To: Planning Commission
From: Francie Stefan, Strategic & Transportation Planning Manager
Subject: Core Components of the Bergamot Area Plan

Recommended Action
Staff recommends that the Planning Commission review the information provided in this report on the draft Bergamot Area Plan; and provide comments and direction regarding several of the Plan’s core components including urban form and open space; land use and economic sustainability, parking, and financing and funding mechanisms.

Executive Summary
The Bergamot Area Plan has reached the final milestone before consideration of Plan adoption in winter 2013. Detailed technical studies on all of the Plan’s core components have been completed to assemble a draft Plan that describes how to best manage the transformation of the former industrial lands around the Bergamot Art Center into the walkable, human-scaled mixed-use and transit-oriented urban neighborhoods called for in the Land Use and Circulation Element (LUCE).

The Planning Commission has been systematically reviewing design principles and concepts for the physical form of the Bergamot area since mid-2011, including a series of five widely-attended community workshops. Technical studies and financial analysis have validated the community vision by looking at the following:

- **Economics**: several economic studies looking at market demand, retail location and concentration, prevailing area wages, and creative sector business retention/incubation strategies.
- **Urban Design**: evaluation to refine the community-preferred urban form and open space concept, addressing activity centers and residential transitions, and identifying site-level design approaches.
- **Parking and Trip Reduction**: inventory and utilization study for on- and off-street parking, and recommendations about shared parking, unbundling, and parking requirements.
- **Implementation Strategies**: identification of potential funding, financing and community benefit implementation mechanisms and how they can be applied to specific improvements.
This report presents the culmination of the planning process in the form of Plan components that add detail to land use, urban form, parking and implementation concepts that are integral to the creation of the district, namely:

**Urban Form and Open Space:** Translating the endorsed urban form of the area into development parameters and strategies for making open space a primary design feature, and creating a human scaled environment through the local street network, focal points for extraordinary landscaping or architecture, transitions in building mass to residential scale, and conservation of smaller character-defining buildings.

**Land Use and Economic Sustainability:** Creating a vibrant “complete community” that has a broad diversity of amenities, services, employment and housing types, placing critical neighborhood and Expo supporting uses in complementary locations, and creating “conservation zones” for small businesses to incubate and thrive. Two pillars of the strategy are strengthening the established “creative cluster” around Bergamot and aligning new housing options with area jobs to reduce vehicle trips.

**Parking and Transportation Demand Management:** Identifying key components of implementing and managing a shared parking district including on-street and off-street parking supply, unbundled parking from commercial and residential uses, and transit-oriented parking standards and ratios that will meet today’s needs while building a future supply.

**Funding and Financing Options:** Implementing strategies to realize long-term infrastructure improvements, and area-wide benefits like new parks, streetscapes, public art and transit enhancements that looks at community benefits, assessments, users fees and financing strategies.

Together, these concepts present significant policy choices that require input and public discussion. A second meeting of the Planning Commission in January will focus on the remaining Area Plan components, as well as refinements to the concepts discussed in this report. Following Planning Commission review, staff will present the Bergamot Area Plan to Council in the winter.

**Background**
The Bergamot Area Plan was initiated immediately following adoption of the LUCE, in which it is identified as a priority planning effort (LUCE Goal D2.2) to help transition 140 acres of former industrial land into a walkable, sustainable and innovative mixed-use neighborhood. At the heart of the district is the Olympic Blvd/26th Street Expo Light Rail station and Bergamot Art Center, which are the transportation and cultural catalysts for the district. In 2016, the Exposition Light Rail station and associated Regional Bike Path will open at Bergamot Station, serving over 3,000 transit riders and hundreds of cyclists daily, altering the commuting patterns of thousands of area workers and residents. Recognizing the critical need for transit in this area, and the potential value of a well-integrated station in encouraging ridership and reducing congestion, the City has invested an additional $6 million in station access improvements.
Encompassing the Bergamot Transit Village and Mixed-Use Creative land use designations, the Bergamot Plan seeks to implement the LUCE and assemble an urban design, land use and circulation framework for creating a “complete neighborhood” where new housing and jobs are supported by open spaces, quality streets, sidewalks and landscape that form the basis of a multi-modal transportation network. Local serving retail and restaurant would provide missing services as well as gathering and activity areas. Supporting the City’s creative and cultural art industries and the Bergamot Art Center are critical components.

Over the past two years the planning effort has been shaped by local community involvement, benefiting from large numbers of participants in stakeholder interviews, focus groups, online surveys and community workshops including:

1) **Bergamot Transit Village Workshop**: the desired characteristics of a vibrant urban transit village, including being pedestrian-oriented, human-scale, accessible and a center of community life.

2) **The Creative Economy Workshop**: identification of desired uses and spaces to enhance the creative and cultural arts throughout the planning area.

3) **Bergamot Art Center Workshop**: charting a course for the continued vitality of the Art Center through enhancements that protect art spaces while integrating with Expo.

4) **Community Benefits Workshop**: input on community benefits elements, prioritization of community needs, and details of character and implementation.

5) **Designing the Districts Workshop**: urban form concepts and street hierarchy to incorporate desired uses, identify open space, and create a unified district.

Throughout the discussions, the residents, business owners, artists, cyclists, pedestrian advocates, schools, developers, and other stakeholders have advocated for a context-based approach that recognizes the ability for density, design, transit strategies and hand-picked land uses to come together in a sustainable and replicable model that reduces car trips, stimulates walking and biking, provides affordable options for housing, and creates new jobs. The Planning Commission and City Council have also provided significant input into the planning process through hearings on June 14, 2011, May 16, 2012, and June 12, 2012. The project’s website [www.bergamotplan.net](http://www.bergamotplan.net) has also provided a consistent opportunity for public information sharing.

The outreach effort has run in parallel with technical studies to confirm the feasibility and performance of the concepts being explored. Recent studies have included:

- **Urban Design**: urban design studies have been conducted to refine an approach to standards and guidelines that are consistent with the community-preferred urban form and open space concept. These studies provide a basis for the recommended location of higher intensity uses and buildings in the districts’ interiors along the Nebraska Spine, with transitioning heights and building mass to the neighborhood scale adjacent to existing residential neighborhoods, as well as selective reduction in maximum FAR to encourage ground-floor open space.
• **Parking and Trip Reduction:** a Parking Utilization Study developed baseline supply and occupancy data for the Bergamot area and includes a comprehensive inventory of the more than 3,000 existing on- and off-street parking facilities and their use characteristics. The study provides the basis for making recommendations about shared parking, unbundling, and parking requirements.

