

SUBJECT: COMMUNITY DEVELOPMENT DEPARTMENT WORK PLAN

INITIATED BY: COMMUNITY DEVELOPMENT DEPARTMENT  
(John Keho, AICP, Assistant Director)  
(David DeGrazia, Current & Historic Preservation Planning Manager)  
(Bianca Siegl, Long Range & Mobility Planning Manager)

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### **STATEMENT ON THE SUBJECT**

The Planning Commission will receive the 2016 work plan for the Community Development Department, including a multi-year schedule for major initiatives.

### **BACKGROUND**

On January 20, 2016, the Community Development Department presented its work plan to the City Council (Attachment A). The work plan includes an overview of ongoing functions and special projects in each of the three divisions: Long Range and Mobility Planning (LRMP), Current and Historic Preservation Planning, and Building and Safety. The work plan is presented to the Planning Commission as an informational item, so that the Commission is aware of the range of existing and future projects to be undertaken by each division.

The City Council expressed support for the work plan as proposed, and gave additional direction to reconsider the prioritization of the Community and Specific Plans (moving up the schedule for the Design District and Mid-City Plans) in the LRMP Division project list. All LRMP projects are described in Attachment C to the City Council staff report.

### **RECOMMENDATION**

- 1) Receive and file the Community Development Department work program.

### **EXHIBITS**

- A. CDD Work Plan City Council Staff Report (January 20, 2016)

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(Stephanie DeWolfe, AICP, Director)

(John Keho, AICP, Assistant Director)

(Bianca Siegl, Long Range & Mobility Planning Manager)

(David DeGrazia, Current and Historic Preservation Planning Manager)

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STATEMENT ON THE SUBJECT:

The City Council will receive the 2016 work plan for the Community Development Department including a multi-year schedule for major initiatives.

RECOMMENDATION:

Receive the Community Development Department work program and provide feedback on priorities as needed.

BACKGROUND ANALYSIS:

The scope and breadth of the Community Development Department has changed significantly in recent years. The Department has gone from a Department focusing primarily on the processing of planning and building permits with a few long range planning projects to fully embracing and engaging in a wide range of policy and quality of life issues. As the expectations grow for the Department to focus on these new issues, management must balance and prioritize the workload to match the staffing and funding available to undertake all of the desired work.

This report presents an overview of the responsibilities and work programs for Community Development Department: Long Range and Mobility Planning (LRMP), Current and Historic Preservation Planning (CHPP), Building and Safety. All the divisions have on-going core functions that include work items that are not discretionary. Examples of these core functions include: LRMP, maintenance of the General Plan and Zoning Ordinance; CHPP, processing land use entitlements; and for Building and Safety, issuing building permits.

In addition to the non-discretionary work, each division includes work items that are directed by the City Council to further various goals and objectives of the City. Examples of these items include: LRMP, developing community plans and studies; CHPP, preparing neighborhood design guidelines; Building and Safety, preparing a seismic safety report. It is the organization of when and how to undertake these discretionary work items that is the focus of the 2016 Work Plan.

### Long Range and Mobility Planning

While the Long Range and Mobility Planning Division has a significant list of core functions, LRMP's primary function is to undertake the discretionary projects that the City Council directs to implement the community's vision for the physical development and circulation of the City.

The Long Range and Mobility Planning Division is an inter-disciplinary team created to link land use and transportation decisions to support a vibrant, livable, and sustainable West Hollywood and implement the community's vision as established in the West Hollywood General Plan. The Division works to guide West Hollywood's future development, collaboratively developing policy and plans that guide change in the City. The Division works with the community to develop solutions and policies that improve the quality of life, promote sustainability, strengthen the local economy, enhance mobility, and encourage public participation. Our transportation focus is on moving people and creating balance across the transportation network, with an emphasis on improving the mobility and livability of the streets and public spaces in West Hollywood.

A priority for LRMP is to facilitate meaningful opportunities for public participation to inform the planning process and to encourage community engagement in transportation and sustainability solutions. The LRMP team regularly conducts innovative outreach programs, testing new methods and technologies to reach broad audiences in the community.

The Division provides several ongoing core functions, including General Plan and Climate Action Plan implementation and updates, maintenance of the Zoning Ordinance (Zone Text Amendments), and conducting traffic impact studies and plan review. In addition, on an ongoing basis, the Division implements several permanent City programs and services that have been long-established priorities, including:

- Mobility planning and outreach
- Land use planning
- Sustainability planning
- Development traffic impact studies and plan review
- Neighborhood Traffic Management Program
- Bicycle programs (employee bike share, bicycle parking, Bike to Work Day)
- Coordination of bicycle and pedestrian infrastructure
- Annual reporting (Congestion Management Program, AQMD Annual Funding, General Plan/Climate Action Plan Implementation)
- Staffing the Eastside Working Group and Transportation Commission, and co-staffing the Planning Commission
- Coordination with the Westside Cities Council of Governments (Transportation Committee), Metro, and SCAG.

