

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.



Lined with historic buildings and points of interest, Main Street itself is a cultural resource that will be preserved by the City.

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.)

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 in the Neighborhood Commercial District shall be compatible with the scale and character of the central portion of Main Street.

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 new and remodeled buildings on Main Street are compatible in 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

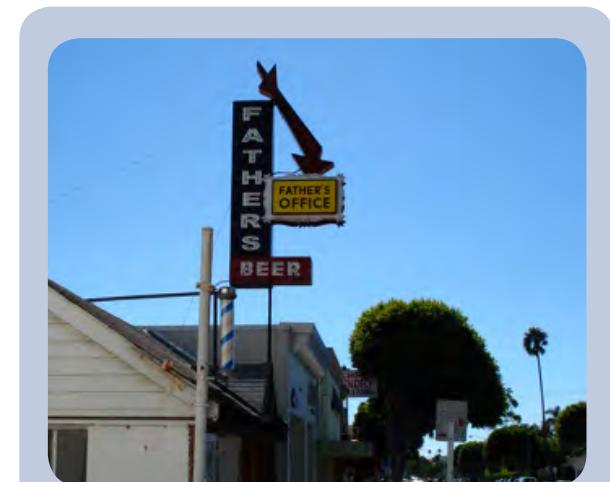
Vision

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.



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 new and remodeled buildings on Montana Avenue are compatible in 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.

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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

No land use changes are proposed in the LUCE for the airport or the Santa Monica Business Park. However, 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

Due to the complexity of the issues and the lack of a defined future for the airport, no land use changes are proposed for the airport or the Santa Monica Business Park. However, it is proposed that the City prioritize the creation of a Santa Monica Airport/Business Park Specific Plan for both entities in anticipation of the expiration of the "1984 Agreement" with the federal government in 2015. After that, use of the airport land will be a local land use matter. The 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 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



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.

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 and work with the Federal Aviation Administration, the State of California, the Los Angeles County Airport Land Use Commission and the community regarding the City's compliance with legal requirements to operate the Santa Monica Airport through 2015.

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 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.

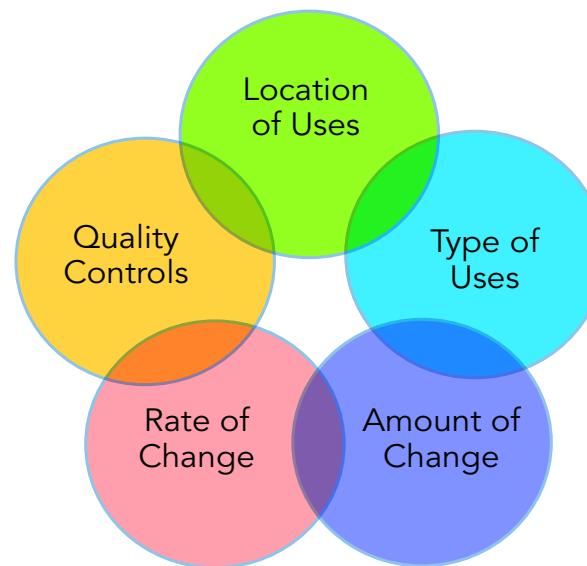
FIVE INNOVATIVE CONTROLS INCORPORATED INTO THE LUCE

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

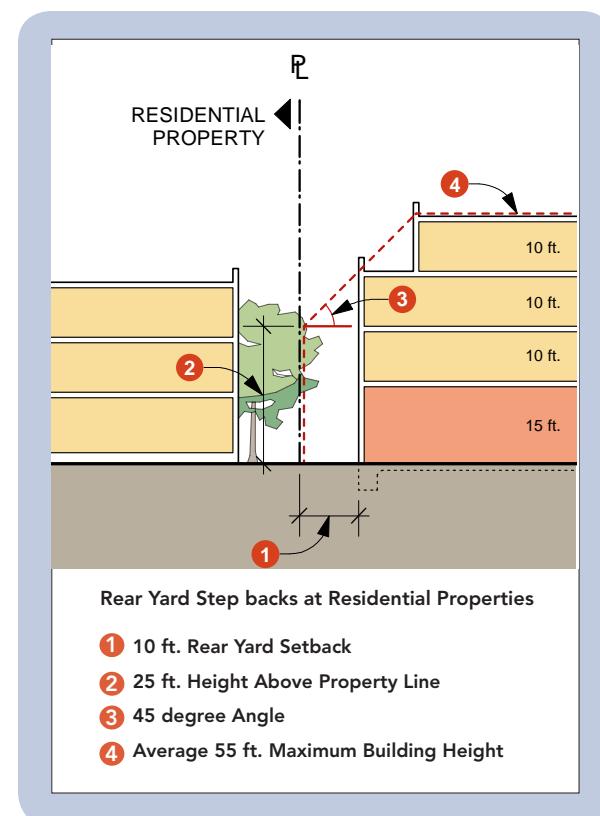
and neighborhoods that respond to the community's core values. The LUCE establishes design policies and guidelines to encourage ground floor open space and to shape new projects so that the City's character is preserved and enhanced. It also encourages public participation in early review.