• **Economics:** several economic studies have been completed that address economic development and business retention, as well as housing.
  - A market demand study has addressed the ability of the Bergamot Area to absorb retail, office and hotel uses and describes the type, volume and ideal location for new uses to be most accessible and economically viable.
  - An occupational wage analysis makes the connection between what people earn in the Bergamot area and the type of housing that matches their income. This analysis also makes the case for preserving smaller affordable units near transit.
  - A business retention strategy memo outlines short- and long-term methods for retaining, attracting and incubating small businesses, and also identifies a pathway for businesses to grow in the Bergamot Area.

• **Implementation Strategies:** an implementation and financing matrix has been developed to frame the key issues, describe potential funding mechanisms and how they can be applied to specific improvements, and identify next steps.

The Bergamot Area Plan was selected by the United States Department of Housing and Urban Development (HUD) to receive a highly-competitive Sustainable Communities Community Challenge Grant in 2010, which has largely funded this planning effort. This grant program advances the urban sustainability goals achieved by integrating land use and transportation planning to reduce vehicle trips and greenhouse gas emissions. HUD’s “Partnership for Sustainable Communities” showcases visionary and leading planning efforts around the country that provide replicable models for sustainable neighborhoods.

**Discussion**
Regions across the United States are expanding public transportation systems to allow more residential choices, improve access to employment centers, reduce traffic congestion and lower levels of greenhouse gas emissions. It takes time to develop housing, establish public transit, and attract the services necessary to create livable communities. Financing these services and accompanying infrastructure is also a challenging hurdle that must be looked at from a variety of perspectives. The City must work now to ensure that its emerging transit-oriented communities benefit people of all ages and incomes.

To this end, staff has worked with the community and local stakeholders to refine the LUCE vision for Bergamot into a comprehensive master plan that will guide public and private development during the area’s transformation. Composed primarily of privately-owned land, with the exception of the City-owned portions of Bergamot Art Center and the Santa Monica College Arts and Entertainment Campus (AET), a key challenge of the Plan is the coordination of private property actions that are needed to achieve the overarching vision. The Plan’s success will be measured by how well it balances
preservation of character and identity with the call for innovation, and growth with urban sustainability – values that have emerged from the planning process which will help in making vital decisions about land use and transportation going forward.

The Bergamot Area Plan takes an intrinsically sustainable approach that connects jobs and housing to transit, and forges new walking and biking paths to reduce vehicle trips. It fills gaps in local services and amenities, and introduces the urban forest into a former industrial area. Active transportation fosters more enduring community health, and provides opportunities to reduce reliance on the automobile and the associated household costs. The Bergamot Plan looks optimistically toward the future, implementing the best contemporary thinking about complete, secure and healthy communities. Careful implementation will enable the City to achieve its projected per capita greenhouse gas emissions reductions and vehicle miles traveled, while improving quality of life at the individual and community level.

Six core components make up the framework for the Bergamot Area Plan:

1. Urban Form and Open Space
2. Land Use
3. Circulation and Mobility
4. Arts and Culture
5. Economic Sustainability
6. Utilities Infrastructure

In order to provide the Commission with sufficient time to address and reflect upon all these critical Plan components, this report will address 1) Urban Form and Open Space, 2) Land Use and Economic Sustainability, and 3) Parking (a critical component of the Circulation chapter that requires immediate policy discussion). To balance the discussion by providing perspective on the realities of implementing the Bergamot Area Plan, staff is also including a section on Financing and Funding Mechanisms. At a meeting in January, staff will present the remaining components of the Bergamot Area Plan and final recommendations, which will incorporate refinements to the concepts included in this report based on Planning Commission feedback.

1. URBAN FORM AND OPEN SPACE (ATTACHMENT A)

The planning process has moved systematically since 2011 from the design principles endorsed by Council in June 2011 to an urban form concept based on community workshops and input and reviewed by the Commission and Council in May 2012, to the Plan recommendations for implementing the urban form concepts presented in this report.

a. Principles and Urban Form

Unique principles were developed with the community and endorsed by Council on June 14, 2011, to govern the quality and character of Bergamot’s built environment. These principles, which have been used by Council to evaluate recent projects, are:
Create the foundation for an active neighborhood by providing publically accessible open spaces;
Incorporate human-scale design in buildings and city blocks;
Create multiple options for moving around the districts;
Create a mix of uses that serve daily needs, support a pedestrian-oriented environment, and district-wide targets for a balance of residential to non-residential uses
Retain the character and ambiance of the area by respecting its history and use of certain materials; and
Provide opportunity for unique projects to in-fill the existing industrial space with cutting-edge architecture and building technologies.

Following community workshops, stakeholder interviews, and Planning Commission review, the Council endorsed a concept for Bergamot’s urban form on June 12, 2012 based on a strong multi-modal street network, open space concept and a balance of concentrated activity and conservation anchors. Over the next twenty years, the urban form for the Bergamot Area will be organized through several distinct elements that bring greater definition and shape to the district as it transitions in use, and will create a vibrant and energetic network of urban spaces:

**Nebraska Spine.** Nebraska Avenue will form the link between the Bergamot Transit Village and the Mixed-Use Creative District through streetscape, land use and pedestrian and bicycle activity. East of Stewart Avenue, Nebraska is the main focus of activity and gathering for the Mixed-Use Creative District.

**New Streets and Greenways.** The proposed Bergamot Street network (Attachment B) proposes a new grid of ten additional streets and fifteen additional pedestrian pathways is essential to provide pedestrians and bicyclists with safe and inviting routes, create openness, public landscape, and legibility through an identifiable rhythm of walkable city blocks. Depending on streetscape dimensions that are still under development, these improvements equate to approximately 8.5-10 miles of new sidewalk, 2.2 miles of bike lanes or sharrows, 1.8-3.6 miles of multi-use paths, and 1.5-3 miles of shared bike space.

Critical improvements to the key intersection of Nebraska Avenue, Stewart Street, and Olympic Boulevard, which has the confluence of vehicles, the Expo line,
pedestrians, and cyclists, are also included in the proposed street network to ensure that it functions better for all users. Other improvements include converting Pennsylvania Avenue between Stewart and 26th Streets to a two-way traffic flow.

- **Olympic Boulevard Character.** Primary among all greenways is Olympic Boulevard, which will serve as the gateway to Santa Monica by becoming a greener and more landscaped parkway with sidewalks and an additional signalized crossing east of Stewart Street. Olympic Boulevard will take on a more urban form as it continues west with on-street parking, two new signalized crossings and more activity near the Expo station.

