medical services.

What role can visitor services play in Santa Monica's future?

The hotel sector, together with other visitor-serving industries, is a major contributor to the City's fiscal health. For Fiscal Year 2008-2009 transient occupancy tax revenues (TOTs) were \$31.7 million, representing nearly 13 percent of the anticipated revenues that support the City's General Fund.

How much new housing should Santa Monica plan for to maintain inclusiveness and opportunities for affordable housing and yet retain an "appropriate town scale," and what types of new development could fulfill the City's diversity and quality of life objectives?

Housing in the City is a complex issue that transcends purely economic considerations related to the market forces of supply and demand. In recent years the combination of land scarcity, the desirability of the City

as a residential location, vacancy decontrol, regional growth pressures and a multiplicity of other factors have led to an emerging polarity in the market supply of housing, with high-priced "market-rate" units at one end and low-priced "affordable" units at the other, leaving a large gap in the middle of the market that is underserved. This market need is often identified as "workforce housing," in reference to those middle income residents that provide essential services to the City's residents such as teachers, police and firemen, and hospital workers.

How best can the existing industrial areas meet Santa Monica's needs?

The *Opportunities and Challenges Report* documents that manufacturing jobs have been declining for the last 20 years, and it is highly unlikely that this trend will be reversed in the future. Notwithstanding the strong market demand for reutilization of the existing industrial lands, it is important to recognize that they constitute a scarce land resource in a community that is virtually built-out, and that they accommodate a variety of commercial and industrial services that are important both to residents and to other businesses.

What is the appropriate scale and mix of uses for boulevard commercial corridors, and what is the appropriate scale and character of specialty commercial corridors?

The LUCE envisions new land use strategies in the form of activity centers that integrate economic opportunity with transit programs, focused development incentives, and public benefits. In this regard, it is important to recognize that each of the major boulevards and commercial streets has a special character that has evolved due to its location, existing use, development character and market(s) served. The LUCE recognizes the unique elements of each corridor.

How can the City maintain its economic vitality and protect economic advantages?

According to the *Opportunities and Challenges* report, the City's economic vitality and locational advantages can be assessed from three different, yet interrelated perspectives. These are the following:

- **Employment Wage Levels.** Employment sectors can be evaluated in terms of their typical pay scales and growth characteristics as well as their multiplier effects in the local community.
- **Concentration/Specialization.** Relative to Los Angeles County, Santa Monica has a number of business types that exhibit a

pattern of high concentration attributable to the community's unique location and other competitive advantages.

- **Fiscal Contribution.** Sectors can be evaluated in terms of their contribution to the City's General Fund via a range of revenue sources, including transient occupancy taxes, sales taxes, utility taxes, property taxes, and various licenses and fees.

One important set of industries that are highly concentrated in the City are the "Creative Industries" that constitute entertainment-related businesses, media/communications, and visual and performing arts. Together, they constitute an important cultural resource to the community as well as a source of local employment.

How can the City foster small businesses, "incubator" industries and establishments that contribute to, and maintain, its uniqueness?

Recognizing the importance of small businesses, in general, and the specific desire of the community to provide for the local employment space needs of local residents, the LUCE presents land use and transportation strategies that encourage locally-focused small businesses and introduces new concepts for community-scaled commercial space that is local-serving and dispersed throughout the City.

POPULATION AND SOCIOECONOMIC CHARACTERISTICS

The following sections provide a review of the population and socioeconomic trends and projections that were originally presented in the *Opportunities and Challenges* Report prepared in 2004–2005, and serve as important background information to the LUCE. Many of these original projections have been updated to reflect recent economic trends and information related to changes in housing supply and occupancy characteristics that have taken place in the community.

Southern California Regional Growth Perspectives

While the proper focus of the LUCE is rightfully placed on the future use of the lands which are within the boundaries of Santa Monica, the City's present and future is also directly related to the larger Southern California region which encompasses six counties—Los Angeles, Orange, San Bernardino, Riverside, Ventura and Imperial—and over 18 million people. Over the period 2000 to 2030, this six-county region is anticipated to grow and change as follows:

- Total population growth is projected at over 6 million persons, increasing at an annual rate of over 200,000 residents per year.

- This population increase, along with other demographic changes, will result in 2.26 million additional households that will require housing at a rate of almost 100,000 new units annually, after allowing for vacancy and the replacement of obsolete units.

- The population will age significantly; the percent of total population aged 65 years or more will increase from 10 percent to 17 percent and number over 4 million by the year 2030.

- Employment growth for the period is projected at over three million jobs or about 100,000 net new jobs on an annual basis, assuming that one of every two residents will be employed.

Given the growing scarcity of developable land within the region, the most likely impact of this regional population growth will be to create significant pressures for intensification of land use in existing cities.

Population Trends

As noted in chapter 3.4, the scale and composition of Santa Monica’s current and future population is an important consideration that impacts the LUCE process, as local resident demographic characteristics provide insights regarding likely demand for housing, local services, transportation and cultural facilities. Santa Monica’s population growth patterns and socioeconomic characteristics differ in material respects from the rest of the

Southern California region. As a group, its residents tend to be older, more affluent, and more homogeneous racially and ethnically while living in smaller households.