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

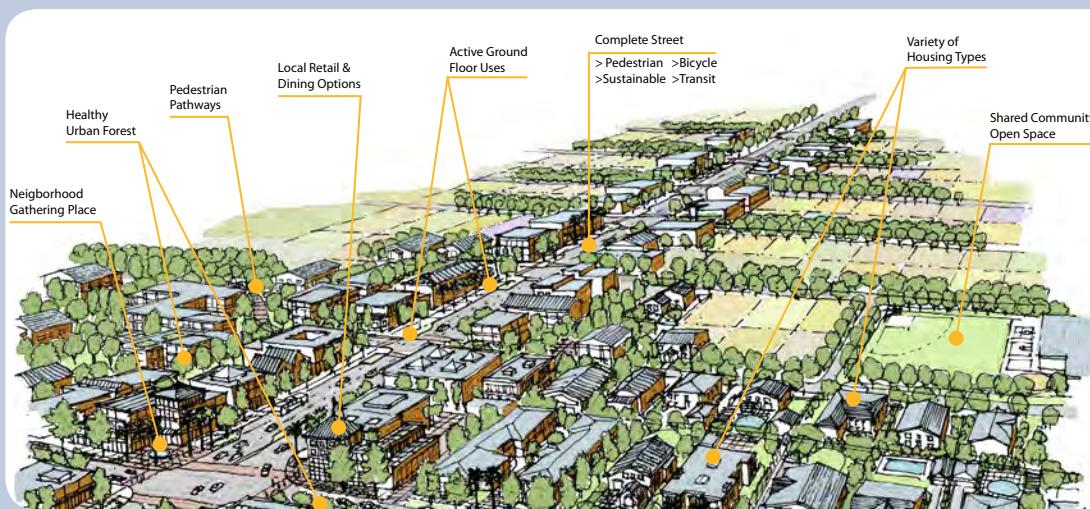


Integration of land use and transportation: Areas of the City that are served by multi-modal transportation systems provide residents and visitors with alternatives to automobile travel. Additionally, concentrating housing around local-serving land uses reduces an individual's need to make multiple vehicle 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