- **Open Space.** Diverse, interconnected, and publicly accessible open spaces are a key component of the Plan. Locating opportunity sites for a signature public green space as well as requiring on-site open space is a driving factor in the urban form concept so that the Bergamot area is defined as much by the community's experiences on the ground level as building architecture. The creation of a public open space that is designed for meaningful use by the public is necessary to serve the existing and future residents. It is anticipated that a public park would be best achieved through a city- or district-wide financing mechanism that is described in more detail later in this report. Development standards to require on-site open space will become the fabric that brings individual projects into the public realm.

- **Conservation Anchors.** Three selective areas within Bergamot will serve to address retaining buildings and businesses that give this area character: 1) Bergamot Art Center, 2) the Creative Conservation Core on Berkeley Avenue and Stanford Street, and 3) a small cluster of potential landmark structures on Nebraska Avenue. While these areas have been initially identified, other areas may also be considered for conservation to ensure that the arts character is retained. These areas respectively set the tone for an arts-centered station area, provide a buffer between existing residential and new development in the districts’ interior, and establish identity for Nebraska Avenue that references the memory of Bergamot’s past.

- **Boundaries and Edges.** Where new development in Bergamot is facing existing residential neighborhoods along Colorado Avenue, Pennsylvania Avenue and Franklin Avenue, additional standards and guidelines will provide transition areas through setbacks, stepbacks, reduced streetwall heights and FAR reductions. Conservation Anchors also provide a buffer for residential adjacencies, particularly along the northern edge of the Plan area.

- **Focal Points or Landmarks.** Exceptional landscaping, architecture and/or public art will provide points of reference or transition space for those who walk, bike, drive or take transit at key locations throughout the area, like at the eastern City limits, the intersection of Stewart and Olympic and the Expo station. In addition to urban design and wayfinding benefits, focal points are opportunities to celebrate Bergamot’s artistic richness and local talent.

**b. Achieving the Urban Form Concept**
The urban form concept was based on community input as well as comments from the City’s Boards and Commissions and the City Council. Detailed Bergamot Area Plan
development standards and design guidelines will be presented to the Planning Commission in January 2013 along with the complete draft document. An informal Architectural Roundtable composed of working Santa Monica and Venice architects familiar with the Code and prevailing community attitudes towards design has helped inform this process. The group has confirmed the approaches to achieving the urban form concept in terms of site design that prioritizes open space, ways to achieve or incentivize innovative architecture, and how to retain the unique character of the Bergamot area. The following are components that implement the approach:

- Develop standards for the design and orientation of publicly accessible open space such that the “life between buildings”, whether private or public, is the starting point for site design.
- A “two-track” entitlement process for Tier 1 and Tier 2 projects, consistent with the Zoning Ordinance update recommendations, which consists of baseline standards and a secondary process for flexibility from established standards, through a discretionary process, where projects demonstrate a creative architectural response to the goals and vision of the Plan.
- Design guidelines to encourage new development and renovations to take clues from the Bergamot Area’s industrial heritage by creating contemporary forms that use simple materials, like brick and metal that relate to the industrial character in an innovative way while discouraging traditional styles such as “Spanish” or “Craftsman”.

These components complement the Plan objective of graduated levels of intensity and scale away from Nebraska Avenue and Olympic Boulevard to focus activity along the Nebraska Avenue Spine and around the EXPO Station, and to provide appropriate transitions to existing residential areas. The proposed floor area ratio (FAR) standards vary within the districts and are, in some cases, lower than the maximum parameters established in the LUCE. In the Transit Village, the proposed FAR is higher than in the Mixed-Use Creative District to take advantage of the proximity of the EXPO Station. In the Mixed-Use Creative District a higher FAR is suggested along Nebraska Avenue and lower FAR in the rest of the district to allow for the desired level of intensity along Nebraska Avenue. New development in the Conservation Anchors is limited to Tier 1 to preserve the existing fabric in that area. Areas with higher FARs are generally consistent with the maximum parameters established in the LUCE while lower FARs are associated with the Boundaries and Edges of the Plan area, adjacent to existing residential neighborhoods.
<table>
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<th>Transit Village</th>
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The Bergamot development standards are coordinated with the Zoning Ordinance update in terms of the framework for how development standards and design guidelines will be integrated into the development review process. The process for integrating the Area Plan and the Zoning Ordinance is that the Zoning Ordinance will include baseline standards for Tier 1 and Tier 2 projects to ensure basic compatibility for infill development and will be guided by the City’s policies that promote green buildings, resource conservation, and transit priority for pedestrians and bikes. Such standards may include:

- Land uses
- Development standards for creating building envelopes such as building height, floor area ratio, minimum unit size, minimum dimensions and size of open space, and maximum floor plates
- Development standards for pedestrian orientation and relating buildings to the street such as ground floor transparency, floor-to-floor height, façade and streetwall heights, and build-to lines
- Development standards for building design oriented to open space for visual relief and physical access to include environmental performance requirements such as access to light and ventilation.

Complementing these development standards and procedures are design guidelines in the Area Plan that offer ways to address issues of compatibility with the goals and vision of the Plan while also providing a flexible means for achieving creative design solutions. The updated Zoning Ordinance will provide the administrative procedures such as definitions, measurements, and review processes. Bergamot Area Plan development standards and design guidelines will be presented to the Planning Commission in January 2013.

2. LAND USE AND ECONOMIC SUSTAINABILITY

The vision for Bergamot includes a range of uses enabling new residents and employees to live in the area, shop locally for retail goods and services, and participate in arts and cultural activities without the use of a car. Both the Bergamot Transit Village and Mixed-Use Creative District emphasize the development of creative arts, entertainment, housing and supporting retail businesses, but based on the LUCE, they differ in the mix between commercial and residential uses: 60/40 commercial to residential in the Transit Village, and 50/50 in the Mixed-Use Creative District. These targets were established to optimize use of transit, reduce vehicle trips and congestion from city streets, and highlight the need for economic sustainability through a balanced land use strategy that marries existing commercial market trends with housing demand for singles and families near transit and jobs.

a. Housing

Recent market trends have confirmed that the Bergamot Area is indeed a desirable place to build new housing, as several mixed-use project applications have been submitted that include substantial affordable and market-rate housing components. This uptick in housing speculation portends a shift away from the purely commercial
makeup of the area, and creates the condition to capitalize on the vision for transit-oriented housing that is attractive to local employees and people of all ages and income levels who wish to move to Santa Monica. The Bergamot Area Plan process has examined the key factors of affordability and location. This analysis has included:

- **Occupational Wage Analysis:** This document, produced by Strategic Economics, assesses the employment and demographic characteristics of workers currently employed in the plan area to identify the types of residential units that are likely to meet these workers’ housing preferences and needs. This report has been bolstered by a staff survey of Bergamot employees to query preferences in housing and amenities, and transit use.

