



# Planning Commission Report

**Planning Commission Meeting: November 7, 2007**  
**Agenda Item: \_\_\_\_\_**

To: Planning Commission

From: Amanda Schachter, City Planning Division Manager

Subject: Planning Commission Recommendation to the City Council of Planning Principles and Conceptual Land Use Designations for the Industrial Areas and Consideration of Transportation Strategies in the Land Use and Circulation Element Update Process

## **Recommended Action**

Staff recommends that the Planning Commission:

1. endorse and recommend endorsement to the City Council of the “Industrial Lands Principles”
2. endorse and recommend endorsement of the conceptual land use designations for the Industrial areas developed through the community outreach process and summarized in this report; and
3. comment and forward comments on the concepts presented at the first Transportation Workshop and endorse the general approach for the development of Principles in the next Transportation workshop.

## **Executive Summary**

The Industrial Lands are well situated to capitalize on the opportunities presented by the future transit stations to create neighborhoods near transit with workforce housing and adjacencies to local, walkable services that will reduce auto trips. Many of the community’s desirable objectives for creative arts and incubator space, open space, sustainability and preservation can be advanced as the area is planned. These considerations will be overlaid within the context of the desired urban fabric, massing and scale, with particular attention to transitions between the adjacent residential areas. An underlying assumption is that the City’s industrial and related employment base would be protected. The Industrial Lands Principles are included with this report for the Commission’s consideration and recommendation. Additionally, conceptual land use designations are identified that require further analysis and provided to the Commission for general guidance and consideration.

The Transportation workshop held on October 6<sup>th</sup> engaged the public in a thoughtful discussion regarding causes of traffic congestion, effective opportunities for action, and

measurement of the City's transportation system performance. The workshop was well-attended with 140 actively engaged community members.

## **Discussion**

### Background

The Principles for the City's new Land Use and Circulation Element (LUCE) are gradually being formed through a series of interactive community workshops. The intent is to continue developing principles through a series of workshops this fall and winter and to develop a Draft LUCE concept plan for review by the public in late spring.

To date, the City has held three Neighborhood Preservation and Placemaking workshops, one community-wide Placemaking workshop, two Industrial Lands workshops and one Transportation workshop. Future workshops will address the City's economic and housing diversity and the City's boulevards and commercial areas. A number of smaller work sessions will address the Main Street, Montana and Downtown areas as well as meetings with the city's major employers.

This report is intended to accomplish two objectives:

- First, the City held its second Industrial Lands workshop on October 25<sup>th</sup>, where draft Industrial Lands Principles and conceptual Land Use Designations were presented to the community for their comment and feedback. Attached to this report are those Principles and concept designations for the Commission's discussion and recommendation to Council.
- A second purpose of this report is to share the initial concepts presented at the Transportation workshop held October 6<sup>th</sup> to get feedback and direction from Commission concerning the development of these concepts. A second Transportation and Parking workshop, to be held this winter, will share the draft Principles with the community for their consideration and comment.

### Industrial Lands Principles

The draft Principles shown below were developed based on the community input provided at the first Industrial Lands Workshop in July. These Principles were provided to each of the attendees at the October 25<sup>th</sup> workshop. Following a presentation of the principles the community formed nine workgroups to discuss the principles. In addition to the group discussion each of the attendees was encouraged to fill out the form to provide input on the principles.

Overall the principles were well received by the community. An initial analysis of the 76 evaluation forms returned by the attendees indicates that of the 55 general principles 47 were strongly supported. Only one was not supported – Provide opportunities for auto related industry. The principles that were modestly supported included:

- Limit housing in the industrial lands west of Memorial Park
- Maintain the commitment to the City owned mobile home park
- Capitalize on opportunities adjacent to transit stations
- Consider shared parking near transit stations
- Consider maximum parking requirements rather than minimum
- Price parking to maximize the efficiency and support land use goals

The latter three will be addressed in more detail at the upcoming community workshop on parking policy planned for December.

Following the Commission’s review and Council’s anticipated endorsement of Principals in November, planning will proceed to the next steps to analyze transportation/circulation considerations, conduct market analysis to ensure a sound market for the proposals, conduct economic analysis to ensure a sound basis for future real estate development, and assess capital and operational funding requirements for proposed public initiatives.