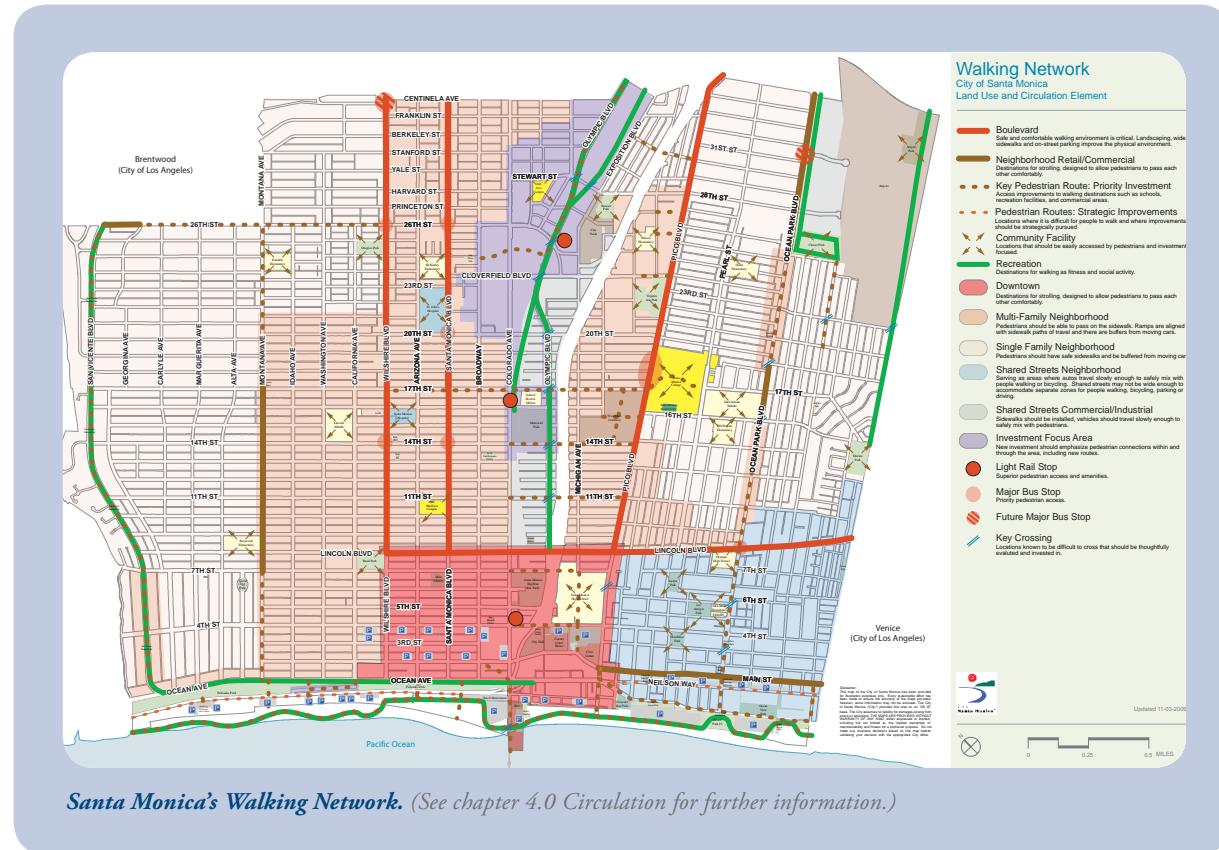
The LUCE envisions the creation of complete neighborhoods, where residents live within walking distance of local-serving goods and services, employment, transit, open spaces and public gathering places. By enabling residents daily needs to be met within walking distance, and by increasing local-serving 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 to 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

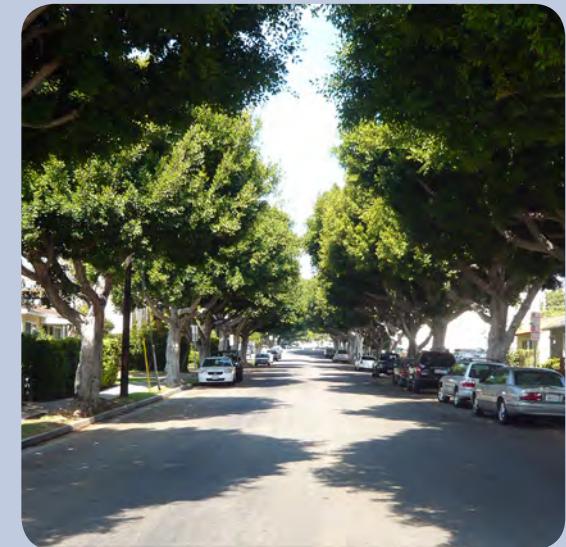
Santa Monica also seeks to increase the diversity of housing and jobs within the City. A higher diversity of housing helps meet the housing needs of individuals who work in the City, thereby reducing the need for inter-city and inter-regional commuting. Locating jobs

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 retrofitting 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.