The nature of LRMP's work requires regular coordination with staff in various City Departments. For example, many of the planning efforts initiated by the Division are ultimately implemented by the Department of Public Works, such as pedestrian and bicycle enhancements identified in the Citywide Crosswalk Study or the Pedestrian and

Bicycle Mobility Plan. The Division also works closely with the Housing and Rent Stabilization, Economic Development, and Innovations and Strategic Initiatives Divisions to develop and implement programs.

### *Major Initiatives*

The attached work plan for LRMP (Exhibit A) outlines the key projects and their anticipated completion timelines over the next four years. The LRMP Work Plan is organized by project category to identify the range of program types addressed by the division. Within each category, the projects are listed in order of anticipated start date – many projects listed are already underway. For reference, Exhibit C contains a brief description of each of the projects included in the work plan, and Exhibit B lists the primary subject for all of the currently-anticipated amendments to the Zoning Ordinance. It is important to note that this work plan primarily addresses those projects already directed by the City Council, but it also identifies select new initiatives that are a logical part of the Division's future work, such as addressing the policy implications of new automobile technologies (ride-sharing, automated vehicles, etc.), considering development of a resiliency plan as part of the sustainability program, and preparing for a Mid-city community plan.

The following are key considerations in the prioritization reflected in the LRMP work plan:

- Responsiveness to City Council priorities;
- Emphasizing implementation of programs identified in the General Plan and Climate Action Plan;
- Maintaining a balance and promoting interaction between the division's three key topic areas: land use, mobility, and sustainability;
- Maintaining a geographic balance of projects to ensure that the needs of all neighborhoods and commercial districts are addressed over time;
- Capacity to undertake no more than two major community planning efforts at one time (such as the Eastside Community Plan and Multi-Family Study, both under way in 2016);
- Hire of the approved Senior Sustainability Planner staff position in early 2016 and resulting increased capacity to implement sustainability programs; and
- Developing projects to further the City's progressive policies.

While the work plan appears to be lighter in the out years, this should not be interpreted as a lack of future workload. Management anticipates that several additional projects of varying sizes will be assigned in any given year, as directed by the City Council and/or required to implement changes in state law. Significant projects added to the Division's work program in the last year include: crosswalk safety analysis, multi-family residential zones study, multi-family residential parking requirements study, net-zero/sustainable practices policy, Green Building Program update, creation of a public benefits framework, and launch of a citywide bike sharing program, among others. Smaller projects recently added to the work program include: developing a program for solar technical assistance; and Zoning Ordinance amendments to address art on construction fences, and intensification of rooftop uses, among others.

Key LRMP project priorities for 2016 include:

- Launch of the Citywide bike share program;
- Development of the Eastside Community Plan;
- Completion of the multi-family zones study, including extensive community engagement, data analysis, and development of recommendations for implementation (jointly with CHPP);
- Development of policy alternatives and commencement of the environmental review process for the Sunset Off-Site Signage Study, as well as selection of an operator for a pilot creative digital sign on City-owned property;
- Creation of a Public Benefits Framework for new development;
- Comprehensive update of the Transportation Demand Management Ordinance and implementation of Transit Overlay Zones identified in the General Plan;
- Completion of the Pedestrian and Bicycle Mobility Plan;
- Completion of comprehensive Neighborhood Traffic Management Program analyses for four neighborhoods;
- Start of a citywide traffic study and update of California Environmental Quality Act (CEQA) traffic thresholds;
- Launch of several sustainability programs, including a Net Zero/Sustainable Practices Policy Framework and update of the Green Building Program.

Analysis of the Division's current work program (Exhibit A) reveals that staff time over the next year will be split almost evenly between mobility-related projects (those focusing on cars, transit, bicycles, and pedestrians) and land use or sustainability planning (community plans and studies, General Plan and Zoning Ordinance maintenance, and sustainability programs). This reflects an increased emphasis on implementation of sustainability programs, as well as on bicycling and pedestrian initiatives.

Additional Council priorities are included in future years, as shown in Exhibit A. This exhibit summarizes the full schedule of major initiatives currently anticipated and seeks to balance the programming across the next several years. This staff report seeks Council confirmation of the sequence and prioritization on this schedule.

In addition, Matrix Consulting is currently conducting a study of the planning divisions to evaluate opportunities to improve customer service and process streamlining. Matrix conducted a similar study for the Building & Safety Division in 2014 and is now adding the planning divisions. Staff anticipates recommendations from this study later this year and will incorporate implementation into the work plan.

### *Staffing*

There are three key needs related to staffing and organization of the LRMP work load. Requests for staffing will be included in the mid-year budget:

1. The addition of a proposed new Principal Planner staff position in 2016 to provide increased capacity to conduct and supervise complex projects;
2. A temporary Senior Planner to manage the launch and initial operations of the bike share program; and

3. An on-call contract to conduct traffic impact analyses and plan review for proposed development projects, allowing for increased focus on mobility planning projects.