### **Industrial Lands Principles**

- Maintain support for City’s Industrial Lands as an important part of its economic and job base;
- Preserve the opportunities for appropriate large/small employers;
- Maintain the use, character and scale of the traditional M-1 zone for small and incubator businesses;
- Limit housing in the industrial lands west of Memorial Park to ensure a future supply of industrial land;
- Capitalize on Opportunities Adjacent to Transit Stations with focus of change on Opportunity Sites 1 - Memorial Park & 2 Bergamot;
- Require Mixed-Use Commercial / Residential @ Transit Nodes to:
  - Support Jobs/Housing Balance;
  - Mix Direction of Peak Hour Travel;
  - Extend Hrs/Days of Transit Use;
  - Provide 18 hr/7 day activities

### **Urban Design Principles**

- Maintain/create the fine-grained city urban designed streetscape fabric;
- Assure that buildings are appropriately scaled to their surrounding & the city.
- Assure that buildings are well designed & contribute to the “public benefit” through the provision of open space, enhanced landscape and/or public art
- Assure that buildings face & engage the street (the public realm) and are compatible with the pedestrian scaled streetscape;
- Assure pedestrian scaled sidewalks & streetscapes:
  - Adequate width;
  - Landscaped;

- Lighting;
- Ground level building activities
- Assure mixed-use development at or near transit nodes to assure a vital, 18 hr/7 day environment and transportation/parking diversification;
- Create a pedestrian environment along Colorado Avenue and the LRT alignment;
- Establish overlay zones to assure protection and compatibility of new construction w/ adjacent residential neighborhoods and historic building resources;
- Provide retail or other active retail along the ground floor of primary pedestrian streets.

### **Open Space/Park/Recreation Principles**

- Provide Opportunities for New or Expansion of Public Open Space/Parks/Recreation space;
- Consider Bridging I-10 to create new park space. Study environmental and health impacts due to auto emissions;
- Require public access green or open space with new major development;
- Connect parks and open space with pedestrian and bike routes;
- Create a “Freeway Forest” by increasing the number of trees and the tree canopy along the I-10 embankment;
- Create a “Green Streets” program to increase the amount and quality of the landscaping on public streets;

### **Transportation Principles**

- Focus “change areas” at strategic locations along transit routes and nodes;
- Provide greater connectivity and continuity for vehicles and pedestrians through the large blocks – reduce the size of the grid;
- Break down the I-10 Freeway Barrier
- Provide goods/services w/in walking distance to reduce vehicle trips;
- Move toward jobs housing balance in the corridor through mixed-use development;
  - Extends the hours of use of transit;
  - Mixes direction of peak hour travel;
- Expand “Transit Demand Management” – on all projects – Consider TDM by district;
- Enhance Big Blue Bus transit connections and frequency to transit hubs and activity centers;
- Create new street priorities to assure vehicular, pedestrian & bike continuity/connectivity;
- Promote Concept of “Flex Cars & Flex Bikes”

### **Parking Principles**

- Consider shared parking facilities for commercial development through a parking district;
- Capitalize upon the diversity of uses (fewer spaces required)
- Create centralized parking to eliminate on-grade parking lots;
- Consider reducing parking requirements near transit stations;
- Consider maximum parking requirements rather than minimum parking when development is supported by transit;
- Potential to lower the cost of housing near transit centers
- Price parking to maximize efficiency and support land use goals;

### **Implementation Principles**

- Develop Implementation Plan to assure coordination of transit systems availability w/ new development;
- Prepare Specific/or Area Plans to provide more detailed guidance.