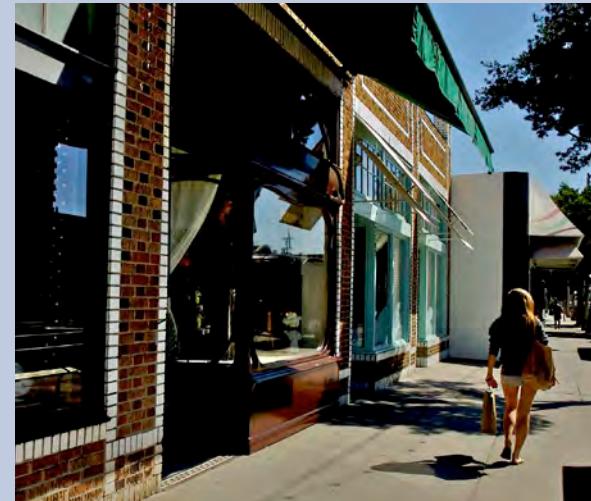
POLICIES:

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 waste 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 all projects in which a developer seeks to develop a project that is greater in height than the base height of 32 feet, affordable housing or a contribution to the affordable housing fund shall be required. The objective is to incentivize housing along the City's commercial corridors where there is transit, local-serving retail and an enhanced

pedestrian environment, facilitating a complete neighborhood for a range of socioeconomic levels. While affordable housing is identified as a primary community benefit, the provision of a significantly higher percentage of workforce housing units is also a community benefit.

A project developer who chooses to provide affordable housing as part of the base project in accordance with the percentage requirements specified in the City's Affordable Housing Production Program will be entitled to receive a height bonus of 3 feet for a total height of 35 feet.



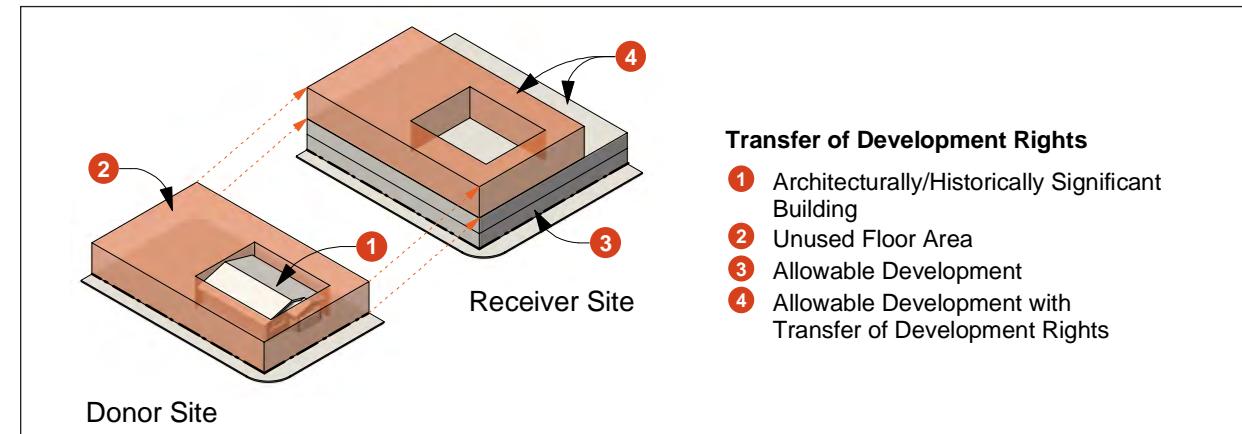
Benefits like the public plaza pictured above can be enjoyed by the wider community as a place to gather and socialize.

2. GHG Emissions and Future Congestion Reduction Requirement

A developer who seeks to develop projects above the base height shall also be required to provide additional 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.

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



Transfer of Development Rights

- ① Architecturally/Historically Significant Building
- ② Unused Floor Area
- ③ Allowable Development
- ④ Allowable Development with Transfer of Development Rights

Preserve historic buildings through Transfer of Development Rights. Through TDR programs donor sites with historic resources sell development potential to receiver sites.

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.

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.

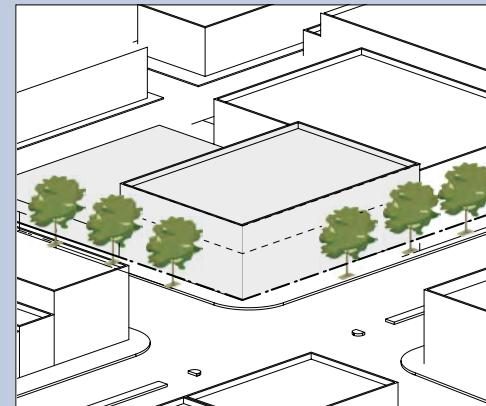
There are numerous factors in assessing the type and extent of community benefit that must be provided. Benefits that merely meet or go slightly beyond standard requirements for all projects, such as TDM or Green Building requirements, would not qualify as community benefits. Benefits that are for the immediate neighborhood should also be considered in addition to those that apply citywide.