Current and Historic Preservation Planning

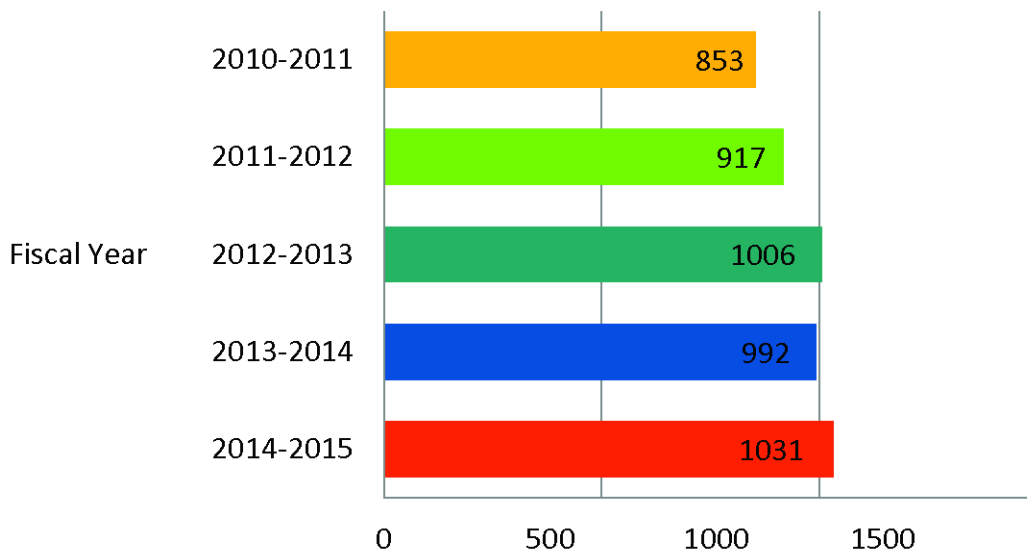
The Current and Historic Preservation Planning Division (CHPP) facilitates balanced and informed land use decisions through public participation and honors and celebrates the City’s unique cultural history. The division implements the City’s vision by reviewing land use development projects to ensure alignment with the City’s General Plan, all zoning and historic preservation ordinances, and other policy directives. The division also performs environmental review for private development projects pursuant to the California Environmental Quality Act.

The Division serves many ongoing core functions, including:

- Processing land use entitlements
- Implementing historic preservation programs
- Preparing CEQA documents for projects
- Providing customer service at the public counter
- Conducting pre-submittal meetings for proposed development projects
- Responding to public, business and developer inquiries regarding City rules and regulations and potential development projects

*Application Trends*

Between 2010 and 2015 the total number of land use entitlement applications increased from 853 to 1,031, representing a 21% increase in applications to be processed.



*Staffing*

During this timeframe, the Division was restructured. In 2011 the Long Range and Mobility Planning division was created. This resulted in the reassignment of two planning positions from CHPP to the newly created LRMP. Although staffing for the

division was reduced, CHPP has been able to maintain the same level of customer service while working on an increasing number of discretionary projects.

### *Special Projects*

In addition to ongoing core functions, the division is also working on special projects to further various goals and objectives of the City. In 2016, work efforts to be undertaken include:

- Joint Policy Studies
  - Multi-family residential zones development study (jointly with LRMP): conduct extensive community engagement process to identify goals and areas of concern; evaluate recent development in multi-family zones; study may result in recommendations for changes to the Zoning Ordinance and other development standards.
- Historic Preservation Projects:
  - Commercial Historic Survey: Survey of commercial buildings prior to 1976;
  - Eastside Historic Survey: Evaluation of potential single-family landmark buildings on the Eastside;
  - Multi-family Historic Survey: Historic Preservation Commission consideration of remaining results from the 2008 survey;
  - Multi-family Historic Resource Incentive Study: Evaluation of potential methods to assist property owners with maintenance of buildings.
- Design Review Projects:
  - Norma Triangle neighborhood: Creation of design guidelines;
  - Urban Design Process Study: Consideration of opportunities to improve program effectiveness and customer service;
- Tracking Adjacent Development
  - 8150 Sunset: project tracking and coordination with the City of Los Angeles.

In addition, Matrix Consulting is currently conducting a study of the planning divisions to evaluate opportunities to improve customer service and process streamlining. Matrix conducted a similar study for the Building & Safety Division in 2014 and is now adding the planning divisions. Staff anticipates recommendations from this study later this year and will incorporate implementation into the work plan.

Additional projects scheduled for future years include an LGBT historic context report, consideration of revising the Bed and Breakfast ordinance, and potential future neighborhood guidelines and historic surveys. These projects, and their projected completion timelines, are shown on the CHPP Work Plan, Exhibit D.



## Building and Safety

It is the primary goal of the Building & Safety Division to ensure safety of buildings and of those who live, work and visit the City. The Division is responsible for the enforcement of the Building, Residential, Green Building, Electrical, Plumbing, and Mechanical Codes, and certain municipal codes such as the Green Building Ordinance as adopted by the City Council. The division is also responsible for enforcement of the California state accessibility regulations and energy conservation regulations. The division reviews and processes permit applications, plan check applications, structural calculations, geo-technical reports, and other related documents, and performs inspections of all private development construction projects.

