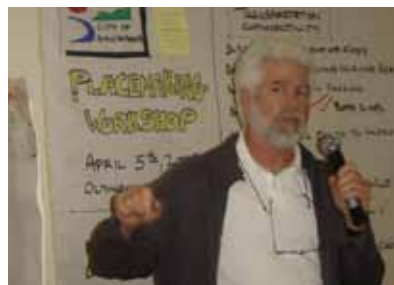


a history of the process

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

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





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



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

THE COMMUNITY VISION

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

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

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

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

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

COMMUNITY OUTREACH

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

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

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



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

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

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



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



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

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

COMMUNITY WORKSHOPS: THE “BUILDING BLOCK” APPROACH

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

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

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

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

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

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



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

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

COMMUNITY VALUES ARE THE BASIS OF KEY LUCE PRINCIPLES

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

Neighborhood Conservation and Placemaking Workshop

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

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

NEIGHBORHOOD CONSERVATION

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

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

Preserve Neighborhoods and City Values

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

Together, we create our

FUTURE

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

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

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

Creating Community Places

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

Provide Community Benefits

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



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

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

Industrial Lands Workshops

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

Locate New Neighborhood Centers in Areas Served by Transit

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



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

Create Transit Oriented Centers: Complete Neighborhoods

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



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

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

Focus on the Arts and Sustainability: Bergamot Transit Village

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

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

A Central Park within a New Urban Neighborhood: Memorial Park

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



Transportation and Parking Workshops

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

A Proactive, Integrated Strategy

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

Reduce Existing and New Vehicle Trips: Transportation Demand Management

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

Define New Street Classifications

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

COMMUNITY VOICES ON TRANSPORTATION

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

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



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

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

Land Use Designations: Guiding Principles

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

A. Neighborhoods

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

B. Boulevards

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

C. Mixed-Use Centers

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

D. Employment and Commerce

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



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

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

E. Community and Public Uses

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

Integrating the Plan Workshop

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

Balance Key Economic Sectors with Community Benefits

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

Creating New Housing Opportunities

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

Publication of the LUCE Strategy Framework and Refinement

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



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



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

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

Expo Light Rail Planning and Design Workshop

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

Preferred Alignment

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



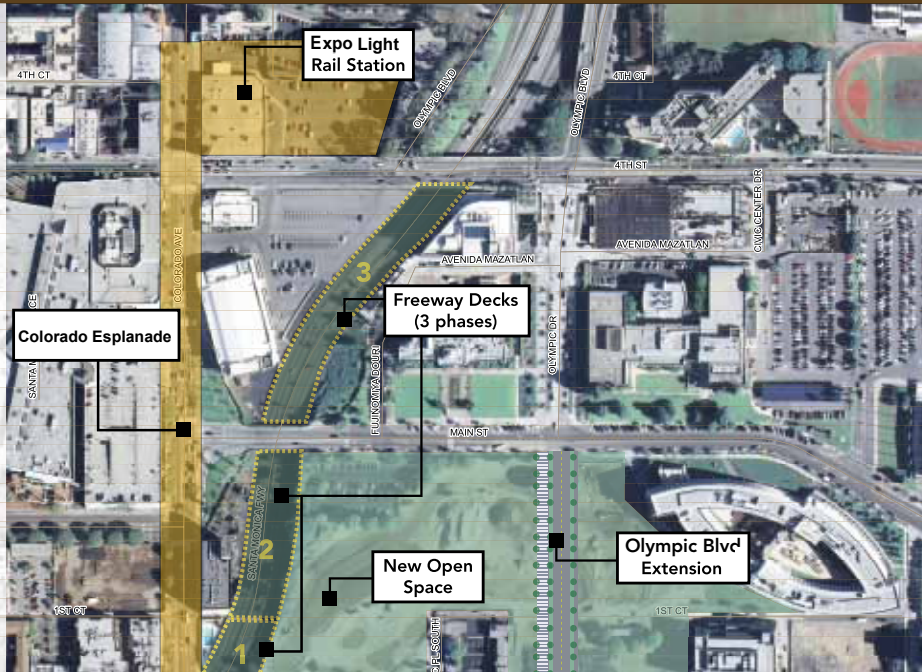
The Colorado alignment for the Expo Light Rail was determined by the community in spring 2009.

Station Area Planning

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

WHAT OPPORTUNITIES WOULD DECKING THE FREEWAY PROVIDE?

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



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

Downtown/Civic Center Workshop

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

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

Identifying Issues for Environmental Review: Scoping Meeting

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

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



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

TAKING CHARGE OF OUR FUTURE

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



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

Preserving and Protecting Residential Neighborhoods Workshop

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

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

Taking Charge of the Future

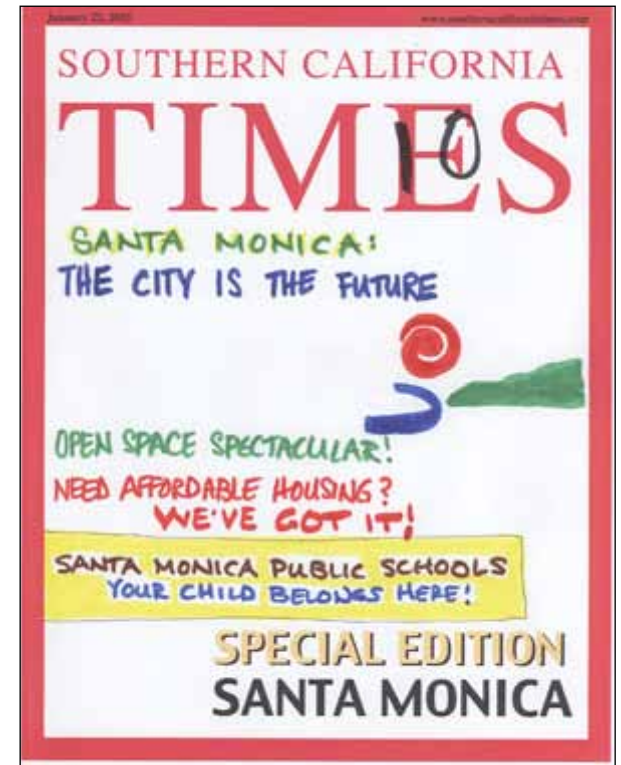
A community discussion of the major recommendations of the LUCE was held in July 2009. Pulling from years of dialogue and expert recommendations, a detailed presentation of the key principles and recommendations that formed the bedrock of the Plan was provided. Through small group discussions, participants

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

CONCLUSION

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

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



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