HOW THE LUCE ACHIEVES COMMUNITY BENEFITS

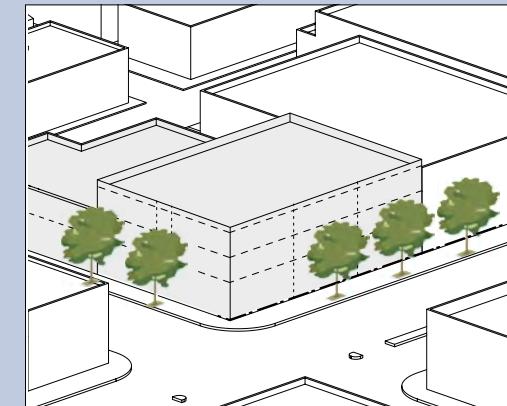
In addition to articulating the community's long-term vision, the LUCE establishes the broad goals and policies that set the framework for community benefits. In each land use designation, the Plan sets a base height and allowable development intensity which permits quality lower-scale, generally ministerial, 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.

The LUCE land use policy establishes a baseline building height for nonresidential land use designations. Any proposed development that seeks to build above the base height in these non-residential areas of the City, except for 100 percent affordable housing projects, will be subject to a public review process and additional requirements consistent with the community's broader social and environmental goals. These additional requirements shall consist of the provision of preferred uses, the incorporation of beneficial project design features, and/or compliance with additional development standards. These design features and development standards may be



Tier 1 - Maximum ministerial base height of 32 feet.



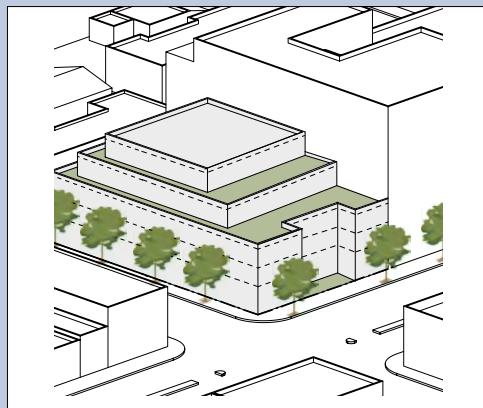
Tier 1 - Bonus height given if a percentage of affordable housing is provided on-site.

traditional aesthetic zoning requirements or, in many instances, be reasonably related to the amelioration of increased burdens placed on the City due to the increased height. 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 height for a project without providing community benefits is 32 feet or two stories (the base height can go to three stories if a percentage of affordable housing is included). Above the baseline height, new development must provide community benefits for the City and the neighborhood. Depending on the project type and height, an applicant may pursue either a Development Review Permit or its equivalent or a Development Agreement (DA).

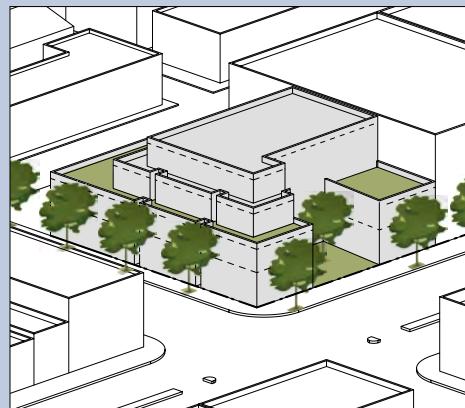
COMPONENTS OF THE PROCESS

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.



Tiers 2 and 3 - If additional height and FAR are requested, a greater amount of community benefits must be provided.



The Community Shapes the Future: A Three-Tiered Approach

The Plan defines a comprehensive program that incentivizes new development above a 32-foot 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 – Base Height

The LUCE establishes a base of 32 feet (2 stories). A project will receive a height bonus above the base height, allowing for an additional floor of housing, by providing the

required affordable housing units on-site, or within close proximity along the boulevard, in accordance with the percentage requirements specified in the City's Affordable Housing Production Program. While the 32-foot base accommodates 2 stories, the height available with this incentive allows 3 stories. 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 1 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.

Residential Projects and Mixed-Use Projects

Except for deed-restricted 100 percent affordable housing projects, housing projects and mixed-use housing projects shall be processed through a Development Agreement or a discretionary review process.