### **Sustainability Principles**

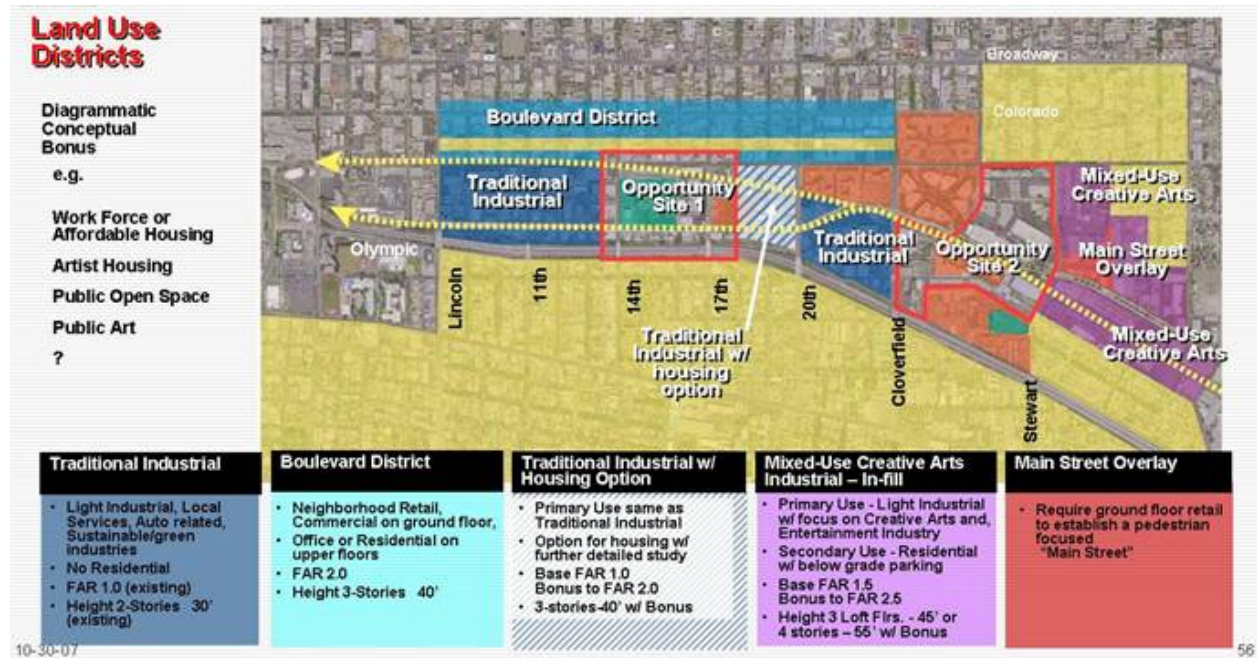
- Santa Monica is committed to meeting its existing needs without compromising the ability of future generations to meet their own needs;
- Santa Monica is committed to protecting, preserving and restoring the natural environment and cultural resources;
- Santa Monica is committed to providing equal opportunities for all citizens;
- The City will lead by example and encourage other community stakeholders to use sustainable principles to guide their decisions and actions;
- The City will act as a strong advocate for the development and implementation of model programs and innovative approaches by regional, state and federal government that embody the goals of sustainability;
- Partnerships among the City government, businesses, residents and all community stakeholders will be utilized to achieve a sustainable community.

### Land Use Designations

A preliminary designation of Land Use Districts was presented at the second workshop along with two Opportunity Sites that were identified by the community at first workshop in July.

The Land Use Diagram above indicates three primary Land Use Districts in addition to the two Opportunity Sites. The Traditional Industrial District is characterized as being similar to the existing M-1 Zone with the intent of maintaining an area of the City where small and incubator businesses could flourish. Residential uses with their currently higher land values would be limited to ensure maintaining an inventory of lower priced industrial lands. The existing low Floor Area Ratio (FAR) requirement of 1.0 is maintained along with a height limit of 30 feet. The Traditional Industrial Land w/

Housing Option District was presented as an area within the Traditional Industrial District that could, with more study accommodate infill housing.



The Boulevard District is identified for the north side of Colorado and both sides of Broadway to create active pedestrian streets and include ground level retail or active pedestrian uses with two stories or residential or commercial use above.

The Mixed-Use Creative Arts Infill District supports “loft” type uses relating to the entertainment industry. While the “primary use” is the creative arts use, residential is acceptable as a secondary use to support the job/housing balance and to establish an active area with 18hour/day, 7 days/week activity. Within this district a Main Street overlay is identified with the concept of developing a neighborhood serving commercial district along Nebraska.

### OPPORTUNITY SITE 1

This area capitalizes on the potential for a Mid-Town LRT station, the potential to significantly expand Memorial Park and the opportunity to joint-venture with the SMMUD. The following are the Principles for Opportunity Site 1:

- Capitalize upon the potential Exposition LRT Midtown Station location; (Olympic or Colorado)
- Create enhanced pedestrian environment connecting medical campuses and Santa Monica College;
- Expand/enhance the park and open space;
- Consider expansion south and over the I-10,
- Capitalize on joint-use potential with SMMUSD School District
  - *Optimize land for park and school district facilities:*

- Consider a demonstration mixed-use Admin Bldg, Small High School, Retail, Commercial with Work Force Housing;
- Create a mixed-use, vital, urban neighborhood surrounding the station and the expanded park facilities:
  - Seek a jobs housing balance;
  - Incorporate gathering places to support social interaction, community events;
  - Assure buildings that are appropriate scaled, well designed and provide public benefit;
  - Provide diversity of peak hour trips;
  - Provide local serving retail to provide residential services within walking distance and to provide mid-day services to workers;
  - Create an 18 hour/day – 7 day/week active safe environment;
  - Provide for workforce housing to accommodate teachers/hospital workers/public employees;
  - Provide neighborhood serving retail
- Create a parking district to ensure “shared” commercial parking to:
  - Capitalize on diversity of uses,
  - Maintain the public control of parking policy.
  - Reduce the parking requirements to reflect access to parking, recreation and services;
  - Require Transit Demand Management for institutional and commercial users to spread the peak hour demand

A general land use strategy is documented in the following concept diagram:

**OPPORTUNITY SITE 1 – MEMORIAL PARK – Potential Land Use Strategy**

1. Memorial Park – Enlarge public park/open space;
2. Fisher Lumber property has bought for City use;
3. Jt. Venture with SMMSD per their MP;
  - Convert SMMUSD property to park
  - Abandon 16th Street
- Create mixed-use complex on the Fisher Lumber site
  - e.g. 2 stories of retail, district offices, commercial w/ 2 flrs. or workforce residential above
4. Incorporate Exposition LRT
5. Support mixed-use development on parcels surrounding the park
  - West of 14<sup>th</sup> up to 4 stories with upper floors residential
  - North side of Colorado up to 3 stories w/ upper floors residential
  - East side of 17<sup>th</sup> up to 3 stories w/ upper floors residential
6. Expand Park over I-10



7. Purchase parcels as they become available – integrate appropriate uses into the park

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**OPPORTUNITY SITE 2 – BERGAMOT PARK**

The following are the Principles for Opportunity Site 1

- Maintain and enhance the Bergamot Station art & cultural core;
- Capitalize upon the Exposition LRT Station;
- Enhance the park and open space;
- Reduce the scale of the former railroad/agricultural roadway grid to:
  - Enhance the diversity of pedestrian routes
  - Provide greater connectivity
- Require mixed-use development to:
  - Seek a jobs housing balance
  - Provide diversity of peak hour trips
  - Provide local serving retail to provide residential services within walking distance and to provide mid-day services to workers
- Enhance the pedestrian environment and connections to the surrounding areas;
- Require “shared” commercial parking through a parking district to
  - Capitalize on diversity of uses,
  - Maintain the public control of parking policy.
- Require Transit Demand Management on a district level to spread the peak hour demand

Land Use & Circulation Element  
**Council Review - Industrial Lands WS 2 – Transportation WS No. 1**

**Industrial Lands Workshop No. 2**  
**OPPORTUNITY SITE 2 – BERGAMOT STATION**  
**THE PRINCIPLES**



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This area of the City provides the opportunity for new development and new intensified in-fill development around the proposed Bergamot LRT station. The intent is to maintain the existing Bergamot Station area as the focus of arts community and to capitalize on the redevelopment of the former Papermate property. The construction of shared parking facilities provides the opportunity to consolidate parking and create new infill development on the current on-grade parking lots. While the creative arts commercial development would be the primary use, residential would be required as a

secondary use to ensure that the area around the station is populated and supports an active, vital 18/7 neighborhood. Building heights in this opportunity site would extend up to four or five stories and be eligible for an FAR of 1.5 – 2.5, including identified bonuses.

There was general agreement that the light rail was a key element in the community's future and that future areas of change should be tied to the area of the light rail or other transit improvement areas. There was strong support for the Colorado Avenue Exposition Line alignment v. the Olympic Boulevard alignment. While some individuals expressed concern about an increase of density around the light rail stations, the vast majority of the community in the breakout sessions supported the concept of mixed-use at somewhat higher densities. The need to have a mix of housing and jobs was well understood as well as the concept of shared parking which results in less parking and continued public control over parking policy. The potential for additional open space and recreation areas was well received along with the concept of bridging over I-10, which was originally brought up by citizens in the initial Industrial Workshop. Maintaining a strong presence of the arts in the industrial area was deemed important.

Creative strategies were expressed by the community such as the Transfer of Development Rights (TDR) which would allow small, valuable community businesses to sell their development rights and remain economically whole. Some felt that the 1.0 FAR in the Traditional Industrial was not sufficient to encourage continued economic activity over the twenty year period of the plan.

The principle of protecting and enhancing the existing neighborhoods was expressed through concerns of residential parking being taken away and the need for residential permit parking.

### Transportation Workshop

The October 6<sup>th</sup> workshop was the first comprehensive forum on the topic of transportation in the LUCE community outreach effort. The workshop provided a forum for the community to better understand the transportation issues facing the City and also to become more knowledgeable about the opportunities for action. The format included a series of presentations and interactive discussions with the 140 community members participating.