In chapter 3.4, two population estimates were provided for the City as of January 2009; one was provided by the State of California Department of Finance; according to their Demographic Research Unit, the population currently stands at 92,494 persons, constituting a net increase of 8,410 persons over the last nine years. However, it should be recognized that this is an estimate based on reported housing activity and somewhat dated vacancy rate estimates and household size estimates that appear overstated given the population’s age structure and housing supply composition. Accordingly, an alternative estimate based more closely on the average household size reported historically in the US Census reports suggests that the City currently has about 88,700 residents¹.

The Southern California Association of Governments (SCAG) provides forecasts of population, household and employment growth for the Southern California region that are generally relied upon by its

¹ It is important to note that the last detailed information regarding population is nine years old, and all estimates and forecasts will be subject to review and revision upon completion of the census that will be conducted in 2010.

member counties and cities for land use and transportation planning. While local jurisdictions including Santa Monica may disagree with forecast specifics, they still serve as an important baseline that reflects explicit policies at the regional scale. The most recently adopted 2008 forecast prepared by SCAG provides a 30-year projection for the region covering the period 2000-2030. After consideration of the SCAG forecasts, two forecasts for the City’s future population were made, utilizing the two current population estimates as the basis for the future growth projection. As shown in Table 1 (opposite page), they suggest that the population by 2030 could range from 93,500 persons to 96,500 persons, representing a total growth for the period of between 5,100 persons and 5,600 persons, or an annual growth of 230 to 250 persons. Thus, both forecasts are consistent insofar as they represent Santa Monica as a mature city with limited capacity for significant future residential growth.

It should be noted that the *Opportunities and Challenges* Report conducted a review of prior SCAG forecasts and presented its own series of three alternative 20-year projections covering the period from 2005 to 2025 for the City of Santa Monica based upon differing assumptions about migration and growth. Under the assumptions guiding these forecasts,

Table 1
ALTERNATIVE POPULATION FORECASTS FOR CITY OF SANTA MONICA
2008-2030
(Rounded)

	Estimate	Estimate	2010	2015	2020	2025	2030	Projected Change, 2008-2030	
	2008	2009						Annual Growth	Total
Low Current Estimate	88,400	88,700	88,900	90,000	91,000	92,000	93,500	232	5,100
High Current Estima	90,926	92,500	92,800	93,700	94,800	95,900	96,500	253	5,574

Table 2
SOCIOECONOMIC COMPARISON: CITY OF SANTA MONICA AND LOS ANGELES COUNTY
2000

<u>Socioeconomic Characteristic</u>	<u>City of Santa Monica</u>	<u>County of Los Angeles</u>
Age Median Age in Years	39.3	32.0
Percent of Residents 65 and Over	14.4%	9.7%
Persons per Household: Owners	2.24	3.14
Renters	1.63	2.84
All Households	1.83	2.98
Ethnic Composition: White, Non-Hispanic	71.9%	31.1%
Hispanic/Latino	13.4%	44.6%
All Other Ethnicities	14.7%	24.3%
Total	100.0%	100.0%
Nativity/Place of Birth Born in United	75.2%	63.8%
Foreign Born	24.8%	36.2%
Total	100.0%	100.0%
Language Spoken at Home: Other than English	29.2%	54.1%
Educational Attainment: Bachelor's Degree or Higher	54.8%	24.9%
Income Level Median Family Income	\$ 75,989	\$ 46,452
Average per Capita Income	\$ 42,874	\$ 20,683
Persons Living in Poverty: Number of Residents	8,740	
Percent of Residents	10.4%	

Source: 2000 U S Census.

the projected 2025 population for the City ranged between a low of 77,215 persons to a high of 109,123 persons, representing annual net changes that range from a low of -406 persons to a high of +1,038 persons.

In comparison, the current forecasts fall in the middle of the extremes that came from the *Opportunities and Challenges* report more detailed examinations.

Socioeconomic Characteristics

As a group, the residents of Santa Monica exhibit a number of unique socioeconomic characteristics that distinguishes the City from the aggregate of Los Angeles County. These special attributes are presented and summarized in Table 2.

Age

With a median age of 39.3 years, the typical Santa Monica resident is more than seven years older than the typical county resident. One in seven residents is aged 65 or over; for the county overall, less than one in ten is 65 years of age or over.

Household Size

For both owners and renters, households in Santa Monica are substantially smaller than the typical county household, averaging 1.83 persons per unit in contrast to the county's 2.98 persons per unit.

Ethnicity

Santa Monica residents classify themselves as over 70 percent “White/Non-Hispanic”; in contrast, the county overall is just over 30 percent “White/Non-Hispanic”, with Hispanic/Latino residents likely to become at least 50 percent of the total population by 2010.

Educational Attainment

Nearly 55 percent of adult Santa Monica residents have Bachelor’s or higher degrees, more than double the county average.

Income Level

Similar to educational attainment, the Santa Monica resident income levels are well above the county average. Per capita incomes averaged \$42,874, more than twice the county average of \$20,683. Median family incomes were measured at \$75,989, over 60 percent higher than the county average.

Persons Living In Poverty

Despite the high educational attainment and relative affluence in the community, in 2000 over 10 percent of the City’s population had incomes that were defined as at or below the poverty level.

Labor Force

The labor force includes City residents who are at least 16 years of age and are employed or looking for work. The labor force participation rate in the City is 69.5 percent, a figure substantially higher than the county average of 60.5 percent. About one-third of the labor force (32.3 percent) works in Santa Monica.