Housing and mixed-use housing projects will be required to provide a percentage of affordable units either on- or off-site. The proposal must also provide the City with enumerated community benefits as previously identified in the "Five Priority Categories of Community Benefits" section of this chapter.

An alternative to this approach would be the establishment of an objective point-based incentive system. However, this approach has not been recommended in the LUCE.

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 and mixed-use housing projects will be required to provide a percentage affordable units either on- or off-site. Other projects above the base height will contribute applicable project mitigation fees, including affordable housing fees.

One Hundred Percent Affordable Housing Projects

One hundred percent affordable housing projects (up to a maximum of 80% of median income only) of 50 or fewer units will be processed ministerially.

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.

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
- Establishing a maximum ministerial base building height of 32 feet and requiring that projects over the base incorporate community benefits, with affordable housing identified as a primary community benefit



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.

- 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.

- Encouraging collaboration with schools, hospitals and utilities to make creative use of underutilized institutional land for additional 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

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.

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



Aggressive measures to create new opportunities to develop both affordable and workforce housing are prioritized in the LUCE.

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 Housing Element, 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 additional affordable and workforce housing in conjunction with new development. Such incentives will be targeted to specific transit accessible locations on the boulevards and in the districts as a strategy for change in those areas. This approach requires that any project above the established base height must be accompanied by community benefits, particularly affordable housing. These incentives are progressive in nature and are described below:

- Base Building Height up to 32 Feet – Current Affordable Housing Requirements: by-right base height to 32 feet will require compliance with existing Affordable Housing Production Program.
- Building Height up to 35 Feet through a 3-Foot Height Incentive (Additional Floor) – Affordable Housing requirement on- or off-site along the boulevards: A project will receive a 3-foot height bonus above the base height, allowing for an additional floor of housing, by providing the percentage of required affordable housing units on-site or within close proximity along the corridor. The additional floor could double the amount of both affordable and market-rate housing over the 32-foot base. This additional floor provides a development bonus for affordable housing and provides the incentive for construction of additional affordable housing on-site at a lower base.

- Building Height between 35–45 Feet – Incentivizes Affordable and Workforce Housing Beyond Minimum Percentage: In order to request an additional 10 feet in height, allowing for a fourth floor of housing in locations where this incentive applies, a housing or mixed-use housing project will be required to provide a percentage of affordable housing units. In addition, workforce and/or more affordable housing units could be built as a community benefits incentives requirement at this height.
- Higher Amount of Affordable Housing Incentivized above 45 Feet – An increased percentage of affordable housing will be required in housing or mixed-use housing projects in order to request building height above 45 feet in the limited locations where this incentive applies. Additionally, a greater amount of affordable and/or workforce housing could be built as the community benefits incentive requirement at this height.
- At any level, the number of affordable housing units required would be conversely related to the income affordability level of the units, i.e., a smaller amount of *low* income affordable units would fulfill the requirement as compared to a higher amount of *moderate* income affordable or *workforce* units, creating the incentive for a project to include units at the lower end of the income affordability spectrum.
- Commercial projects above the base height will contribute all applicable project mitigation fees, including affordable housing fees.
- One hundred percent affordable housing projects will continue to be provided existing incentives, including: up to a 50% density bonus in residential designations, inclusive of the State density bonus requirement; building height in non-residential designations not to exceed the allowable maximum height limit at the highest tier, or 40 feet where applicable; reduced parking requirements; flexibility in providing a reduction in required ground floor pedestrian-oriented uses; and administrative review of affordable housing projects (up to a maximum of 80% of median income only) with 50 units or less. One hundred percent affordable housing projects are defined as housing in which one hundred percent of the dwelling units are deed-restricted or restricted by an agreement approved by the City for occupancy by low or moderate income households. Such projects may also include non-residential uses, as long as such uses do not exceed a maximum percentage of the floor area of the total project to be established in the Zoning Ordinance.

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

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.

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.

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.)



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.

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, 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

Vacancy decontrol has resulted in the conversion to market rental rates of...one-fourth of the City's entire housing stock.

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.*



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.

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 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 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.

*Census 2000, City of Santa Monica permit data

- 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



The City's Affordable Housing Production Program has yielded hundreds of new housing units for low- and very low-income households.