The workshop proactively engaged the community in approaches to address congestion and the quality of life within the City as related to the transportation system. Future congestion is largely a result of regional factors that surround the City of Santa Monica and there is no single approach that is going to address it. Rather, a range of strategies knit together based on a comprehensive plan is proposed. The strategies include the following considerations:

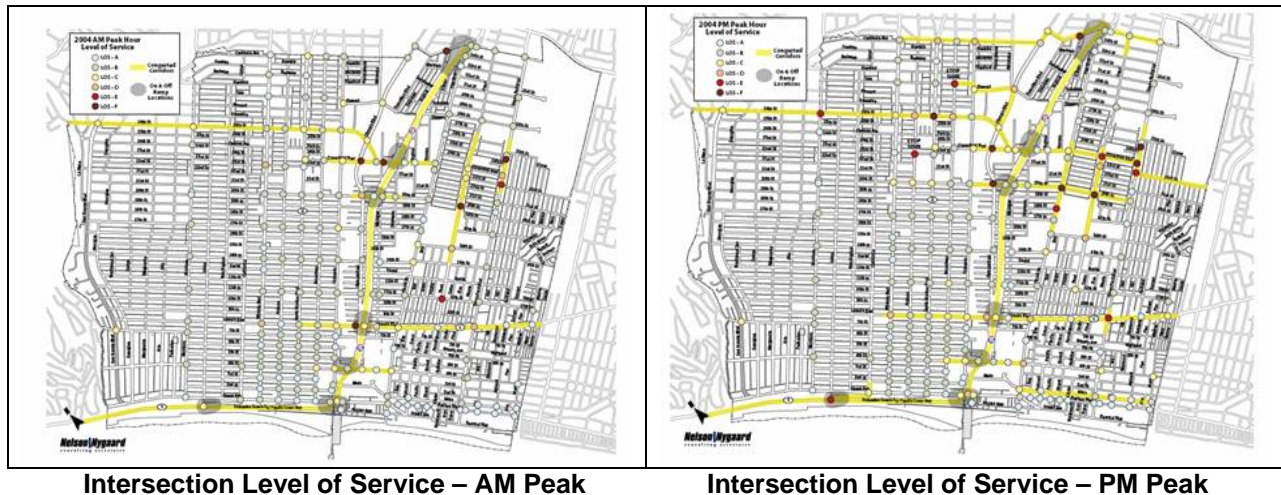
- **Physical Measures:** This includes connectivity of the grid system and ensuring desirable facilities for pedestrians and bicyclists.

- **Land Use Context and Connections:** This includes opportunities created along transit routes, and the light rail in particular. It also includes encouraging services within walking distance of residential and employment nodes.
- **Investment in Connectivity:** This could include additional cross-town bus service, encouragement of car sharing programs at strategic locations and provision of bike stations at major transit hubs.
- **Employment Demand Management Measures:** This could include measures that enhance the City's current program to significantly reduce auto trips.
- **Address Specific Sources of Congestions:** Some of the sources of congestion internal to the City can be addressed at the source and these include congestion related to employment, school drop-off and pick-up and special events.

The workshop explored an approach for the City street system that would define each street by a typology and would include consideration for the broader livable community goals of the city to accommodate transit, walkers and bicyclists in addition to automobiles. The workshop also presented a system of performance measures that assess the quality of service for all modes including transit, auto, bicycle and pedestrians.

### Current Traffic

Identified Areas of Congestion and Level of Service maps for the entire City in the morning and evening peak hours indicated that congestion is concentrated in certain areas. Much of the congestion is periodic, limited and localized in the downtown, near freeway ramps, related to events or the beach, to parking searches, specific intersection issues or school drop-off and pick-up. Five primary sources of congestion, with solutions and recommendations offered for each were identified (Exhibit A contains the full list of recommendations.)



1. **Freeway Traffic:** A key factor of traffic congestion is the backups relating to access and egress to the I-10 Freeway. Short of congestion pricing, Santa Monica's options to reduce the problem are very limited. The best approach is to locate this type of congestion in areas of the city where it has the least impact. By "metering" traffic coming on and off the freeway, Santa Monica can limit the number of cars that can back up into the neighborhoods.
  
2. **Employment:** Employment is a large contributor to AM and PM peak traffic. It is easier to create a modal shift for employment trips, i.e. reduce the number of single occupancy vehicles, compared to other types of trips. Aggressive transportation demand management (TDM) employer-based programs can significantly reduce amount of traffic – Water Garden (as Development Agreement condition) reduced trips by 50%. Other measures suggested for consideration in addressing work-based trips are: parking cash-out requirements, universal transit passes, focusing office space near transit; use of parking as management tool, personalized travel information (i.e. "Travel Choice" programs that provide direct, personalized commute options and incentives), incentives for existing employers and identify new funding sources to help cover the cost of these programs (e.g. impact fees, public benefit requirements, parking taxes, congestion pricing.)
  
3. **School:** School related traffic is a significant contributor to AM congestion (as much as 25%) since it is concentrated in spot locations, with multiple turning movements, double parking and other hazardous maneuvers. Walking and biking to school can be encouraged as ways to reduce congestion and improve student fitness. Safe Routes to Schools program have been proven to be very effective in that they address both the physical aspects of safety and classroom activities to promote safety and awareness. It was suggest that a city-wide Safe Routes to Schools program could be developed. Also suggested were walking school buses for elementary grades and universal transit passes for middle school-aged children and older.