### *Application Trends*

In the last five years, the Division has experienced an increase in the number of projects requiring review. Between 2010 and 2014, the number of permits increased by almost 20%, although it fell off slightly in 2015. Between 2010 and 2015, the number of inspections increased by 56%. Total valuation of projects varies from year to year, however in 2015 project valuation jumped 333% over 2010 (see Exhibit F). This increase indicates a change in the size and complexity of projects. For 2016, valuation numbers are on track to match or exceed the valuation from 2015. These numbers are the result of several large, complex projects that were entitled over the last decade and have been dormant because of the economy.

### *Staffing*

These projects require specialized attention not only during the plan review phase but during construction as well. Staff is continuously reviewing revisions to the approved plans as issues arise during construction. These increased workloads as well as other work plan goals and special projects have been achieved with the same staffing levels, including the use of a contract with VCA for overflow plan check.

### *Special Projects*

One of the primary work plan goals for this year is the implementation of the Matrix Study recommendations. This study was conducted by Matrix Consulting in 2014 to evaluate opportunities for increased customer service and process streamlining. Since the completion of the study many of the recommendations have been implemented, including a significant improvement in the time to process plan check submittals.

The first phase of implementation focused on rolling-out straightforward revisions to the plan check process, including changes that were primarily within the sole purview of the Building & Safety Division. Some of the recommendations implemented to date include:

- New 10-day and 20-day plan check processes, which revise the cycle times for building permit processing based on different size, scale and complexity of building construction plans;
- Reduction in permit application processing for most small businesses to 10 days;
- Expanded payment option to accept credit cards at the counter;

- Automatic renewal noticing of all permit applicants with expiring building permits;
- Permit tracking software enhancements to provide metrics from which to measure and monitor progress and efficiency of the plan check process;
- Expansion of eligibility for over-the-counter building permits;
- New and updated plan check guides available at the counter and on line;
- New and updated standard plans for use by the public in minor residential improvements;

Additional recommendations from the Matrix Report that will be completed in in 2016 and 2017 include:

- Implementation of building, electrical, plumbing and mechanical and other permits (not requiring building construction plans) via the online permitting system (E-TrakIt) including payment for the transaction;
- Implementation of online plan check submittals via the E-TrakIt system in a phased approach starting with small projects;
- Implementation of encroachment permits for utility companies with the use of the online permitting system;
- Counter staff will be cross-trained to provide a broader range of services without having to meet with multiple counter staff.
- Create a guide to navigating the planning and building approval process, including visual timelines; to be available in hard copy and on the web;
- Continue to develop measuring and monitoring tools using the new TrakIt system to ensure alignment with new efficiency goals and to provide regular information to the public and Council.

In addition to a large case load and implementation of customer service improvements, the Building and Safety Division is also working on several special projects. In the upcoming year (Exhibit E) the Division will be completing the Seismic Safety Retrofit program, a significant policy initiative, and will be contributing to the update to the Green Building Ordinance lead by the LRMP Division.

### Summary

In summary, the scope and workload of the department has increased significantly over the past five years in response to demands from the community and new initiatives from the City Council. The workplan described above is the recommended program in consideration of already established priorities and existing projects. It balances project types, geographic distribution, and responsiveness to state law and the general plan. Staff is seeking confirmation from City Council that the workplan reflects the appropriate priority and sequence of projects.

Although much of the increased workload has been absorbed by existing staff, additional resources are necessary to accommodate the current expectations of the department. This workplan is achievable only with the additional resources identified. As new future projects are added, adjustments will need to be made to the workplan and may impact implementation timelines.

CONFORMANCE WITH VISION 2020 AND THE GOALS OF THE WEST HOLLYWOOD GENERAL PLAN:

This item is consistent with the Vision 2020 Primary Strategic Goal of Maintain the City's Unique Urban Balance with Emphasis on Residential Neighborhood Livability and the following General Plan Goals:

- LU-1: Maintain an urban form and land use pattern that enhances quality of life and meets the community's vision for its future.
- M-5: Create an environmentally and financially sustainable transportation network that provides for the mobility and livability needs of West Hollywood residents, businesses and visitors.

EVALUATION:

N/A

ENVIRONMENTAL SUSTAINABILITY AND HEALTH:

N/A

OFFICE OF PRIMARY RESPONSIBILITY:

Community Development Department




FISCAL IMPACT:

None at this time.