The future size and composition of the labor force, coupled with the degree to which City residents choose jobs located in the City rather than outside it, has a number of implications for planning. A good “match” between the City’s labor force and the mix of jobs located in the City could lead to a higher percentage of residents who also work within the City. Such a match is encouraged by the LUCE in its support of locally-focused employment opportunities.

Three labor force projections have been prepared for Santa Monica covering the period from 2005 to 2025 based upon the alternative population forecasts presented in Table 3 (page A-7). The participation rates are consistent with those used by SCAG, and are generally constant over the projection period with one major exception: labor force participation is expected to increase markedly for older workers, ages 55 and over. This adjustment is consistent with national

forecasting assumptions indicating that the older residents in the future will likely enjoy better overall health and longevity, thus working longer than in the past.

Under the alternative scenarios, the City of Santa Monica resident labor force is shown to potentially change in the future from its 2005 level of 51,390 participants to (1) somewhere between 65,605 participants, for a net growth of 14,215 participants; or (2) decline to 44,625 participants, thus recording a net loss of 6,765 participants. The mid-range projection suggests that the City’s labor force could expand at a rate of about 400 net new participants annually, recording a net growth of 5,044 participants between 2005 and 2025.

Employment Characteristics

As noted in chapter 3.4, growth in employment is a key consideration in maintaining the strength of the local economy, as jobs typically represent the primary source of income for most residents and local employers typically are the major sources of the City’s municipal revenues that pay for ongoing public services. In contrast to the City’s labor force—which essentially measures the capacity of the residents to work but not where they work—employment provides a measure of the actual number of jobs that are located within the community, and serves as the foundation for

its long term economic growth and stability. As current employment totals and employment projections have been reported previously, the following paragraphs examine the unique aspects of the local employment base in the City.

There are a number of employment sectors or “industries” which have found important economic advantages from locating in Santa Monica, and so have concentrated in the City in much greater proportionate numbers than they are found typically throughout the region. This relative concentration is measured by a “Location Quotient,” where a value greater than 1.00 means that the sector has a concentration of jobs in the City that is greater than the county average. Often, these industries are viewed as “drivers” of the local economy insofar as they generate income from sources located outside the City. The sectors in the City of Santa Monica which have the highest Location Quotients typically are found in four industry categories: the Information/ Creative Arts, Retail, Professional Services and Visitor-Serving sectors. Those industries with the highest location quotients are listed in Table 3.

ECONOMIC SECTOR ANALYSIS

The following sectors were evaluated with respect to their potential to contribute to the economic well-being of the community:

- Hotels/Tourism
- Retail, including cinemas
- Automobile dealers, an important component of the City’s retail base
- Creative employment, including both information-related and cultural occupations
- Medical Facilities

Hotel/Tourism Sector

The Hotel/Tourism sector is a major contributor to the City of Santa Monica, both as a source of private employment and as a major contributor to the General Fund through the generation of Transient Occupancy Taxes (TOT) and sales taxes. Based upon surveys conducted by the Santa Monica Convention & Visitors Bureau (SMCVB), visitors produce TOT, sales and other tax revenues that are estimated to amount to 15 – 20 percent of the current revenues of the City’s General Fund; during 2007 the average TOT generated by hotel occupancies amounted to the equivalent of \$9,000 per hotel room.

The SMCVB monitors the activities of three types of visitors to the City of Santa Monica:

Table 3
INDUSTRIES THAT ARE CONCENTRATED IN SANTA MONICA
BASED UPON EMPLOYMENT LOCATION QUOTIENT ANALYSIS, 2004

Industry Sector	Location Quotient
Hotels, Motels and Other Accommodations (Visitor-Serving)	3.56
Real Estate	3.37
Electronics and Appliance Stores (Retail)	2.41
Non-Store Retailers (Retail)	2.38
Securities, Commodity Contracts and Other Financial (Services)	2.37
Professional, Scientific and Technical Services (Services)	2.22
Sporting Goods, Hobby, Book and Music Stores (Retail)	2.07
Clothing and Clothing Accessories Stores (Retail)	1.99
Personal and Laundry Services (Visitor-Serving)	1.97
Performing Arts, Spectator Sports and Related (Information)	1.88
Telecommunications (Information)	1.87
Motion Picture and Sound Recording Industries (Information)	1.66
Food Service and Drinking Places (Visitor-Serving)	1.64
Motor Vehicle and Parts Dealers (Retail)	1.63
Publishing Industries (Information)	1.60

Source: EDD; HR&A Advisors, Inc.

- Overnight visitors utilizing hotels.
- Overnight visitors staying with friends or other non-hotel accommodations
- Day visitors who reside outside Los Angeles County

Recent growth in visitation by each visitor type is shown in Table 4 (page A-8). Over the period 2003 to 2006/2007, total visitors to Santa Monica increased by 19 percent from 4,679,000 to 5,578,200 visitors, a net growth of nearly 900,000 visitors. Leading this positive trend has been overnight hotel guests with a 54 percent increase in their visitor nights.