4. **Beach:** Santa Monica is one of the few places where the freeway takes you directly to the beach. The parking is scattered in many locations, with motorists turning and queuing for spaces. Expanding real-time parking information to include changeable message signs to direct motorists approaching the beach to the closest available parking was suggested. City staff recently obtained a grant from Metro for this purpose. Another suggestion is to use variable pricing to manage demand. This recommendation was implemented as part of the Coastal Circulation study a number of years ago, but it may be time to assess and adjust the pricing again.

5. **Santa Monica Residents:** Santa Monica residents own fewer cars and drive less than typical for the region, and this is especially true for the mixed use neighborhoods near transit. Santa Monica residents can walk to more services than just about anywhere else in Los Angeles County. The measures that reinforce these factors are related to land use decisions and the suggestions included:

- Promoting local retail by supporting mixed, local-serving, unique retail. Locating services within walking distances reinforces the Placemaking Principles developed in the previous workshops.
- Any new residential opportunity should be focused near retail corridors and transit – and in Santa Monica these are currently the same. In the future the Expo Light Rail will provide expanded options.

Additional suggestions to address resident needs included the expansion of residential car share programs and unbundling residential parking costs.

### Regional Growth

Santa Monica will need tools to manage the impacts of the tremendous amount of projected regional growth. Effective, proactive traffic management requires a holistic approach that focuses on many smaller changes as opposed to one major solution to address traffic congestion.

### Infrastructure - Great Streets

It is essential to expand our focus to a variety of transportation modes since no one solution is going provide all the answers. One of Santa Monica's strengths is its investment in all modes of transportation, as there are still many opportunities for improvement. The general direction for further improvement could include:

- **Walking:** Identify areas for sidewalks improvements, including the addition of missing links, areas in need of widening and prioritized streetscape improvement projects.
- **Biking:** Santa Monica has the future makings of a great biking city because of the topography, size and climate. Three key elements are necessary: (1) provide a connected bike network; (2) provide safe, sheltered places to park bikes; and

(3) encourage a supportive culture that treats cycling as an ever day activity. suggestions included.

- **Transit:** Santa Monica has an important advantage in managing its own successful transit system. Implementation of signal priority for four rapid buses bus routes within the City is funded and underway as part of the City's signal upgrade program (the City has received a grant from Metro for this and is implementing this improvement sin Phases 2 and 3 of the City's Advance Signal Traffic Management Program). Another resource is real-time bus arrival information at bus stops (note: BBB is in the process of implementing this in the downtown and its busiest bus stops.) Most significant is the incredible opportunity that the Expo light rail will bring, preferably with three stations at Bergamot, 17<sup>th</sup> Street and downtown.

### Measuring Success

The transportation system is ultimately a means of supporting the larger goal of accessibility. Typical measures that address intersection delay (known as "level of service" analysis) do not address other transportation modes, the person capacity of the system and factors such as the average speed in a corridor. There are a number ways to think about defining success of the City's transportation system.

**Street Typologies:** Part of the LUCE plan will be the creation of new street typologies that identify land use context that transportation needs to support and the importance of each street for the modal network. A neighborhood commercial district street has different needs and priorities than one of the boulevards or a neighborhood residential street.

**Quality of Service:** Quality of service can then be used as an alternative indicator of how well the transportation system works for the community. Measurements can be developed to assess each mode. Examples of the types of measures that could be used include:

- **Transit:** The measures could include frequency, hours of service, reliability, capacity and travel speed by line, quadrant or some other factor.
- **Automobile:** The measure could include travel time between specific points and the steadiness of the speed.
- **Pedestrians:** The measure could include perceived safety, quality of the environment (sidewalk, land use adjacencies, greenery, level of traffic), and frequency of protected crossings.
- **Bicycle:** A bicycle compatibility index could be developed that would take into consideration the roadway geometrics (number of lanes, width of lanes, character of area); traffic operations data (speed, volumes, trucks, driveways); and parking.

The workshop concluded with a discussion of how transportation serves the needs of Santa Monica and the goals of our community. The Council-adopted goals for the Circulation Element were overlapped with the goals of the Sustainable City plan (Exhibit B). This process enables the evaluation of transportation as a contributor to quality of life beyond mobility, as a contributor of accessing goods, services and recreation rather than simply traveling quickly. Finally performance indicators that reflect the goals and priorities of the community can be tracked over time, similar to the indicators successfully used in the Sustainable City Plan. The idea that transportation can mean walkable streets, vibrant retail districts and enjoyable access for people using all modes resonated with most participants.