EXHIBITS:

- A. LRMP Work Plan and Schedule
- B. LRMP Pending Zone Text Amendments
- C. LRMP Major Initiatives Project Descriptions
- D. CHPP Work Plan and Schedule
- E. Building and Safety Work Plan and Schedule
- F. Building and Safety Permit Trends

| Major Initiatives: LRMP                        | 2016 |    |    |    | 2017 |    |    |    | 2018 |    |    |    | 2019 |    |    |    | 2020 |    |    |    |
|--|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
|  | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |
| <b>Community and Specific Plans</b>            |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
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| <b>Policy Studies</b>                          |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
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| <b>Bikes and Walking</b>                       |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
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| <b>Cars</b>                                    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <i>Neighborhood Traffic Management Program</i> |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
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| <i>Parking and Traffic</i>                     |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
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| <b>Transit</b>                                 |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
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| <b>Sustainability</b>                          |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
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| <b>Streetscapes and Public Spaces</b>          |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
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| KEY   |                               |
|---|-------------------------------|
|  | Active Project                |
|  | Implementation                |
|  | Monitoring/Tentative Schedule |

[See Exhibit C for project descriptions]

# LRMP

## Zone Text/General Plan Amendments

|          |  | 2016 |    |    |    | 2017 |    |    |    |
|----------|--|------|----|----|----|------|----|----|----|
|          |  | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |
| <i>a</i> | ZTA/SSPA:Sunset Offsite Signage Study - Creative BB/TW   |      |    |    |    |      |    |    |    |
| <i>b</i> | ZTA: Medical Marijuana Regulations                       |      |    |    |    |      |    |    |    |
| <i>c</i> | ZTA: Transient/Corporate Housing Ordinance               |      |    |    |    |      |    |    |    |
| <i>d</i> | ZTA: Parking Credits - Mid-City                          |      |    |    |    |      |    |    |    |
| <i>e</i> | ZTA: Implement R3C-C/R4B-C Zones                         |      |    |    |    |      |    |    |    |
| <i>f</i> | ZTA: Art on Construction Fences                          |      |    |    |    |      |    |    |    |
| <i>g</i> | GPA: Hazard Mitigation Map                               |      |    |    |    |      |    |    |    |
| <i>h</i> | ZTA: Permit Process for Rooftop Uses                     |      |    |    |    |      |    |    |    |
| <i>i</i> | ZTA: Live-Work Ordinance                                 |      |    |    |    |      |    |    |    |
| <i>j</i> | ZTA: Multi-Family Parking Requirements/EV Charging       |      |    |    |    |      |    |    |    |
| <i>k</i> | ZTA: Bike parking in multi-family/commercial             |      |    |    |    |      |    |    |    |
| <i>l</i> | ZTA: Use of alleyways/commercial buffer zone             |      |    |    |    |      |    |    |    |
| <i>m</i> | ZTA: Simplify remodel permit process for commercial uses |      |    |    |    |      |    |    |    |

PREVIOUS CITY COUNCIL STAFF REPORT

## Long Range and Mobility Planning Division Major Initiatives: Project Descriptions

### Community and Specific Plans

1. **Eastside Community Plan** – A focused document to catalog and prioritize the needs of the Eastside neighborhood and develop implementation strategies. 15-member Eastside Working Group has identified priority topics and will work with a consultant team to develop the Eastside Community Plan, including input from an extensive community outreach process. Eastside Market Study (2015) was completed to provide background data for the Plan. [www.wehoeastside.com](http://www.wehoeastside.com)
2. **Sunset Specific Plan Update** – Comprehensive update of 1996 Plan to focus on economic revitalization.
3. **Westside Community Plan/Design District Bonus** – Develop new planning document to address community character, implementation of the Avenues Bonus, and other key issues.
4. **Mid-City Community Plan** – Modeled on the Eastside Community Plan, a focused effort to catalog and prioritize the needs of the Mid-City neighborhood and develop implementation strategies.

### Policy Studies

1. **Zoning Ordinance/General Plan Amendments** – As listed in Attachment B:
  - a. **Creative Billboards and Tall Walls** – Implement new standards for temporary creative billboards and tall wall signs (City Council 1/19/16)
  - b. **Medical Marijuana Regulations** – Implementation of the California Medical Marijuana Regulation and Safety Act; ban deliveries and commercial growing of medical marijuana in West Hollywood.
  - c. **Transient Housing Ordinance** – Per City Council direction, limit the ability of residents to sublet their apartments for short-term stays.
  - d. **Parking Credits, Mid-City** – Implement a mid-city parking credits district in response to new public parking available in the City Hall automated garage.
  - e. **Implement R3C-C/R4B-C Zones** – Implement two new zoning districts identified in the General Plan, which allow for ground-floor neighborhood-serving commercial uses in residential zones on the east side of Fairfax Ave., and south of Beverly Blvd.
  - f. **Art on Construction Fences** – Amend the Zoning Ordinance to require art on construction fences in commercial zones.
  - g. **Hazard Mitigation Map** – Amendment to the General Plan to incorporate an updated Hazard Mitigation Map.