- **Urban Design/Neighborhood Compatibility:** The community-preferred urban form concept focuses less intense uses, like housing and some local retail, in the northern portion of the area adjacent to existing residential, leaving more intense commercial and office uses to the districts’ interior along Nebraska and Olympic west of Stewart. The concept also locates shared parking resources on the districts’ edges, thereby allowing the interior of the districts to be designed for a more comfortable walking and biking experience, and protecting neighborhoods from traffic and encroachment into residential parking areas.

**Addressing the Jobs/Housing Match**

A study of worker demographics and commute patterns indicates that a significant share of the unmet demand for housing may come from the Bergamot area’s workers, which would provide the opportunity to align jobs with housing in a sustainable pattern that aids the City in meeting a variety of comprehensive goals including diversity, trip-reduction and reduced GHG emissions from vehicles. A survey of people employed in Bergamot conducted by staff with the assistance of the Chamber and many area employers revealed some interesting information in regard to the potential for living in area housing:

- Many Bergamot workers currently have a substantial commute and report wanting to live closer to their offices. Over half of Bergamot workers surveyed reported an interest in moving into the area near the Expo station to reduce their commute time.

- Demographic trends suggest that a significant share of unmet demand for housing may come from Bergamot’s younger workers, the so-called "Millennial Generation," who currently have limited housing opportunities in Santa Monica due to high rents.

- The majority of Bergamot workers surveyed included singles and/or those without children, indicating likely potential demand for smaller housing types. Singles and households without children also tend to be a demographic with a stronger preference for living in walkable and mixed-use neighborhoods such as that envisioned in the Bergamot Area Plan.

- Although currently less than 2% of respondents said that they arrive to work on public transportation, more than half stated that they are considering taking light
rail to work either once a week, several times a week, or exclusively, once the opportunity is available.

Although Bergamot workers can afford housing at a range of price points, many surveyed could not afford to live in Santa Monica today based on the information provided in their responses. Only 45% of Bergamot workers could afford to rent a home in Santa Monica as a single person and only 19% could afford to purchase a condominium. Only 1% could afford to purchase a single-family home. Staff’s analysis has concluded that to make living in the plan area a genuine choice for 75% of the employees, rent levels would need to be between $1000 to $1500 per month for a single or one bedroom unit. Providing a stronger match between Bergamot workers and housing options may also be advantageous for businesses in the Bergamot area to attract and retain skilled workers, helping the creative industry cluster to remain and grow.

Providing a stronger match between Bergamot workers and housing options would enable more of them to choose to live nearer to their jobs, thereby reducing congestion, commute time, and vehicle miles traveled, as well as helping businesses in the Bergamot area to attract and retain skilled workers. This advantage could help the Bergamot area creative industry cluster, which is discussed below, to remain and grow.
Supporting a Diversity of Housing Needs

In addition to addressing demand of the area’s workforce, the Bergamot Plan proposes a rich diversity of housing options. During the recent outreach to boards and commissions in the process of developing the City’s 2013-2021 Housing Element, there was clear concern expressed about the overabundance of small units among recently built and currently proposed housing projects. The community was concerned about the potential unintended consequences of the lack of variety in unit size and type resulting from current standards such as pre-determining future neighborhood populations. Many participants at outreach meetings emphasized the need for family housing (i.e., 2- and 3-bedroom units), particularly so that new TOD neighborhoods could truly function as complete, cross-generational communities.

Given the City’s demographics, with 48% of households consisting of singles, smaller, more affordable units are certainly one necessary component of the housing mix. There should also be housing that is appropriate for families either with or without children. Another component will be housing that meets the needs of the older population that will wish to age in place. The new Bergamot neighborhood, with its proximity to transit and nearby health services, may be a desirable choice in the future for seniors if there is suitable housing for them.

In the Bergamot plan area, pipeline proposals are characterized by large parcels with high numbers of units; the Plan will recommend a variety of unit types and flexible design to meet changing housing needs over time.

Balancing Housing with other Land Uses

Housing will be an increasingly important component of the Bergamot Area Plan, but it must be added without curtailing opportunities for creative businesses, cultural arts and other land uses that support the creative arts and employment sector that thrives at Bergamot. As noted in the Creative Capital Plan, Santa Monica’s economy is driven by its creative industry to a much larger extent than comparable cities. Thousands of Santa Monica residents are employed in the creative arts industries, many of which are clustered at Bergamot. This vitality attracts innovation and co-location which has helped Santa Monica to weather economic cycles and retain a stable employment base. The creative arts and jobs at Bergamot are a critical piece of Santa Monica’s healthy and diverse economy, complementing other districts like the emerging Silicon Beach in Downtown.
A balanced approach in land use mix is also a part of the path to achieving “no net new trips” (NNNT). TDM programs affecting existing trips are funded largely by non-residential uses. Empirical research has shown that TDM programs are significantly more effective for non-residential land uses, a balance of residential to non-residential uses is necessary to achieve NNNT.

Unless directed by Council to alter the LUCE use mix, staff recommends that the designated targets established in the LUCE continue to be closely monitored for compliance given the Bergamot area’s importance in terms of circulation improvements and to the overall economic health of the City. The Bergamot team will continue to provide direction to applicants on the size, diversity and affordability of proposed housing, as well as other major design components related to open space, parking, and participation in an area-wide Transportation Management Association (TMA).

b. Office
More than 5,000 entertainment, design and technology-based jobs are located in the quarter-mile radius (5-minute walk) from the future Expo station at Bergamot Art Center, and strong growth in these industries will continue to drive demand for creative office space in a variety of sizes. A Strategic Economics market study found that the Bergamot area is among the strongest locations for creative office in the region due to its stock of converted industrial buildings, convenient location, immediate access to freeways and existing concentration of entertainment and technology industries.

Despite Bergamot’s economic prominence, it is a fragile ecosystem that will need to address additional challenges posed by a new light rail and the creation of new neighborhoods containing commercial and residential places. A goal of the Bergamot Area Plan is to address economic sustainability by retaining and attracting commercial businesses as a balance to new residential uses coming in, and to provide an appropriate level of supporting retail and service amenities.