### Transportation Workshop Follow-up

Through a series of exercises, workshop participants identified locations where traffic is perceived to be worse, locations where they thought inevitable freeway on/off ramp congestion should be concentrated, areas that should be relatively congestion-free, as well as areas where some congestion is tolerable. Community members were receptive to the strategies presented to reduce the need to drive and developed additional strategies through their work in small groups. The output from the breakout groups is being compiled by staff and will be presented at a follow-up transportation workshop this winter.

### Recommendation

It is recommended that the Planning Commission:

1. endorse and recommend endorsement to the City Council of the “Industrial Lands Principles”
2. endorse and recommend endorsement of the conceptual land use designations for the Industrial areas developed through the community outreach process and summarized in this report; and
3. comment and forward comments on the concepts presented at the first Transportation Workshop and endorse the general approach for the development of Principles in the next Transportation workshop.

### Attachments:

Exhibit A: Measures for Consideration Presented at October 6 Transportation Workshop  
Exhibit B: Potential Citywide Transportation Goals and Performance Measures

## EXHIBIT A

### MEASURES FOR CONSIDERATION PRESENTED AT OCTOBER 6 TRANSPORTATION WORKSHOP

#### Freeway Congestion

- Locate congestion where it has the least impact and keep it from spreading
- Identify local routes to avoid bottlenecks
- Smarter regional traffic management
- Create transportation alternatives that avoid congestion: Expo Line, Subway-to-Sea, walking, biking
- Create and maintain local services to reduce Santa Monicans' need to drive long distances

#### Employment/Shopping Congestion

- Create TDM program requirements: Adopt a trip reduction ordinance for all new development that requires 30% fewer peak auto trips than typical (ITE rate)
- Parking cash-out requirement, allows employees/residents who don't drive to take the cash value of the parking subsidy, use incentives to apply parking cash-out for existing businesses
- Universal Transit Pass Develop a joint universal pass program with Big Blue Bus and MTA and require passes for all employees in new projects
- Focus any development near transit
  - o Expo Stations
  - o Downtown
  - o *Rapid* corridors
- Parking Management, manage parking to ensure adequate availability at all times and reduce search traffic
- Adjust parking requirements to reflect trip reduction goals and use savings to improve access by other modes
- Manage spillover into residential neighborhoods – and capture its value
- Price parking to discourage peak hour driving
- Personalized travel information programs reach out to commuters and provide direct, personalized commute options and incentives
- Incentives for trip reductions for existing employers:
  - o Create Business Improvement Districts or Community Benefit Districts and provide matching funds
  - o Provide better city services for employers and districts that reduce trips – streetscape projects, sidewalk cleaning, etc.
  - o Tiered pricing for programs, like universal transit passes
  - o Awards and advertising
  - o Tax incentives and impact fees
- Identify new funding sources:

- o Development Impact Fee. Base on auto trips using URBEMIS (San Joaquin County), but use to fund transit, TDM, etc (San Francisco)
- o Public Benefits requirements
- o Parking Impact Fee on new development
- o Parking tax
- o Congestion pricing (London, Stockholm, being pursued in San Francisco, New York.)

### **School Congestion**

- Develop Safe Routes to Schools Program
  - o Include traffic calming and other engineering investments
  - o Include classroom component
- Implement universal transit pass program for students including elementary, middle, high schools and colleges

### **Beach Congestion**

- Changeable message signs on major approaches to direct drivers to available parking
- Variable pricing at beach parking lots – high enough in the summer so just a few spaces are usually available, lower cost or free when demand is low
- Access management at beach parking lots to reduce turning and queuing vehicles

### **Santa Monica Residents**

- Promote Local Retail
  - o Support mixed, locally serving, unique retail
  - o Consider formula retail restrictions
  - o Monitor retail imbalances and establish moratoria on specific uses as necessary
- Focus change around transit and retail: any new residential opportunity should be focused near retail corridors and transit – in Santa Monica, these are the same
- Residential Carshare Program
- Unbundle Residential Parking Costs, separate the cost of housing from the cost of parking, particularly in rental housing

### **Pedestrian Recommendations**

- Develop Quality of Service standards and map
- Complete missing sidewalk sections and widen where possible
- Prioritize major streetscape improvement project

### **Bicycling Recommendations**

- Incremental implementation of bike network
- Bike Station at Expo Line terminus
- Bicycle Boulevards

**Transit Recommendations**

- Support Expo Line and plan station locations at Bergamot Station, 17th St/SMC and Downtown
- Improve signal prioritization for buses on primary transit streets, especially Wilshire, Santa Monica, Ocean Park, Main and Lincoln
- Provide more real-time bus arrival information at bus stops

## EXHIBIT B

### Potential Citywide Transportation Goals and Performance Measures

The transportation system needs to support not just local mobility, but all of the City's goals. In order to measure how well the transportation system supports these goals, quantifiable performance measures are necessary.