- h. **Rooftop Uses** – Amend the Zoning Ordinance to revise the permit process for conversion of rooftop uses to provide additional restrictions.
  - i. **Live-Work Ordinance** – As directed by the Council, review existing standards that allow for live-work projects in order to encourage construction of live-work units in commercial zones.
  - j. **Multi-Family Parking Requirements/EV Charging** – As directed by the Council, and in conjunction with the Multi-Family Zones Study, review parking requirements for multi-family residential projects, and incorporate new requirements for EV charging stations.
  - k. **Bike Parking in Multi-Family/Commercial** – As directed in the General Plan, implement higher standards for bicycle parking as part of all new multi-family or commercial development.
  - l. **Use of Alleyways/Commercial Buffer Zone** – In response to resident concerns, explore methods to reduce commercial impacts on adjacent residential uses, in part by addressing use of alleyways.
  - m. **Remodel Process for Commercial Uses** – Clarify major vs minor remodels for existing commercial uses to streamline the permit process. Changes will improve the remodel process for older commercial spaces in particular.
2. **Sunset Strip Off-Site Signage Study** – Policy study regarding creativity, placement, technology, and land use impacts of off-site signage in the Sunset Specific Plan Area. The overall study is ongoing; policy discussion with Council will take place in Spring 2016, prior to beginning Environmental Impact Report. One component of the project, a zone text amendment to streamline the process for temporary creative billboards and creative tall walls, was approved by the City Council in January 2016. An RFP for a pilot digital sign to replace the city-owned billboard on Sunset is currently open, and proposals are due February 2, 2016.
3. **Public Benefits Framework** – Establish City policy framework to identify process and priorities for public benefits if/when development projects propose changes to General Plan land use designations. Project includes community outreach to inform priority list of benefits.
4. **Transit Overlay Zone Implementation** – Develop and implement incentives (not including height or density increases) in General Plan-designated Transit Overlay Zones, near existing high-frequency bus transfer points, to incorporate sustainability best practices and encourage development projects that are designed to support alternatives to private automobile use. Grant-funded project. Grant-funded project.
5. **Transportation Demand Management Ordinance Update** – Comprehensive update to the City’s Transportation Demand Management (TDM) ordinance to include active transportation and forward-thinking trip reduction strategies for employers and new development projects. Grant-funded project.
6. **Multi-Family Zones Study** – Conduct extensive community engagement process to identify goals and areas of concern; evaluate recent development in R2, R3,

- and R4 zones for compatibility with city housing goals, neighborhood character, and relationship to state housing laws and incentives. Study may result in recommended Zoning Ordinance Amendments, design guidelines, or other implementation programs to encourage development types that meet broad community goals. Phase 1 (engagement, analysis, and development of recommendations) starting spring, 2016. Phase 2, implementation of recommendations approved by the City Council, will begin in Fall, 2016.
7. **Housing Types Study** – In parallel with the Multi-Family Zones Study, evaluate and identify housing types that best meet community goals. (Housing Element Program #18)
  8. **CEQA – Establish Local Thresholds of Significance** – Review and update the City’s thresholds of significance for topics such as climate change/GHG emissions, multi-modal transportation, parks and recreation, etc., for project review under the California Environmental Quality Act (CEQA) to ensure that they are consistent with the vision established in the General Plan 2035.
  9. **Housing Element Update** – Cities are required to update their Housing Elements every eight years, evaluating housing needs for all income levels, and setting goals and programs to meet those needs. The next update will begin in 2020.

### **Bikes and Walking**

1. **Citywide Crosswalk Study** – Update crosswalk policy and identify recommended enhancements to pedestrian comfort and safety at uncontrolled crosswalks citywide.
2. **Pedestrian and Bicycle Mobility Plan Update** – The comprehensive plan update includes a vision, implementation toolkit, and priority projects, to enhance facilities for people who walk and bicycle in West Hollywood.
3. **CicLAvia** – The City Council has directed staff to work with CicLAvia to plan and host an open streets event in West Hollywood. The event would be largely funded by a grant from Metro (application to be submitted in Spring, 2016), and anticipated to take place in 2017.
4. **Citywide Bike Share Launch** – Citywide implementation of regionally-connected public bike sharing program in West Hollywood with 150 bicycles (possible future expansion to 250 bikes). Program is consistent with that already in operation in Santa Monica, and launching soon in Beverly Hills.
5. **Citywide Bike Share Operations** – Ongoing oversight of bike share program operations, sponsorship, and advertising.
6. **Vision Zero Program Development** – Consider development of a Vision Zero program for West Hollywood, coordinating efforts designed to bring the number of traffic-related deaths to zero. (Included in Innovations Annual Report 2015)

### **Cars**

#### **Neighborhood Traffic Management Program (NTMP):**



Ongoing program, currently conducting comprehensive neighborhood traffic calming studies with individual neighborhoods. The NTMP is a collaborative process in which residents meet with staff and consultants to develop proposals for reducing cut-through traffic and slowing vehicle speeds on residential streets, and improving residential quality of life.

1. **West Hollywood West Neighborhood** – Completed community process and study, now in implementation phase for six recommended improvements. Neighborhood gathering support for additional improvements.
2. **Tri-West Neighborhood** – Completed community process and study. Neighborhood gathering support for implementation phase.
3. **Eastside Neighborhood** – Community process and study in progress.
4. **Norma Triangle Neighborhood** – Initial community meeting anticipated for late Spring, 2016.