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.

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 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.



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

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.

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.



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.

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..

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.



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  Provide more affordable housing units by offering a 3-foot bonus above the allowable base height permitting an extra floor of housing at 35 feet in most districts.

H1.5  Encourage construction of affordable housing units on-site within the corridor or district.

H1.6  Encourage the production of affordable housing on the boulevards and in the districts by requiring a percentage of affordable housing as a pre-condition for consideration of height above the base.

H1.7  Incentivize additional affordable housing as a community benefit along the boulevards and in the districts.

H1.8  Consider separating or reducing 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 for affordable housing projects.



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 or reducing 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 neighborhoods by instituting measures to preserve existing open space and low-scale and character-defining buildings, through



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.)

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 conservation ordinance.

H5.4 Recognize and promote the value of existing housing stock.



Sustainable development and design ensures Santa Monica's longevity, and allows future generations to enjoy living, working and playing here.

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 or reducing 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.*

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),

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,

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)

									Projected Change, 2000-2030		
	Estimate	Estimate	2008	2009	2010	2015	2020	2025	2030	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 Estimate	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)

									Projected Change, 2000-2030		
	Estimate	Estimate	2008	2009	2010	2015	2020	2025	2030	Annual Growth	Total
Required Housing Units	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)

									Projected Change, 2000-2030	
	Estimate	Estimate	2008	2010	2015	2020	2025	2030	Annual Growth	Total
Total Employment	99,500	100,200	102,100	104,0000	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

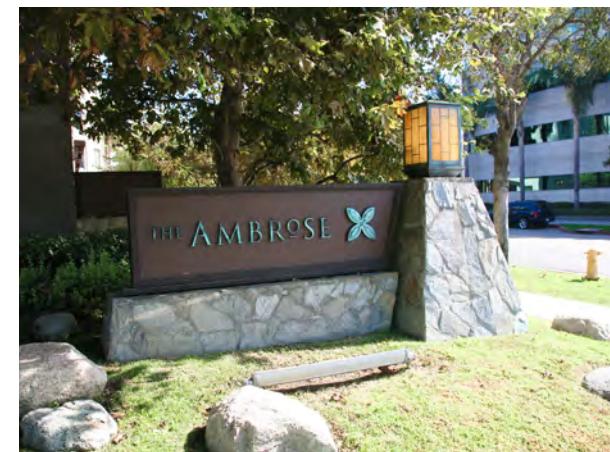
Hotel/Tourism Sector

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



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.

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.

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.



For over six decades, Saint John's Health Center has been providing families with a full spectrum of diagnostic and treatment services.

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

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.

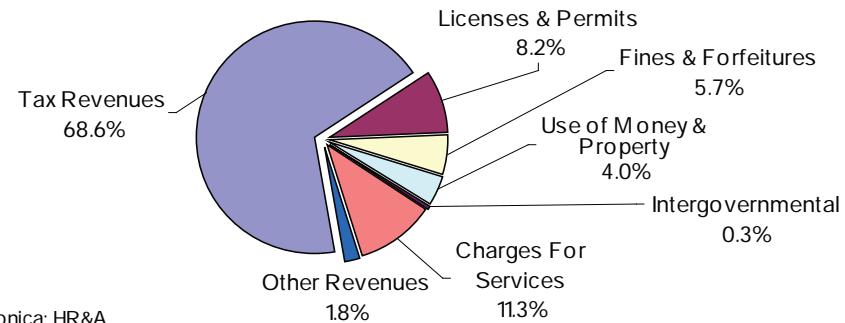
fiscal situation is a product of the City's encouragement and support of an increasingly diverse economy, careful management of resources by the City's administration, and prudent decisions made by the City Council as it adopts and revises the budget.

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.

