



IMPLEMENTATION

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IMPLEMENTATION

This section describes the implementation actions for the General Plan 2035.

Implementation actions are generally one-time actions needed to mobilize and execute specific policies within the General Plan, such as creating an ordinance or updating a master plan.

Implementation actions presented here are organized by the relevant chapter within the General Plan. Each implementation action lists the City departments and divisions that will be involved in implementation, a suggested time frame, and the policies that correspond to the action (where applicable).

Time Frame	
Short	1-2 years
Medium	3-5 years
Long	5+ years
Ongoing	Recurring or continuous action

Please note that not every policy within the General Plan will have an implementation action; instead, many policies require ongoing efforts that are not specifically dependent upon a single mobilizing action.

The implementation actions are intended to be updated more frequently than the rest of the General Plan, adding or modifying actions due to changing social, economic, and environmental conditions, as well as changes in funding and department priorities.

Governance

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
G-A.1	Community Core Value Report	Add a section to the City's annual report on General Plan implementation that identifies how the City's actions uphold the community's core values.	G-1.1	Community Development Department (Planning)	Ongoing
G-A.2	Volunteer Outreach Program	Provide information to community on the wide array of volunteer opportunities, especially at local events such as farmer's markets and career fairs.	G-1.3	Department of Human Services (Social Services, Recreation)	Ongoing
G-A.3	Board and Commission Activities and Training	Implement revisions to Advisory Board regulations with addition of annual work plans.	G-1.4	City Manager's Department	Short
G-A.4	Social Marketing	Develop a City-wide social marketing and communications structure through Twitter, Facebook, LinkedIn or other similar services to communicate with the West Hollywood community. The City should consider creating separate social marketing programs for each department and each City Council member. Utilize expertise of high school and university interns.	G-3.2	Public Information Department	Short
G-A.5	Virtual Public Counter	Develop a virtual public counter to allow on-line permitting and other City administrative functions.	G-3.4	Finance and Technology Department (Information Technology); Community Development Department (Planning, Building and Safety)	Medium
G-A.6	Electronic Records Retention	Implement an electronic records retention system to make all City records in electronic format. As part of this process the City will complete an RFP process for updated document imaging software.	G-3.5	Administrative Services Department (City Clerk)	Short; Ongoing

Land Use and Urban Form

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
LU-A.1	Update Zoning Ordinance	<p>Following the completion of the General Plan update the Zoning Ordinance. The following items, at minimum, should be explored/modified:</p> <ul style="list-style-type: none"> • Update the zoning district standards and map to comply with the adopted land use designations. • Modify compatibility standards between residential and commercial areas. • Modify parking standards for existing buildings to allow new uses. • Create the Transit Overlay District that allows for incentives not including increased density or height for projects that provide certain contributions to Transportation Demand Management strategies, and allows for consideration of modifications to height, density, or other development standards given certain regional transit improvements. • Update density bonuses, including for creative office, affordable housing, and green building. • Eliminate existing green building bonus from the zoning ordinance for residential areas. • Identify modifications to the permitted density and height for commercial projects that provide new uses of significant importance, significant benefits to the City or architectural design of unusual merit. • Identify modifications to development standards for project that provide one or more of the following: <ul style="list-style-type: none"> ○ Public open space ○ Green buildings ○ Public and/or shared parking in commercial sub-areas ○ Senior housing ○ Congregate care facilities ○ Child care facilities ○ Projects with architectural design of unusual merit ○ Protection or renovation of cultural resources ○ Public schools ○ Transportation infrastructure improvements ○ Courtyard residential projects • Create an Emergency Housing Overlay District. • Create park-once districts. • Provide incentives to allow adaptive reuse of existing commercial buildings. • Allow municipal facilities in all zoning districts. • Identify specific locations where ground floor retail is required in new buildings and major renovations. These areas may include but are not limited to: Santa Monica Boulevard at La Brea, Santa Monica/Fairfax sub-area. • Standards to address pedestrian activity in commercial areas. 	LU-1.6; LU-1.13; LU-2.4 to LU-2.10; LU-3.5; LU-4.6; LU-7.5; LU-7.7; LU-8.6; LU-8.7; LU-10.5; LU-12.9; LU-14.7; LU-15.6	Community Development Department (Planning)	Short