### **Parking and Traffic**

1. **Multi-Family Residential Parking Requirements Study** – As directed by the Council, explore modifying parking requirements for multi-family development such that they are calculated by square foot, rather than by number of bedrooms.
2. **Parking Demand and Utilization Study** – Evaluate parking demand/requirements in residential/mixed-use projects and conduct utilization study to support efforts to maximize effective use of current parking and implement standards to make new development projects more affordable. Grant-funded project.
3. **Citywide Traffic Study/CEQA Traffic Thresholds Update** – implementation of SB743 (guidelines for which are still being developed by the state) which will change the way traffic impacts are calculated for the purposes of CEQA analysis from intersection Level of Service (LOS) to address total Vehicle Miles Traveled (VMT). Evaluate thresholds that best address the unique traffic conditions and circulation needs in West Hollywood, and methods to balance improved traffic circulation for people who drive, with the need for comfortable and safe mobility for people who walk, ride bikes, and take transit.
4. **Auto Technology Study** – Proposed study to evaluate the impacts of new auto-related technologies on circulation and parking needs, including ride-sharing, changing models of car ownership, and automated vehicles.

### **Transit**

1. **Metro Coordination and Outreach** – Outreach, coalition-building, technical analysis, and advocacy to secure extension of the Crenshaw light rail line through West Hollywood to Hollywood and Highland. Develop partnership with Metro to explore short- and long-term uses of the MTA Division 7 bus yard so that it is better integrated into the City.

2. **West Hollywood Advocates for Metro** – Develop local advocacy group of West Hollywood stakeholders to promote rail service to the City, in advance of Metro’s potential sales tax measure.

### **Sustainability**

1. **Net Zero/Sustainable Practices Policy Framework** – Develop policy framework and implement net zero sustainability programs for city operations and communitywide sustainability goals.
2. **Establish local CEQA Thresholds for Water** – Evaluate and identify appropriate local thresholds of significance for water, pursuant to the California Environmental Quality Act (CEQA).
3. **Solar Technical Assistance Program** – Implement agreements with online solar advising services and promote solar programs to encourage installation of solar collection systems on a variety of property types citywide.
4. **Green Building Program Update** – Update West Hollywood Green Building Program to incorporate new technologies and standards. Establish Working Group to inform process.
5. **Climate Action Plan Update** – Update Climate Action Plan to incorporate new programs and emissions reduction goals as determined by Net Zero Policy framework.
6. **Climate Action Plan Monitoring Tool** – Develop tracking tool to quantitatively measure the effectiveness of CAP programs towards reducing communitywide greenhouse gas emissions. Grant-funded project.
7. **Resiliency Plan** – Proposed project. Develop strategies and capacity to meet the challenges of climate change and energy/water scarcity.




### **Streetscapes and Public Spaces**

1. **Robertson Street Design (Design District Streetscape Master Plan)** – Complete recommendations for the segment of Robertson between Melrose and Santa Monica, to address on-street parking, temporary closure for special events, and connectivity to West Holywood Park.
2. **Design District Streetscape Master Plan Implementation** – Developed in partnership with a community Working Group, the Plan identifies specific improvements to beautify the Design District (Melrose, Robertson, and Beverly) with streetscape enhancements, expand the amount of public space with wider sidewalks and new public gathering places, and improve pedestrian and bicycle safety. Plan was adopted by the Council in December 2015. LRMP to coordinate with Capital Projects team on implementation.

PREVIOUS CITY COUNCIL STAFF REPORT

| Special Projects: CHPP   | 2016           |                |                |                               | 2017                          |                               |                               |                | 2018 |    |    |    | 2019 |    |    |    | 2020 |    |    |    |
|--|----------------|----------------|----------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|----------------|------|----|----|----|------|----|----|----|------|----|----|----|
|  | Q1             | Q2             | Q3             | Q4                            | Q1                            | Q2                            | Q3                            | Q4             | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |
| <b>Historic Preservation</b>                                   |                |                |                |                               |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| Commercial Survey  | Active Project | Active Project | Active Project | Active Project                |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| Eastside Craftsman District Survey                             | Active Project | Active Project | Active Project |                               |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| R1 Survey  |                |                |                |                               | Active Project                | Active Project                | Active Project                | Active Project |      |    |    |    |      |    |    |    |      |    |    |    |
| Multi-Family Historic Resource Inventive Study                 | Active Project | Active Project | Active Project |                               |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| Multi-Family Survey Results Processing                         | Active Project | Active Project | Active Project | Active Project                |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| LGBT Context Report  |                |                |                |                               | Active Project                | Active Project                | Active Project                | Active Project |      |    |    |    |      |    |    |    |      |    |    |    |
| Bed and Breakfast Criteria Study                               |                |                |                |                               | Active Project                | Active Project                |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Other</b>   |                |                |                |                               |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| Multi-Family Zones Study and Implementation of Recommendations | Active Project | Active Project | Active Project | Monitoring/Tentative Schedule | Monitoring/Tentative Schedule | Monitoring/Tentative Schedule | Monitoring/Tentative Schedule |                |      |    |    |    |      |    |    |    |      |    |    |    |
| Urban Design Process Study                                     | Active Project | Active Project | Active Project | Active Project                |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| Matrix Study Implementation                                    | Active Project | Active Project | Active Project | Active Project                |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| 8150 Sunset Tracking and Coordination                          | Implementation | Implementation | Implementation | Implementation                |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |
| Additional Neighborhood Design Guidelines and Overlays         |                |                |                |                               | Active Project                | Active Project                | Active Project                | Active Project |      |    |    |    |      |    |    |    |      |    |    |    |
| Norma Triangle Design Guidelines and Overlay                   | Active Project | Active Project | Active Project |                               |                               |                               |                               |                |      |    |    |    |      |    |    |    |      |    |    |    |