Preserving the Creative Cluster
As noted above, an eclectic group of creative and cultural art-based businesses that are centralized at Bergamot. Ranging from small independent shops employing a few employees to large multi-national firms with thousands on the payroll, the “Creative Cluster” is an important component of the City’s economic engine and a major factor in defining the value of Santa Monica’s creative capital. A recent Los Angeles Times
article described Santa Monica as the “destination of choice for technology and entertainment businesses” seeking “highly designed, edgy alternatives to typical corporate environs.” However, some businesses have already reported leaving Bergamot due to the lack of space for growth, while other small businesses face increasing rents based on rising land values. Maintaining the cluster’s longevity and guiding its evolution is a matter of citywide importance, both for the sustainability of the creative cluster and to maintain the City’s regional economic advantage over places like West Los Angeles, Downtown LA, and Playa Vista who compete for creative sector jobs.

The Bergamot Area Plan provides opportunities for the preservation and continued growth of these key businesses and cultural facilities that have been the strength and identity of the Bergamot area for the past several decades through policies aimed at retaining existing creative businesses and providing opportunities for new creative office development.

- **Variety of Office Products**: The Plan encourages a mix of new large industrial-style creative office space alongside the traditional offices to meet anticipated demand.
- **Compatibility with District Character**: Development standards will direct larger floorplate office to the Bergamot Transit Village, while smaller floorplate office will be encouraged in the Mixed-Use Creative District.
- **Business Support and Alliances**: Economic policies will create an environment for creative firms to exchange goods, transfer information through “knowledge spillovers” at the intersection of different industries, such as the mix of entertainment and technology firms in Bergamot, and to pool labor markets from which multiple firms can draw.

Lastly, the Plan identifies pathways for jobs and skills training through recommendations to build relationships between the business community and local institutions like the Santa Monica College Academy of Entertainment and Technology and explore opportunities for mutually beneficial collaboration such as internship programs, mentoring of small businesses and technical assistance, shared use of workspace/equipment, networking and other shared programming.

**Retention and Support for Small Businesses**
While the Bergamot area may be best known as a home base for large creative businesses like MTV, Yahoo, Sony and Red Bull, many small businesses contribute to the everyday mix of entertainment, technology, art and architecture, and manufacturing services that make up the “Creative Cluster.” Over the years, this collection of entrepreneurs has repurposed the aging industrial fabric into a new creative landscape that is largely responsible for defining the character of Bergamot as we know it today.

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Special emphasis has been placed on ensuring that small-scale commercial spaces in Bergamot continue to co-exist with their larger counterparts as a way to retain affordable creative spaces within the cluster, and to perpetuate the tradition of innovation through start-ups and incubator businesses. The Plan will organize recommendations into the following categories:

- **Retain Small Business:** recommendations to create “Creative Conservation Zones,” provide small business development support through the City’s Economic Development Department, and provide technical assistance and City staff support to connect to the City’s proprietary “Dark Fiber” network, which provides access to fast, secure data networks that are critical to maintaining a competitive advantage in the creative industry.

- **Support Small Business through Parking Assistance:** recommendations and program detail for creating a Transportation Management Association to utilize non-auto methods to commute to work, modifications to parking requirements for projects of a certain size, and access to shared parking resources.

- **Increase Supply of Small Business Space and Offer Growth Opportunities:** recommendations to prioritize spaces for small creative and cultural businesses and non-profits in new mixed-use projects both at the ground-level and above, and prioritizing the addition of a privately-owned and operated “co-working” space.

- **Increase Supply of Retail Businesses serving workers and Neighborhood Residents:** recommendations to concentrate retail space along key streets and nodes to create a critical mass and sense of place.

### c. Retail and Hotel

Bergamot currently lacks accessible restaurants, retail and services, as well as a local hotel. New office uses proposed will generate increased demand for local-serving retail, and given that many workers choose to eat and shop close to their offices for convenience, Bergamot is well-positioned to capture a large share of daytime, weekday demand. New residents will generate additional demand for retail uses within walking and biking distance during the evenings and weekends, and there is likely to be significant overlap in the stores serving residents and workers, such as small bars and restaurants, convenience stores, yogurt shops, dry cleaners and gyms.

The Area Plan encourages new retail to be located in designated areas to best serve employees, residents and visitors, and to reduce the need to drive outside the area for
these amenities. Analysis has demonstrated that the Bergamot area is best served by a series of concentrated retail centers aimed at capturing pedestrian and bike flows at major intersections, focal points, and district centers. This recommendation resulted from a study of neighboring mature retail streets that demonstrated that retail activity would be more successful if it is not spread over the entire length of the Nebraska Spine.

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<tr>
<td>Nebraska Spine</td>
<td>4,400</td>
</tr>
<tr>
<td>From 26th Street to Centinela</td>
<td></td>
</tr>
<tr>
<td>Main Street Santa Monica</td>
<td>2,900</td>
</tr>
<tr>
<td>From Rose to Ocean Park</td>
<td></td>
</tr>
<tr>
<td>3rd Street Promenade</td>
<td>2,000</td>
</tr>
<tr>
<td>From Broadway to Wilshire</td>
<td></td>
</tr>
<tr>
<td>Montana Ave</td>
<td>2,000</td>
</tr>
<tr>
<td>From 12th to 17th street</td>
<td></td>
</tr>
<tr>
<td>Abbot Kinney</td>
<td>2,250</td>
</tr>
<tr>
<td>From San Juan to Venice Boulevard</td>
<td></td>
</tr>
</tbody>
</table>

Based on these findings, the Area Plan recommends that retail activity in the Transit Village be located at the Expo station, on the proposed flexible street through the former Papermate site, and possibly at the intersection of Olympic and Stewart where several hundred residential units are currently proposed. In the Mixed-Use Creative District, retail is encouraged along Nebraska Avenue, particularly in the heart of district at Berkeley Avenue, and within the mixed-use projects planned on Colorado Avenue. Given that Bergamot retail is envisioned as primarily serving local residents and workers (and not a regional shopping destination), any retail component should begin with a district not larger than 2,000 linear feet. Any retail on Olympic should relate to the light rail station.

The current office uses in and around Bergamot also generate high demand for a local hotel aimed at the business community. Local developers report that there is significant unmet demand for a midscale hotel aimed at the business traveler in the Bergamot area. Current demand is anticipated to increase with arrival of the Expo Line and as housing and jobs are introduced to the area. The Bergamot Art Center preferred concept included a description of a small, midscale boutique hotel and restaurant aimed
at business travelers located on the City-owned property to stimulate natural synergies with new restaurants or nightlife in the area.