The following chart draws from two sets of goals adopted by the City of Santa Monica. It starts with the eight goals of the Sustainable City Plan. Under the Sustainable City Plan's "Transportation" goal, the adopted goals of the General Plan's Transportation Element are included.

Following each goal is a brief description of the key ways the transportation system supports this goal and a potential way of measuring the degree to which transportation is successful in doing so. The proposed performance measures were developed to:

- Draw from existing data already being collected by the City, or data that is readily available
- Form the shortest possible list of measures that still capture the essence of the goals
- Remain comprehensible to the public and elected officials, allowing for a simple "dashboard" report on the transportation system's overall performance

Adopted and Proposed Goals	Potential Measures
<b>Resource Conservation</b>	
<b>Environmental Responsibility:</b> For a transportation system that minimizes, and where possible eliminates, pollution, energy consumption, greenhouse gas emissions and vehicle congestion	Total Vehicle Miles Traveled. Per Capita Vehicle Miles Traveled. These measures closely correlate with most of the environmental impacts of transportation
<b>Environmental and Public Health</b>	
<b>Personal Health:</b> Reduce rates of cardiovascular disease and obesity through increased rates of walking and bicycling, particularly for school trips	Pedestrian and bicycle mode split, including school trips
<b>Personal Safety:</b> See "Universal Safety" under <i>Transportation</i> , below.	See below
<b>Transportation</b>	
<b>Environmental Responsibility:</b> See <i>Resource Conservation</i> , above	See above
<b>Community Care:</b> For a transportation system that links conveniently-placed land uses and amenities to enable people to be health, to pursue fitness, cultural, educational and commercial opportunities and participate in the community	Accessibility index for specific locations across the city.

Adopted and Proposed Goals	Potential Measures
<b>Effective Transportation System:</b> For everyone to get where they need to go comfortably, and where walking, bicycling and using transit replace as many auto trips as possible to reduce congestion and maintain mobility as travel demand grows	Mode split Peak hour person capacity of specific corridors
<b>Local and Regional Mobility:</b> For people to be able to travel easily within Santa Monica and to and from regional destinations in a way that preserves the quality of life in residential neighborhoods	Peak hour person delay between specific points. Motor vehicle speed and volume on specific non-arterial residential streets
<b>Universal Safety:</b> For pedestrians, cyclists, transit-riders and drivers to feel and be safe regardless of their age or ability	Rates, locations and causes of transportation related injuries and fatalities. Surveyed perception of travel safety
<b>Well Designed Spaces:</b> For quality designed pedestrian-oriented public spaces so people can travel quickly and comfortably, can enjoy the outdoors and interact with other people	Citywide Pedestrian Quality of Service analysis Accessibility Transition Plan Implementation
<b>Economic Development</b>	
<b>Local Retail.</b> Support locally serving retail within walking distance of most residents	Accessibility index (see Community Care) Local retail district sales tax per square foot for businesses under ~2,000 square feet Pedestrian Quality of Service (see Well Designed Spaces)
<b>Parking availability.</b> Ensure adequate parking availability, particularly for retailers.	Ensure approximately 15% of spaces are available in all lots and garages and on all blocks at all times.
<b>Open Space and Land Use</b>	
<b>Special Streets.</b> Ensure a high degree of use and maintenance for Santa Monica's unique recreational and ceremonial streets	Average daily pedestrian use of designated streets, such as San Vicente median, Oceanfront Walk, Beach Bike Path, Palisades Park.
<b>Housing</b>	
<b>Jobs/Housing Match.</b> Locate employment to be accessible via transit to housing units that match the salary of the jobs provided	Percent of homes in Santa Monica affordable to Santa Monica workers Percent of homes in key transit corridors affordable to Santa Monica workers

Adopted and Proposed Goals	Potential Measures
<p><b>Housing + Transportation Costs.</b> Create more housing opportunities by reducing the costs of transportation for residents</p>	<p>Rate of residential parking unbundling Rate of transit pass program utilization</p>
<p><b>Community Education and Participation</b></p>	
<p><b>Program Awareness.</b> Santa Monicans should be aware of their transportation choices.</p>	<p>Rate of familiarity with transportation options offered in Santa Monica</p>
<p><b>Human Dignity</b></p>	
<p><b>Equity.</b> Ensure the costs and benefits of transportation investments accrue equitably to Santa Monicans, regardless of income, race, age or ability.</p>	<p>Ensure all other measures are met equitably across the city, especially locations with concentrations of low income, elderly, children and disabled residents.</p>