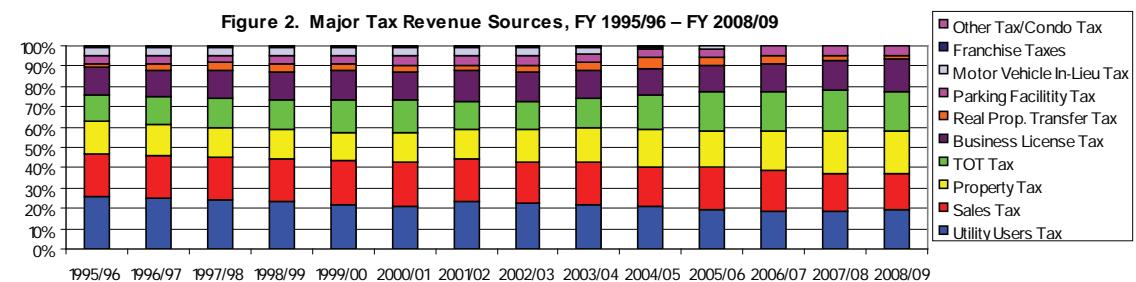
Figure 2 delineates the types of tax revenues that contribute to the General Fund and their relative contribution on an annual basis since FY 1995–1996. In recent years, the largest sources of tax revenues in terms of dollar contribution included Property Taxes, Utility Users Taxes, Transient Occupancy 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

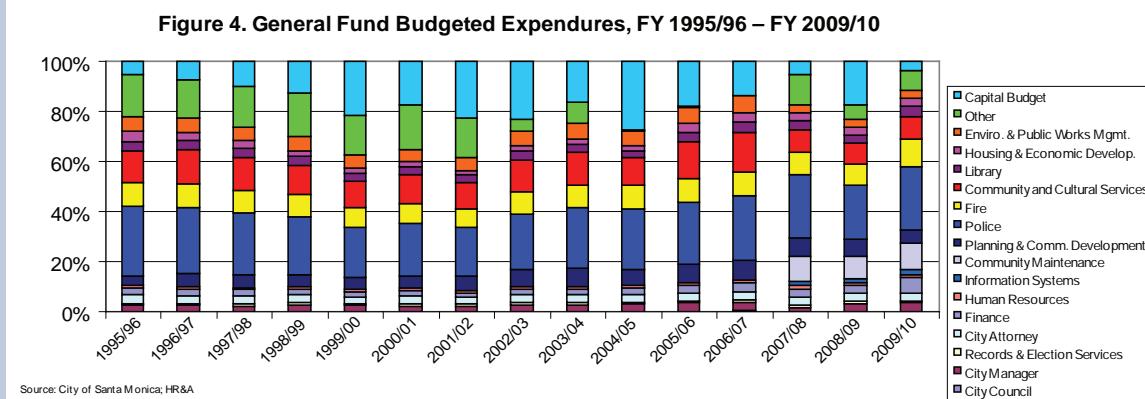
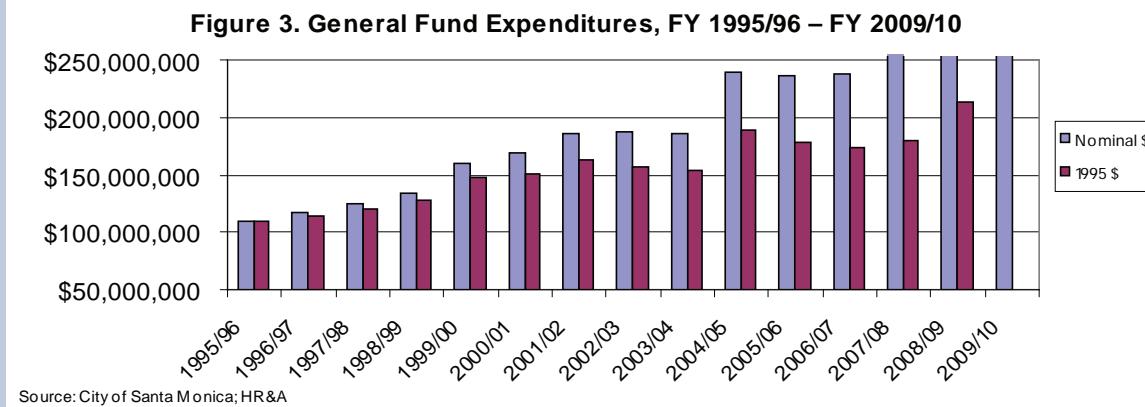
General Fund expenditures are for labor costs that cover salaries, wages and employee benefits.

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



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 live/work 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 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.

E4.2 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 Encourage 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 Ranchero 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 Presentaion 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.



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.



Music festivals, like this one at Bergamot Station, bring the community together and allow artists an opportunity to express themselves.



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.