

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.

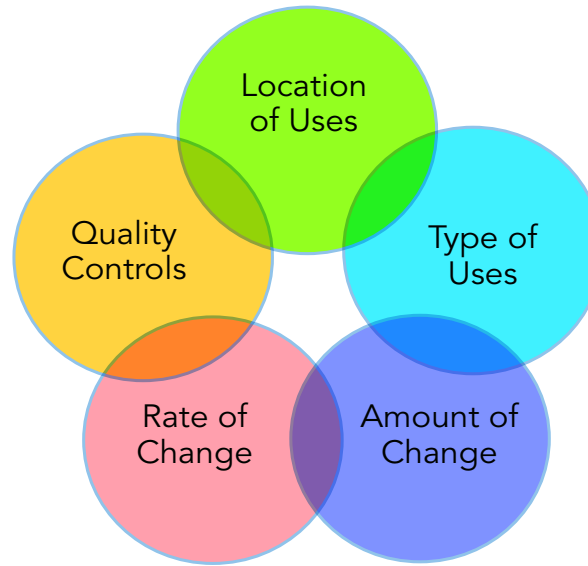
FIVE INNOVATIVE CONTROLS INCORPORATED INTO THE LUCE

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

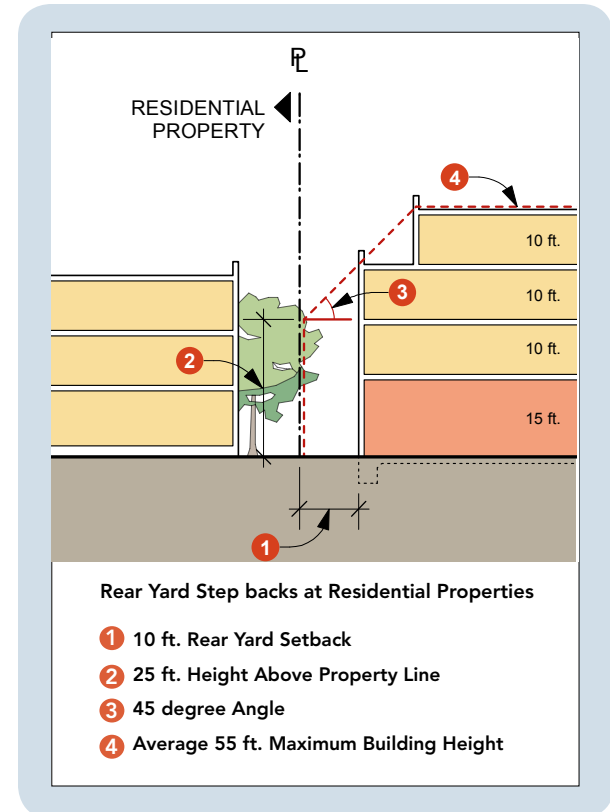
and neighborhoods that respond to the community’s core values. The LUCE establishes design policies and guidelines to encourage ground floor open space and to shape new projects so that the City’s character is preserved and enhanced. It also encourages public participation in early review.

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 by-right 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, the ratio of jobs to housing citywide, 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.)