The significance of an individual overnight visitor on the local economy is perhaps best expressed by their typical expenditure patterns. As noted in Table 5 (page A-8), each visitor to the City spent an average of \$153 per day

Table 4
GROWTH IN VISITATION TO CITY OF SANTA MONICA, 2003–2007

	<u>2003</u>	<u>2006–2007</u>	<u>Percent Growth</u>
Overnight Visitors Utilizing Hotel Accommodations	496,000	761,900	54%
Overnight Visitors Staying with Friends or in Other Ac	178,000	200,600	13%
Day Visitors who Reside Outside LA County / 1	<u>4,005,000</u>	<u>4,615,700</u>	<u>15%</u>
	<u>4,679,000</u>	<u>5,578,200</u>	<u>19%</u>

1/ A "Day Visitor" by definition lives outside Los Angeles County. Thus, the typical

Los Angeles County beach visitor/shopper is not included in the total visitor count.

Source: Santa Monica Visitors and Convention Bureau (SMVCB); W & W, Inc.

Table 5
COMPARISON OF DAILY PER CAPITA EXPENDITURES
CITY OF SANTA MONICA AND STATE OF HAWAII, 2006

	<u>Santa Monica</u>	<u>State of Hawaii</u>
1 All Visitors	<u>\$ 153</u>	<u>\$ 156</u>
2 Hotel Visitors Only		
<u>Expenditure Type</u>	<u>Santa Monica</u>	<u>Maui Island</u>
Lodging/Spa	\$ 116	\$ 130
Shopping	\$ 73	\$ 33
Food and Beverage	\$ 44	\$ 49
Other	<u>\$ 23</u>	<u>\$ 44</u>
<u>Total</u>	<u>\$ 255</u>	<u>\$ 257</u>

Source: State of Hawaii Department of Business, Economic Development & Tourism; SMVCB; CIC Research, Inc.; W & W, Inc.

in 2006, an amount that is equivalent to the average daily expenditure for a typical visitor to Hawaii. The visitor staying overnight in a hotel spent \$100 more per day (\$255) equivalent to what was spent by the overnight hotel visitor to the Island of Maui in Hawaii during the same period.

Overnight visitors to Santa Monica are served

by the City's 35 hotels that presently offer 3,407 rooms. Of this inventory, 2,448 rooms, or 72 percent of the available inventory, are in the Luxury/Deluxe and First Class category. During 2006–2007 the four classes of facilities combined to achieve an occupancy rate of 83.6 percent, well above the county average which was in the mid-70 percent range.

The recent (2002–2008) growth in hotel occupancy rates coupled with the likely continued growth in visitation, indicate that there should continue to be a strong demand for hotel facilities. While the performance of the hotel industry has softened during the national recession in 2008 and 2009, over the longer term there should be market support of the development of new hotel facilities. As demonstrated in Table 6 (page A-9), projecting into the future 11 years to 2020 at a comparatively modest growth rate of 1.5 percent annually, hotel demand in the City of Santa Monica should reach 4,315 rooms, a net increase by 908 rooms over the current supply. Approximately 260 rooms of this total room demand would logically fall within the "Mid-Price" or "Budget/Value" price ranges.

While Proposition S places restrictions on the location of new hotel facilities westerly of Ocean Avenue, oceanview rooms are a scarce commodity and should be maintained to the maximum extent possible through renovation or replacement of existing facilities. In addition, as noted in chapter 3.4 there are a number of other areas within the City of Santa Monica that are suitable for new or expanded hotel use.

Retail Sector

Table 7 (page A-9) documents the growth in taxable retail sales over the 11-year period 1996 through 2007. During this time frame taxable retail sales have nearly doubled, increasing from \$1.38 billion to \$2.59 billion, a net growth of nearly \$1.21 billion. The average annual rate of growth before inflation was 5.9 percent; after adjusting for inflation, the rate remained a healthy 4.5 percent. However, while the City achieved a reasonable level of growth on an overall basis, some categories of retail stores were very successful in capturing increasing demand while others failed to keep pace with the growing economy.

It should be noted that the retail stores have been grouped in a manner that reflects, to some extent, the manner in which retail stores are currently positioned in the market place. "Shopper Goods" or "Comparison Goods" refer to stores that are commonly found in regional shopping centers, specialty shopping centers, downtown districts and special boulevards like Montana Avenue and Main Street. Given the price and other characteristics of the goods sold, the customer typically "compares" alternatives while making the purchase decision. Stores selling goods in the Shopper Goods category include Apparel and Accessories stores; General Merchandise/Department stores; Furniture,

Hotel Class	Total Hotels	Total Rooms	Average Hotel Size in Rooms	Potential Annual Room Nights	Estimated 2008 Occupancy Rate	Supportable Rooms at 75% Occupancy w/ 1.5% Annual Growth	Supportable Rooms 2009-2020	Net Increase in Supportable Rooms by Classification, 2020
Luxury/Deluxe	8	1,578	197	575,970	80.0%	1,683	1,983	405
First Class	6	870	145	317,550	80.0%	928	1,093	223
Mid-Price	9	586	65	213,890	85.0%	664	782	196
Budget/Value	12	373	31	136,145	78.0%	388	457	84
Total	35	3,407	97	1,243,555	80.6%	3,663	4,315	908
Less: Existing Rooms, 2008							3,407	
Net Increase in Supportable Rooms, 2020							908	

Source: PFK Consulting; AAA; CIC Research, Inc.; W & W, Inc.