3. PARKING AND TRANSPORTATION DEMAND MANAGEMENT

The Parking Utilization Study developed by staff and the consultant team provides baseline supply and occupancy data for the Bergamot area, and takes into account a comprehensive inventory of more than 3,000 existing on- and off-street parking spaces and their use characteristics. The study provides the basis for making many of the recommendations that are included in this report.

The Bergamot Area Plan will establish a context-based transit-oriented parking program that meets the needs of future uses and also creates a pedestrian-friendly "park once" environment that encourages walking and social interaction. Coordinated with strong Transportation Demand Management requirements, the parking strategies included in the Plan are handcrafted to meet the specific needs of existing and future land uses and are integrated with the vision for a mixed-use, transit-oriented neighborhood adjacent to a regional light rail station that supports the LUCE "NNNT" target.

The draft Parking Plan includes a variety of parking and management strategies that are the result of studying the following key factors:

1. **Demand**: overall need for parking is based on real and observed parking habits of uses existing and planned for Bergamot.
2. **Location**: parking facilities are strategically located at district edges with convenient access and distributed across the area to support both access and the Plan’s walkability principles.
3. **Time**: spaces are designed to encourage turnover, support shared use, discourage park-n-ride, and maximize availability for priority users.
4. **Price**: Pricing strategies are used to prioritize parking for specific users in high demand areas, and to discourage people choosing to drive over using transit. In the shared parking model described below, pricing revenue can be partially reinvested in parking information and wayfinding systems, transportation demand management and parking management programs.
5. **Supply**: a dynamic strategy working with private properties will develop parking supply needed to encourage incremental growth in the Bergamot area, and to provide "right-sized" parking facilities so as not to over- or under-park the district.
The resulting Plan outlines an updated approach based on these factors and introduces flexibility for shared parking, off-street/on-street system management, and innovative parking management and transportation demand management tools to help private developers meet their parking needs and reduce parking demand over time. The approach recognizes that there is no one-size-fits-all parking management solution and that appropriate and creative parking tools and strategies are necessary to not only encourage opportunities but also to reduce impacts to surrounding and existing residential communities. On-street metered parking and parking pay stations are also envisioned as a way to manage supply and turnover.

The proposed parking Plan promotes a system that anticipates improvements to pedestrian networks and access to alternative modes in order to better manage and reduce parking requirements and vehicle trips in Bergamot. The goal is to further reduce parking requirements over time based upon parking inventory/occupancy studies and the development of the new light rail station in Bergamot.

a. Parking – Off Street Commercial and Residential
A parking utilization study identifies that off-street spaces in the Bergamot area achieve a 65% total occupancy at peak hour (1-3PM, weekday), which means that there are many spaces that are empty or unused. This could be the result of existing commercial parking requirements that are out of sync with the demand, or restrictions on parking usage by private entities forcing many employees to park on-street. On goal of parking management is to optimize the utilization of existing and future spaces to achieve an average higher occupancy rate.

To align future parking policies with the mandate for a walkable, pedestrian-oriented and economically vibrant “park once” environment the off-street parking strategy relies upon private development, both commercial and residential, to implement the vision for shared parking that is available to employees, residents and visitors.

**Commercial Parking (Office, Retail, Supporting Services)**
Simplified Definition of Commercial Use: The definition of commercial uses in the Bergamot Area includes all uses that are non-residential. Grouping retail, office, and supporting services under the broad definition of a commercial use allows the Bergamot Parking Plan to simplify the parking standards, and facilitates the opportunity for district-wide shared parking among land uses of different sizes, trip generation rates, and peak and non-peak hours of commuting.

Minimum Parking Standards:
Commercial - The proposed Parking Plan recommends that new projects build a minimum 2.0 spaces per 1000 SF of commercial development. No maximum is proposed, and no tandem parking is permitted.
Unbundled Parking Requirements:
Commercial - All commercial parking spaces should be unbundled from the cost of a leased commercial space. Tenants should have the opportunity to decide how much (or how little) parking they wish to lease.

Shared Parking Requirements:
Commercial - Of the 2.0 required parking spaces per 1000 SF of commercial development, 1.0 spaces should be shared and publically accessible to other area businesses, residents, and visitors at an hourly or daily rate. If a developer chooses to build more than 2.0 spaces per 1000 SF, then all spaces over 1.0 per 1000 SF should be shared.

Residential Parking
Minimum Parking Standards:
Residential - the proposed Parking Plan recommends that new rental and for-sale projects build a minimum of 1.5 spaces per residential unit regardless of unit size or number of bedrooms. No maximum is proposed, and no tandem parking is permitted.

Unbundled Parking Requirements:
Residential - All residential parking spaces should be unbundled from the cost of rent or purchase, except in the case of for-sale units with 3 bedrooms or more, which could be allowed to include 1 parking space in the cost of the unit.

Shared Parking Requirements:
Residential - Of the 1.5 required parking spaces per residential unit, .5 spaces should be shared with other area businesses, residents and visitors at an hourly or daily rate. If a developer chooses to build more than 1.5 spaces per residential unit, then all spaces over 1.0 per unit should be shared.

Off-Street Parking Principles to Enhance District-Wide Shared Parking Program
It is important that shared parking resources adhere to a set of standards to ensure that they function within a district-wide approach, and support – rather than compete – with alternative modes of travel and use of transit. It is also necessary to coordinate shared off-street parking with trip reduction measures, like TDM, and with on-street parking supplies. The following program principles are being developed to guide the creation of off-street parking resources in new developments:

- **Design Standards:** Parking should be designed to be visible, accessible and shared: for short-term visitors and shoppers, as well as long-term users like employees. This includes incorporating wayfinding and signage features in shared facilities to maximize use.

- **Use of Technology:** Parking facilities should include revenue collection technology, like key cards and variable message boards to monitor use and provide data to users. Use of innovative parking technologies like robotic parking are also encouraged.
• **Integrated Mobility Hubs:** Parking garages should provide prominent and generous facilities for non-vehicular transportation choices, like car/bike share, bike parking and related services, bus and dial-a-ride stops, and legible walking paths.

• **Hourly Parking Rates:** Parking facilities should charge hourly parking rates that make using transit more attractive than driving, and which discourage Expo riders from using shared parking as park-n-ride facilities. On-street parking fees should be adjusted over time based on demand so that off-street facilities are attractive for longer-term users.