**KEY**

|   |                               |
|---|-------------------------------|
|  | Active Project                |
|  | Implementation                |
|  | Monitoring/Tentative Schedule |

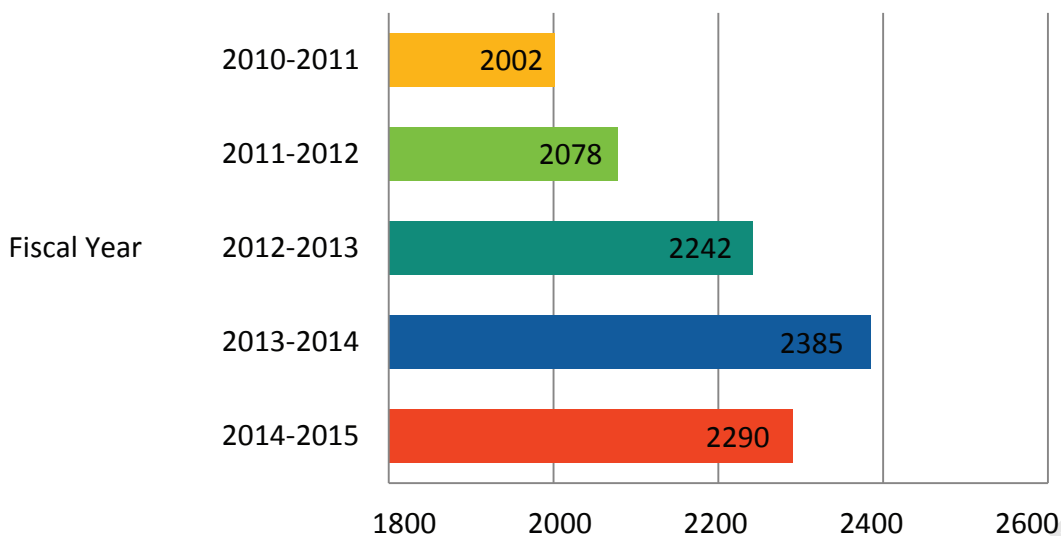
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**Special Projects: Building & Safety**

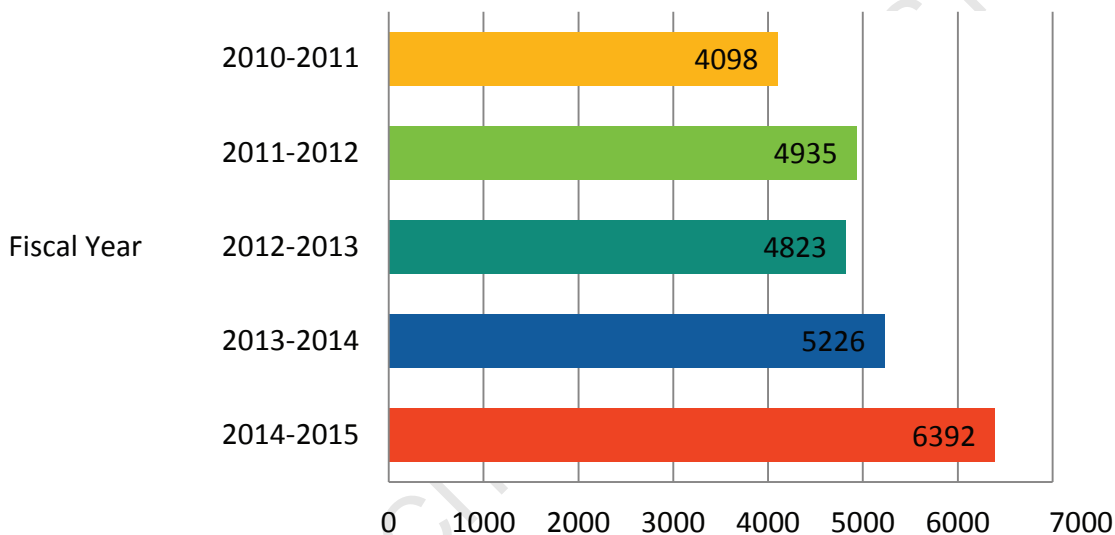
|  | 2016 |    |    |    | 2017 |    |    |    | 2018 |    |    |    | 2019 |    |    |    | 2020 |    |    |    |
|--|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
|  | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |
| Seismic retrofit program                       |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Online permit module (E-Trakit) implementation |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Online plan submittal implementation           |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Track-it Enhancements                          |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Matrix study implementation                    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |

PREVIOUS CITY COUNCIL STAFF REPORT

## Permits Issued



## Inspections



## Total Project Value