Retail Store Category	1996	2007	Net Change in Taxable Sales, 1996-2007 Measured in Current Dollars		Net Change in Taxable Sales, 1996-2007 Measured in Constant 1996 Dollars	
			Net Increase	Annual Percent	Net Increase	Annual Percent
Shopper Goods						
Apparel and Accessories Stores	145,213	323,297	178,084	7.5%	129,076	6.0%
General Merchandise/Department Stores	106,131	63,041	(43,090)	-4.6%	(31,232)	-3.1%
Furniture, Furnishings, Appliances	101,681	285,376	183,695	9.8%	133,143	7.9%
Other/Specialty	270,981	344,552	73,571	2.2%	53,324	1.6%
Total, Shopper Goods	624,005	1,016,265	392,260	4.5%	284,312	3.5%
Convenience Goods						
Drug Stores	27,858	44,077	16,219	4.3%	11,756	3.3%
Food and Beverage Stores	70,690	100,613	29,922	3.3%	21,688	2.5%
Total, Convenience Goods	98,548	144,690	46,142	3.3%	33,444	2.7%
Eating & Drinking Facilities						
Limited Service Restaurants	82,910	125,880	42,970	3.9%	31,145	2.9%
Full Service Eating & Drinking Places	165,855	333,902	168,047	6.6%	121,801	5.1%
Total, Eating & Drinking Facilities	248,765	459,782	211,017	5.3%	152,946	4.5%
Building Materials Group	63,322	126,251	62,929	6.5%	45,611	5.1%
Automotive Group	292,091	702,087	409,997	8.3%	297,167	6.6%
Service Stations	53,310	137,758	84,448	9.0%	61,209	7.2%
All Other (Boat, Motorcycle Dealers, et al)	3,421	297	(3,125)	-19.9%	(2,265)	-9.4%
Grand Total, Retail Stores	1,383,462	2,587,131	1,203,669	5.9%	872,424	4.5%

Source: State of California, State Board of Equalization; W & W, Inc.

Home Furnishings and Appliance stores; and Other/Specialty stores, a category covering a diverse range of shops that sell items such as jewelry, books, stationery, and sporting goods. Convenience Goods include stores selling

drugs, variety items, and food and beverages; typically, these items are purchased near the home or workplace on a frequent basis, and the shopping decision is based primarily on convenience. The Eating and Drinking Facilities

Table 8
COMPARISON OF POTENTIAL RESIDENT RETAIL SALES WITH ACTUAL RETAIL SALES
RETAIL STORES IN CITY OF SANTA MONICA, 2007
 (in Thousands of Current Dollars)

Baseline Assumptions

City Population, 2007:	89,650	Percent of Income Allocable for Retail Sales	33.4%
Income per Capita (BEA Definition):	\$ 76,293	Total Potential Retail Sales (in '000s)	\$ 2,284,449

<u>Retail Store Category</u>	<u>Potential Resident Retail Sales</u>	<u>Actual 1/ Retail Sales</u>	<u>Surplus (+) or Shortfall (-)</u>	<u>Actual Sales as Percent of Potential</u>
Shopper Goods				
General Merchandise/Department Stores	223,114	63,041	(160,073)	28.3%
Apparel and Accessories Stores	118,475	323,297	204,822	272.9%
Household Furnishings/Appliances Group	92,329	285,376	193,047	309.1%
Specialty Group, incl Used Merchandise	<u>309,662</u>	<u>344,552</u>	<u>34,890</u>	<u>111.3%</u>
Subtotal	743,580	1,016,266	272,686	136.7%
Convenience Goods				
Food and Beverage Stores	291,673	332,325	40,652	113.9%
Drug Stores	<u>99,172</u>	<u>36,212</u>	<u>(62,960)</u>	<u>36.5%</u>
Subtotal	390,845	368,537	(22,308)	94.3%
Eating and Drinking Facilities				
Limited Service Restaurants	130,231	125,880	(4,351)	96.7%
Full Service Eating & Drinking Places	<u>151,323</u>	<u>333,902</u>	<u>182,579</u>	<u>220.7%</u>
Subtotal	281,554	459,782	178,228	163.3%
Building Materials Group	145,996	126,651	(19,345)	86.7%
Automotive Group				
Auto Dealers/Parts	514,892	702,087	187,195	136.4%
Service Stations	194,498	137,758	(56,740)	70.8%
Other (Boat, Motorcycle Dealers, et al)	<u>13,092</u>	<u>297</u>	<u>(12,795)</u>	<u>2.3%</u>
Subtotal	722,482	840,142	117,660	116.3%
Retail Stores Total	<u>2,284,456</u>	<u>2,811,378</u>	<u>526,922</u>	<u>123.1%</u>

1/ Actual Retail Sales include both taxable sales as shown in Table 15 and estimates of non-taxable retail sales.

Source: State of California, State Board of Equalization; U S Census of Retail Trade; W & W, Inc.

category includes two types of restaurants: "Restaurants, no Alcohol," encompassing fast food facilities, coffee houses and sandwich shops; and "Restaurants with Alcohol," encompassing dinner restaurants and

high-quality dining. Finally, the other retail categories are largely self-explanatory, and include the Building Materials Group that covers lumberyards to boutique hardware stores and home finishing products, and to

garden supplies; the Automotive Group, encompassing new and used automobile dealers and auto parts stores; Service Stations; and All Other stores, a catch-all category that covers boat, motorcycle, RV dealers and related types of stores.