• **Coordination with TDM/TMA:** through ongoing dialogue with area businesses, TDM measures should encourage trip reduction strategies among area employees. A proposed Transportation Management Association could lead this business coordination, could have a role in district parking management, and provide a menu of incentives to encourage participation.

• **Containment:** To avoid spillover into adjacent residential neighborhoods (including West Los Angeles), no preferential parking permits should be issued to any new mixed-use or residential projects within the Bergamot study area.

• **Monitor and Maintenance:** consistent monitoring through annual occupancy studies conducted by property owners, and enforcement of parking policies to meet specific demand targets.

**b. Parking – On Street**

On-street parking is a valuable asset in the Bergamot Plan Area. Currently, street parking is heavily used, with 83% of spaces occupied in the Transit Village and 80% occupied in the Mixed-Use Creative District, primarily by all-day parkers who take advantage of 9-hour time limits and relatively low ($0.75 per hour) fees. The Plan calls for developers to provide long-term parking available on the same basis to everyone in the district in shared garages, allowing area street parking to be reconfigured and managed in ways that stimulate retail activity, increase access/turnover, increase availability of bike/carshare, and transit systems, and allow for additional pedestrian amenities at key locations. The future vision for the plan area includes on-street parking as an essential component, and is guided by the following principles:

**Time and Turnover:** Street parking times should be limited, with preferential access for visitors and shoppers. Ample long-term parking will be publicly available in shared garages provided on opportunity sites.

**Pricing:** On-street parking should be priced so as to promote availability and create revenue that can support programs and facilities that improve access to Bergamot.

**Design:** On-street parking should be coordinated with proposed streetscape improvements and allow for a variety of different formats like angled parking, perpendicular parking and parallel parking. Bicycle parking can be used strategically to improve visibility and shorten pedestrian crossing distances. As shared parking facilities are provided to effectively accommodate long-term parking demand, some of the parking zone can be repurposed as parklets, bike corrals and bike/car/share facilities.
Phasing: Modifications to on-street parking design and management will be made in phases, coordinated with development of projects, including new parking and transportation system projects, such as the opening of the Expo Line. Measurable utilization rates can inform timing for each implementation phase.

c. Transportation Demand Management and Associations

A comprehensive and aggressive Transportation Demand Management (TDM) program will seek to limit peak period vehicle trips to manage congestion and to encourage more active and sustainable transportation. TDM programs complement the physical infrastructure recommendations such as bike lanes, sidewalk improvements and green pathways. Parking policies such as parking pricing, parking sharing and management are key parts of the TDM strategy by making visible the true costs of parking and by more efficiently using parking resources.

The Bergamot Area Plan sets the foundation for TDM by placing land uses near transit and encouraging a mix and range of uses. TDM techniques then help to carefully manage transportation resources through incentives, employer regulation, communication, marketing and other techniques so that they are used optimally. In line with the expectations established in the LUCE for vehicle trip reduction, a baseline of TDM will be required for all new projects such as the following:

- Transportation Information Center – transit welcome package
- On-site TDM Plan coordinator
- Unbundled parking for commercial and residential uses
- Pedestrian wayfinding
- Bicycle racks and secure bike storage
- Lockers and showers
- Peak hour trip caps
- AVR requirements
- Transit pass subsidy
- Parking cashout
- Workforce housing preference

The full spectrum of available TDM techniques is available to be used in the Bergamot Area, and many have already been incorporated into proposed development projects. The TDM measures are tailored toward the type of project that is being proposed since the effectiveness and practicality of implementing certain measures will be different in a commercial versus a residential environment. The range of TDM measures available for residential uses is fairly limited and is even more so when ownership residential units are proposed. TDM measures are significantly more successful in reducing trips in a commercial setting because of the general predictability of travel behavior, the ability to affect inbound and outbound trips, and the greater ability of employers to offer financial incentives to employees.

In addition, the Bergamot Area Plan will establish a Transportation Management Association (TMA) to help promote market and encourage alternative transportation options. Staff has listened to the transportation needs of local businesses in the Bergamot Area - particularly those with 50 or less employees who are not mandated by
the Southern California Air Quality Management District (SoCal AQMD) to offer transit alternatives to workers – through a series of stakeholder interviews in order to design a TMA approach that can be successfully implemented right away to relieve existing congestion on city streets. As interest in this program has been high, staff is quickly working to identify a funding source and an operational model that comports with the area’s needs. More detail will be forthcoming in the draft Bergamot Area Plan.

The TMA/O will play a key role in working on a day-to-day basis in the area, being an active and available advocate. The marketing and outreach can also capture more existing users to reduce the baseline of vehicle trips in the area. Through development agreement negotiation, it is expected that enhanced TDM measures above baseline requirements, such as contributions to the formation and continued operation of a TMA, will be provided. As the Plan develops, there are also opportunities to look at other innovative programs or regulatory tools to manage vehicle trips within and around the area.

4. IMPLEMENTATION AND PHASING

The Bergamot Area Plan recommends a comprehensive set of improvements to the area’s public facilities, including the street network, open space, community facilities, and utility infrastructure. Some are enhancements of existing infrastructure, while others are entirely new facilities. The full range of improvements proposed in the Plan will need to be built incrementally, and the Plan establishes certain priorities to direct investment over time. For example, some street network improvements, like converting Nebraska Avenue to a pedestrian friendly retail street, are considered essential for establishing the proposed neighborhood vision, while others are mid-term or long-term improvements that can be pursued opportunistically as funding becomes available.

Implementing the Bergamot Area Plan will require both public and private investment and will likely rely upon multiple funding and financing tools. In the past, the City has successfully leveraged private development to fund public improvements through the use of impact fees and development agreements. While these tools will certainly be a part of the implementation framework for the Bergamot Area Plan, a broader set of mechanisms will be required to undertake the full range of improvements proposed for the 140-acre planning area.

The three-tiered community benefits structure described in the LUCE is another tool that is available to ensure that all new development projects above a base height of 32-39 feet contribute to City’s social, cultural, physical, transportation and environmental goals. Developers wishing to exceed the base height must provide community benefits in the form of affordable and workforce housing, community physical improvements, cultural and social facilities, historic preservation, trip reduction and traffic management. Historically, the City has negotiated community benefits on a project-by-project basis; the Bergamot Area Plan will be the City’s first opportunity to apply the LUCE community benefits structure to the implementation of a district-wide plan. By allowing for this approach, the City will be allowing for a greater synergy between individual development projects and the district in which these projects are occurring. The use of a
range of additional funding and financing mechanisms will further enhance the City’s ability to implement district-wide improvements.

a. Potential Funding and Financing Mechanisms

This section describes the menu of funding and financing mechanisms that should be considered as options for the Bergamot Area Plan and represents these tools as a spectrum, indicating different responsibilities for who pays and when and how payments are made.