In the analysis of the four categories of Shopper Goods, it can be seen that two of the retail store groups—Apparel Stores and Furniture/Furnishings—have been very successful in terms of sales performance. In contrast, sales have declined in General Merchandise/Department stores, attributable in many respects to the loss of the Robinson's-May store in Santa Monica Place. In addition, the "Other" or Specialty store group has failed to keep pace with the other Shopper Goods facilities in terms of sales performance.

With regard to Convenience Goods and smaller eating establishments classified as "Limited Service Restaurants," sales have been consistent, but well below the performances achieved by restaurants classified as "Full Service Eating & Drinking Places." The former retail store groups have achieved annual sales growth in the 3 – 4 percent range, while the latter groups recorded annual gains in excess of 6 percent.

An analysis of retail sales “leakage” was undertaken in order to assess the degree to which Santa Monica’s retail store base has been capturing existing resident demand. To this end, an evaluation was undertaken which compared the retail sales generated in the City of Santa Monica during 2007 with the projected demand for sales from City residents. The results of the comparison for 2007 are presented in Table 8 (page A-10). The data indicate that the City’s total retail sales, including both taxable and non-taxable retail transactions that were generated by retail stores, exceeded \$2.8 billion while the potential retail demand from Santa Monica residents was estimated at less than \$2.3 billion. This comparison indicates that on the macro-level of total retail store sales the City’s retail base achieved a net inflow of retail dollars totaling approximately \$527 million, an amount that was 23 percent above the theoretical Santa Monica resident demand. Store categories that created the greatest surpluses included Apparel and Accessories, Household Furnishings/Appliances and Full Service Eating & Drinking Places. There were several retail sectors that did not generate sales at or near the levels that would be expected given the size and character of local resident demand. These poorly-performing sectors included General Merchandise/Department Stores, which achieved the equivalent of only 28

Table 9
COMPARISON OF POTENTIAL RESIDENT RETAIL SALES AND ESTIMATED VISITOR RETAIL SALES WITH ACTUAL RETAIL SALES
SELECTED RETAIL STORES IN CITY OF SANTA MONICA, 2007
 (in Thousands of Current Dollars)

Baseline Assumptions:		Estimated Visitor Retail Sales, 2007 (in Thousands)				
Resident Population Potential Sales		Store Type	Total Sales	Allocation		
City Population, 2007:	89,650	Shopper Goods Sales	\$ 467,800	100%		
Income per Capita (BEA Definition):	\$ 76,293	Convenience Goods Sales	\$ 18,300	95%		
Percent of Income Allocable for Retail Sale	33.4%	Eating & Drinking Facilities	\$ 281,400	75%		
Total Potential Retail Sales (in '000s)	\$ 2,284,449	Total	\$ 767,500	91%		
Retail Store Category	Potential Resident Sales	Estimated Visitor Sales	Total Potential Sales	Actual Sales	Surplus (+) or Shortfall (-)	Actual Sales as Percent of Potential
Shopper Goods	670,731	467,800	1,138,531	1,016,266	(122,265)	89%
Convenience Goods	420,514	17,385	437,899	368,537	(69,362)	84%
Eating and Drinking Facilities	247,577	211,050	458,627	459,782	1,155	100%
Total, Selected Retail Stores	1,338,822	696,235	2,035,057	1,844,585	(190,472)	91%

Source: State of California, State Board of Equalization; U S Census of Retail Trade: W & W, Inc.

percent of potential resident sales; Drugstores, with 37 percent of potential sales; and Service Stations, with 71 percent of potential sales.

With these initial results in mind, a second leakage assessment was conducted for selected retail store categories that considered both resident demand and visitor sales derived from the studies completed by the SMVCB. Retail sales from visitor sources during 2007 that took place in retail stores were estimated at \$696 million. This total was then added to potential resident demand in order to arrive at a total potential sales figure for the City and for the selected retail categories.

Table 9 (above) provides a summary of the second leakage analysis where a comparison

was made for three general classes of retail goods that matched demand from local residents, plus known visitor sales with the actual sales achieved. In this comparison, the Potential Sales exceeded Actual Sales by over \$190 million, an indication that there was a substantial loss of potential sales from local residents that was being offset by visitor expenditures. In effect, the analysis strongly suggests that City of Santa Monica residents are currently making extensive purchases of both Shopper Goods and Convenience Goods outside the City of Santa Monica. In all likelihood, this outflow of retail sales by City residents is likely far in excess of \$200 million, as the \$190 million shown is a net figure which does not consider additional resident sales

outflows that are offset by Los Angeles County residents—including local Malibu, Pacific Palisades and Brentwood households—coming to the beach and to the various shopping districts.

The analysis of the growth patterns of the City’s various retail sectors together with the supply and demand comparisons indicate that the City is currently losing retail sales to other jurisdictions and has significant potential for expansion of its retail base. These potential market sources include the following:

- Local resident demand, including demand generated from anticipated population and income growth over the next five to ten years, as well as recapture of potential retail sales that are currently leaving the community
- Visitor growth, particularly overnight visitors
- Potential sales from residents of surrounding communities

At present, sales captured by Santa Monica retailers from adjacent communities would appear to be relatively small, and certainly not large enough to offset the resident sales that are being made outside the City. The refurbishment of Santa Monica Place will make a major contribution in addressing this retail opportunity; however, there should also be major opportunities for additional major drugstores, general merchandise and

Table 10
TAXABLE RETAIL SALES GROWTH, AUTOMOTIVE-RELATED ESTABLISHMENTS
CITY OF SANTA MONICA , 1996 to 2007
(in Millions of Current and Constant Dollars)

Retail Store Category	1996	2007	Growth Current Dollars		Growth Constant Dollars	
			Total	Annual %	Total	Annual %
Automotive Group	\$ 292	\$ 702	\$ 410	8.3%	\$297	6.6%
Service Stations	\$ 53	\$ 138	\$ 84	9.0%	\$ 61	7.2%
Total, Automotive-Related Retail	\$ 345	\$ 840	\$ 494	8.4%	\$358	6.7%
Percent of Total Retail Store Taxable Sales	25%	32%	41%		41%	

Source: State of California, State Board of Equalization; W & W, Inc.

department stores and unique one-of-a-kind specialty retail stores.

(See chapter 3.4 Diversified and Sustainable Economy for locations considered most suitable for new retail development.)

Automotive Group/Service Stations.

Historically, the Automotive Group—consisting of new and used automobile dealerships, automobile leasing companies and automotive parts dealers – have been an important component of the City’s retail base. Together with Service Stations, the Automotive Group has grown faster than the other retail sectors in terms of taxable sales over the 11-year analysis period 1996–2007, annually increasing at a rate of 8.4 percent and generating total taxable sales of \$840 million in 2007. As noted in Table 10 (above), during this time frame Automotive-Related retail establishments have increased

their proportionate share of retail sales taxes generated to the City from 25 percent to 32 percent, thus accounting for 41 percent of the City’s increase in sales taxes from retail stores.

Given the strategic importance of automotive-related sales to the City, it is important for the LUCE to provide for the expansion and other requirements of major automobile dealerships, so they, in turn, can respond to changing market and technological conditions and to changes in the industry which could lead to a significant contraction in the number of local dealerships.

Cinema

Movie theatres have played a critical role in the revitalization of Downtown Santa Monica and the emergence of the Third Street Promenade as a premier visitor destination in Southern California. There are presently four major

**Table 11
COMPARATIVE CINEMA PERFORMANCE STATISTICS**

	<u>United States</u>	<u>Santa Monica</u>	
Facilities			
Number of Screens	38,000	21	
Average persons per screen	8,000	4,000	
Cinema Revenue Growth , 1997-2002 (in Millions)	<u>1997</u>	<u>2002</u>	<u>Percent Growth</u>
State of California	\$ 1,262	\$ 1,906	51%
Santa Monica	\$ 19	\$ 27	42%
Cinema Revenues per Resident, 2002			
State of California	\$ 54		
Santa Monica	\$ 321		

Source: U S Census; National Association of Theatre Owners; W & W, Inc.

cinema complexes in the Downtown offering a total of 21 screens and over 5,500 seats. The facilities were largely developed in the 1980s, and their powers of attraction are generally recognized as a major catalyst for the rise in popularity of the Promenade and the entire Bayside District.

As shown in Table 1, movie-going is a very popular activity in Santa Monica. In terms of total facilities, there is one screen for every 4,000 persons in Santa Monica, whereas the national average is one screen for every 8,000 persons. Cinema revenue growth for the period 1997 to 2002, the most recent data available, was 42 percent; while this gain was less than the growth recorded by the State on an overall basis, it was still very significant given that the City’s inventory of theatres remained virtually

unchanged. Finally, it should be noted that the average cinema revenues generated per Santa Monica resident in 2002 was \$321, nearly 6 times the per capita average of \$54 for the State. While the “average revenues per resident” figure is inflated substantially by dollars from patrons who live outside the City, it does reflect the significance of the theatres as attractions for the Downtown area.

While the 2002 data indicate that the local cinemas were performing at a high level relative to statewide performance standards, in many respects they are experiencing the same issues facing many types of entertainment venues in that they are becoming obsolete and need to be upgraded in order to maintain their competitive edge and continue to draw customers. In recent years major competitive

developments such as Westfield Century City, Westside Pavilion and Downtown Culver City have completed major theatre upgrades, with their new facilities featuring state-of-the-art sound systems stadium seating, reservation systems and vastly improved food and beverage service.

In recognition of the need to maintain competitiveness and modernize the cinema complexes in Santa Monica and in response to recommendations by a City Council-appointed Promenade Use Task Force, the City is considering jointly redeveloping one of the Downtown parking structures to include modernized cinema facilities. Involvement by the City in redevelopment of the cinemas is appropriate given their importance as prime attractions for the entire Bayside District. It is also necessary due to the realities of land ownership on the Third Street Promenade and surrounding streets and the economics of theatre operation. In major shopping centers under a single unified ownership, the owner/developer can provide theatres an implicit subsidy in the form of relatively low rents in comparison to what is typically charged other tenants. However, in the Downtown area, without some public involvement there is little opportunity for theatre operators to assemble sufficient land and generate viable economic return from their operation if required to

pay rents at levels comparable to high-end retailers. Therefore, it will be important for the LUCE to support the redevelopment of the theatres by encouraging mixed-use developments that can provide for their unique requirements.