[Diagram showing various funding mechanisms]

Source: Strategic Economics.

Developer Contributions

The column on the far left illustrates the multiple mechanisms that produce developer contributions to area improvements. The three bottom layers represent the baseline of what a developer is required to provide as part of any development project in Santa Monica, regardless of the proposed height. The top layer in this same column consists of community benefits provided for projects that exceed the LUCE base threshold for the community benefits program. Each of these mechanisms is described in detail below.

Development Standards

Development standards regulate a project’s land uses, height, density, bulk, parking requirements, on-site circulation, on-site open space and other features. These standards are adopted in the City’s zoning ordinance and must be satisfied in order for a project to be granted approval, unless an exception is granted as part of a special process. Development standards can significantly shape the interface between private buildings and the public realm.

Environmental Impact Mitigation

The environmental review process requires the analysis of a project’s environmental impacts and the identification of measures to reduce or eliminate these impacts. As a
requirement of approval, developers may be required to undertake a number of mitigation measures, such as off-site traffic mitigation as defined by the California Environmental Quality Act (CEQA).

Development Impact Fees
Impact fees are one-time fees imposed on new developments to pay for improvements and facilities that either serve the new development or reduce the impacts of the project on the existing community. Based on the Mitigation Fee Act, a nexus study must be conducted to establish the connection between new development, the proposed improvements and the fee level. Fee revenues cannot be used to fund existing deficiencies in infrastructure. In-lieu fees are a type of impact fee that allow developers to pay a fee to satisfy a requirement that would otherwise require providing an amenity or infrastructure onsite, such as affordable housing.

The City of Santa Monica currently charges several impact fees, listed below.
1) Affordable Housing Production Program
2) Childcare Linkage Program
3) Office Mitigation Fee (Parks and Housing Fees)
4) Parks and Recreation Facilities Tax
5) Transportation Impact Fee (Anticipated)

Other contributions include the Cultural Arts Contribution. Developer contributions through impact fees often overlap with a broader package of community benefits provided for a project.

Community Benefits
Community benefits are developer contributions that exceed the baseline features required through development standards, environmental mitigation measures and impact fees. Typically, only projects that exceed a certain base height or FAR must provide community benefits. The community benefits program established by the LUCE is described in detail above, in the introduction to this section.

Assessment Districts
The various forms of developer contributions described above may not be sufficient or appropriate to pay for all types of desired improvements. Assessment districts are special taxing districts established to provide an ongoing funding stream that can be used to either repay debt through a financing mechanism, or be accrued until sufficient funds are available to make a given improvement.

Assessment districts can levy an assessment against a range of participants as defined through the legal mechanism used to establish the district. For example, some districts only levy a charge against commercial businesses or properties, while others can include residential properties. Establishing these districts typically requires a vote of the impacted parties. One key advantage to assessment districts is that they spread the costs of infrastructure across all property owners and/or businesses receiving a benefit in a broader area, instead of across just a few properties with new development.
Specific types of assessment districts include benefit assessment districts, Mello-Roos Community Facilities Districts (CFD), and Infrastructure Financing Districts (IFD). Each mechanism is governed by specific laws which impose different legal requirements on the establishment of the district and the assessment of fees.

**User Fees**
User fees are charged for the use of public facilities and infrastructure and can be used to cover operating and capital expenses. A utility bill is a type of user fee.

**Grants**
Various federal, state and regional programs distribute grant funds for public improvement projects. For example, federal transportation funds can be used to make local improvements for bicycle and pedestrian facilities. Funds are typically awarded on a competitive basis through programs run by regional transportation agencies, such as the Southern California Association of Governments (SCAG).

**Capital Improvement Program**
Projects identified in the Bergamot Area Plan may be candidates for future inclusion in the City of Santa Monica’s Capital Improvement Program. This program uses some portion of the City’s General Fund revenues to pay for ongoing improvements, including maintenance, to City facilities such as local streets.

**b. Implementation matrix: The Preliminary Framework**
This section illustrates how different funding and financing mechanisms can be applied to different types of improvements in the Bergamot Area Plan. The matrix provided below indicates which tools can be applied to each category of improvement. The first column displays a condensed list of improvements identified in the Area Plan. The remaining columns show the individual funding/financing mechanisms that could be used to provide each improvement. A more detailed list of improvements has been developed but is still being refined. Unpredictable funding sources, such as grant funds, have not been included in the matrix; however, having an adopted Plan will greatly enhance the City’s competitiveness in applying for funding from outside sources.

At this stage in the process, the goal of the matrix is to show the range of possibilities, rather than to identify the exact tool or set of tools that will be used for each improvement. Implementing the Bergamot Area Plan will occur incrementally over time and as such, the conditions under which implementation will occur will also change. As projects are built, market cycles ebb and flow, and various sources of outside funds become available or go away; the City will need to continuously update this implementation strategy.
The matrix illustrates several key points.

- Some improvements may be completed through a single existing mechanism. For example, development standards establish minimum requirements for on-site open space.
• Some improvements may need to be funded by several different mechanisms. For example, while development standards require that developers provide basic infrastructure for new streets, additional enhancements such as landscaping and furniture may need to be funded through a community benefits program or an assessment district.

Over the next few months, Staff and the consultant team will refine the list of improvements necessary to implement the Bergamot Area Plan and test which funding/financing mechanisms can best be deployed in the initial phases of Plan implementation. This process will identify the early improvements most necessary to initiate the transformation of the Bergamot area from an older industrial district to a more vibrant mixed use neighborhood offering a range of places, spaces, and enhancements that support the area’s unique character. This effort will ultimately inform the prioritization of community benefits for Tier 2 projects and development agreements. As this strategy evolves, staff and the consultant will be reporting back to key policy makers to both provide more information and outline any necessary actions.

NEXT STEPS
Inherent in all of the concepts presented in this report are policy decisions that move the LUCE vision for Bergamot forward. Planning Commission support of the concepts outlined in this report will enable staff and the Bergamot consultant team to produce a complete draft document in January that includes a comprehensive package of requirements, standards, guidelines, and policies.

Following a thorough review of the consolidated Bergamot Area Plan framework by the Planning Commission, staff will present the Plan to the City Council for adoption in winter 2013.

Prepared by: Peter D. James, Senior Planner

Attachments:
A. Urban Form Concept
B. Street Network and Parking Concept