Creative Industries

In recent years the City of Santa Monica has witnessed significant growth in the “Creative Industries.” This change has occurred partly as a consequence of the structural changes in the regional economy which have led to the emergence of entertainment services and other information-related occupations to replace aerospace and other manufacturing employment, and partly due to the City’s strategic westside location that is proximate to the emerging complex of film and television production studios that are found in Culver City and Playa Vista. In addition, within the community there is strong support for the creative arts that has encouraged the rise of public and private cultural institutions, venues for performing arts and concentrations of art galleries that are found at Bergamot Station and along Main Street.

One indicator of the City of Santa Monica’s interest in and support for Creative Industries is the magnitude of local employment that is focused in the creative and artistic fields. As

Table 12
COMPARISON OF THE RELATIVE CONCENTRATION OF CREATIVE INDUSTRIES IN SANTA MONICA
RELATIVE TO THE UNITED STATES
(Rounded)

	<u>United States</u>	<u>Santa Monica</u>
Total Employment, 2006	132,000,000	75,000
Creative Arts Employment, 2006	2,900,000	11,500
Creative Arts Employment as % of Total Employment	2.2%	15.3%

Source: Americans for the Arts; U S Census; W & W, Inc.

Table 13
SANTA MONICA'S CREATIVE INDUSTRIES: COMPOSITION AND EMPLOYMENT LEVELS, 2006

<u>Creative Industry</u>	<u>Establishments</u>	<u>Employees</u>	<u>Percent of Total Employment</u>
Museums and collections	7	324	2.8%
Performing Arts	261	1,581	13.8%
Visual Arts/Photography	328	1,071	9.3%
Film, Radio and Television	659	5,073	44.3%
Design and Publishing	331	3,180	27.7%
Art Schools and Services	48	235	2.0%
Total	1,634	11,464	100.0%

Source: Americans for the Arts

Table 14
GROWTH TRENDS IN INFORMATION-RELATED BUSINESSES
CITY OF SANTA MONICA, 1997-2002

<u>Business Type</u>	<u>1997</u>	<u>2002</u>	<u>Increase</u>
Software Publishers			
Paid Employees	1,290	1,914	48.4%
Broadcasting & Telecommunications			
Number of Establishments	30	51	70.0%
Motion Picture and Sound Recording Industry			
Number of Establishments	380	457	20.3%

Source: U S Census; W & W, Inc.

noted in Table 12 (page A-14), relative to the rest of the country, Creative Arts employment is roughly 7 times as prevalent in Santa Monica.

Creative Industry clusters found in Santa Monica are listed in Table 13 (page A-14), with data indicating the number of businesses and total employment. As of 2006 there were 1,634 businesses involved in Creative Activities as defined by the organization Americans for the Arts; total employment in this sector was estimated at 11,464 jobs, though in all likelihood, that was an understatement of the total size of the local creative arts community due to the fact that many artists are self-employed, thus not included in the census. The leading Creative cluster in terms of size was the Film, Radio and Television subsector, with a total of 659 firms and 5,073 employees. Other major clusters were Design and Publishing and Visual Arts/Photography—the latter category including the City’s visual artists.

Growth trends and other measures of recent economic performance for the Creative Industries are sketchy due to the Census Bureau’s policies that restrict disclosure of confidential information about private businesses. Published data for Information-Related Businesses suggest that major gains in recent years have been recorded in the Software Publishing, Broadcast &

Table 15
RELATIVE CONCENTRATION OF POST-PRODUCTION FACILITIES IN SANTA MONICA, 2002

	<u>Establishments</u>	<u>Paid Employment</u>
Los Angeles County	709	12,947
Santa Monica	83	2,267
<u>Santa Monica's Market Share</u>	11.7%	17.5%

Source: U S Census; W & W, Inc.

Telecommunications and Motion Picture and Sound Recording Industries, as shown in Table 14 (page A-14).

Of particular significance is the emerging Post-Production Industry related to motion pictures and television. According to the most recent available data provided for 2002, the City of Santa Monica’s market share of employment in this industry within Los Angeles County was 17.5 percent, as noted in Table 15.

There are a number of reasons for encouraging the growth of Creative Industries in Santa Monica. First, it would be consistent with the City’s broader goals and commitment to support the creative arts and related activities within the community. Second, given the large number of residents currently employed in the creative fields or interested in such activities, this type of employment can be viewed as local-serving in character. Finally, traffic studies indicate that many of these businesses such as Post-Production companies have commuting

patterns which cause substantially less stress on peak period traffic conditions than other more conventional businesses.

Medical Facilities

The two major medical complexes in Santa Monica—Santa Monica-UCLA Medical Center (SM-UCLA) and Saint John’s Health Center (St. John’s)—are gaining increasing importance as regional resources, with service areas that extend well beyond municipal boundaries to Palos Verdes, Ventura County and even northern Los Angeles County. Each hospital is undergoing expansion in response to the growth in their service areas and to the changing technological requirements for medical services space.

St. John’s is currently implementing a 17 - year redevelopment and expansion program following a Development Agreement completed with the City in 1998. Phase I, a 475,000 square foot redevelopment of

the main hospital that was damaged by the Northridge Earthquake in 1994, will be completed in 2008. Phase II anticipates the development of a state-of-the-art medical campus with 799,000 square feet of space. The proposed mix of uses includes hospital and healthcare facilities; medical office space; research facilities; visitor housing and assisted living and senior housing. Similarly, the SM-UCLA is also undertaking a major expansion program that will likely create demand for support services on adjacent sites.