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
		<ul style="list-style-type: none"> • Incentives to encourage new civic spaces in major new development projects. • Update landscape requirements to address drought tolerant and native plants and landscaping in order to reduce overall water usage. • Identify standards for green roofs. • Include requirements for water conservation (identified in the Infrastructure, Resources and Conservation chapter). • Include requirements for permeable paving requirements. • Expand allowances for home occupations in residential areas. • Modify standards to allow for replacement of nonconforming residential and commercial buildings with an equivalent number of units or FAR and parking spaces to what was previously developed on the same parcel. • Reduce parking requirements for outdoor dining areas. • Define standards for second residential units. 			
LU-A.2	Edible Schoolyards	Collaborate with public and private schools to create “edible schoolyards” where students can grow fruits and vegetables.	LU-1.17	Community Development Department (Planning); Human Services Department (Social Services)	Ongoing
LU-A.3	CEQA Thresholds	Following the adoption of the General Plan, update the City’s CEQA thresholds of significance to address topics such as climate change/GHG emissions, multi-modal transportation, parks and recreation, and other topics.	LU-1.19	Community Development Department (Planning)	Short
LU-A.4	Exaction Fee Study	Conduct a comprehensive study of exaction/impact fees for new development. The fees could pay a variety of capital expenditures including for public safety, streetscape, transportation, and other improvements.	LU-1.20	Community Development Department (Planning); City Manager’s Department (Economic Development)	Medium
LU-A.5	Santa Monica Boulevard Master Plan	Implement the final phase of the Santa Monica Boulevard Master Plan.	LU-6.2 to LU-6.5	Community Development Department (Planning); Public Works Department (City Engineering)	Medium
LU-A.6	Update Street Tree Master Plan (STMP)	Update the STMP to identify new locations for street trees and other landscaping throughout the City.	LU-7.1, LU-7.3	Human Services Department (Facilities and Landscape Maintenance); Public Works Department (City Engineering)	Medium
LU-A.7	Streetscape Master Plan	Update the Streetscape Master Plan. As part of the process, provide for enhanced pedestrian activity on commercial streets, and create an improvement plan that identifies specific improvements (e.g. landscaping, lighting, amenities, etc), phasing, and funding sources for all major streets throughout the City.	LU-4.6, LU-7.1, LU-7-2	Community Development Department (Planning, Transportation and Transit); Public Works Department (City Engineering)	Medium

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
LU-A.8	Temporary Pedestrian Streets	During select, limited times, transform portions of a street or corridor into a traffic-free, pedestrian and community space.	LU-6.1 to LU 6.8	Human Services Department (Recreation, Facilities and Landscape Maintenance); Community Development Department (Transportation and Transit)	Short
LU-A.9	Street Light Replacement	Replace pedestrian-scaled lighting in coordination with improved transit facilities (i.e., bus stops) on commercial streets.	LU-6.4	Public Works Department (City Engineering)	Ongoing
LU-A.10	Metro Site Design Studies	Create design studies to show redevelopment options for the Metro facility on Santa Monica Boulevard. The study should also include a fiscal analysis of the proposed options.	LU-11.2	Community Development Department (Planning)	Medium
LU-A.11	Greater Melrose Triangle Plan	Prepare planning study for the Greater Melrose Triangle area. The plan should create a unified design and land use vision for the area to enhance its role as a center of arts and design. Specifically, the master plan should examine: <ul style="list-style-type: none"> • Increase the role of West Hollywood Park in the community • Create mid-block paseos or walking paths. • Identify redevelopment opportunities. • Create design specifications for buildings in the area • Increase the physical relationship between the Pacific Design Center and the commercial neighborhood, including better pedestrian connections to the Pacific Design Center. 	LU-11.8	Community Development Department (Planning)	Medium
LU-A.12	Sunset Specific Plan	Revise the Sunset Specific Plan to update the vision of Sunset Boulevard, as described in the General Plan.	LU-15.1 to LU-15.6	City Manager’s Department (Economic Development); Community Development Department (Planning)	Short
LU-A.13	Offsite Advertising	Prepare a study that addresses offsite advertising, including the potential benefits and impacts. The study should make a recommendation for possible changes to offsite advertising. The study should achieve the following: <ul style="list-style-type: none"> • Appropriate aesthetics, size, location, lighting and siting for various areas of the City. • A methodology for evaluating the impacts and fiscal value of offsite advertising. • A clear process for approving offsite advertising. 	LU-16.1 to LU-16.9	Community Development Department (Planning)	Short

Historic Preservation

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
HP-A.1	West Hollywood Public Library	Develop a relationship with the library that allows for exchange of historic documents and provide library with copies of historic documents in City’s possession.	HP 1.1	Community Development Department (Planning)	Short
HP-A.2	Materials Conservation	Conserve archival and primary source technical material suitable for eventual inclusion in the West Hollywood Room of the Public Library.	HP 1.1	Community Development Department (Planning)	Ongoing
HP-A.3	Catalog Materials	Catalog the City’s existing collection of historic materials.	HP 1.2	Community Development Department (Planning)	Short
HP-A.4	Collect Maps	Complete collection of Sanborn Fire Insurance Company maps.	HP 1.2	Community Development Department (Planning)	Short
HP-A.5	Cultural Resources Map	Create base map of cultural resources.	HP 1.2	Community Development Department (Planning)	Short
HP-A.6	Cultural Resources Survey	Revise and update survey in the future as funding and staff resources allow, adding properties and reevaluating previously surveyed properties.	HP 2.1	Community Development Department (Planning)	Ongoing
HP-A.7	Property Owner Assistance	Meet with property owners to explain the benefits afforded to designated buildings.	HP 2.3	Community Development Department (Planning)	Ongoing
HP-A.8	Cultural Resource Workshops	Hold cultural resource training workshops for new Historic Preservation commissioners.	HP 4.1	Community Development Department (Planning)	Ongoing
HP-A.9	Staff Training	Provide training to staff in the use of the State Historical Building Code (SHBC).	HP 3.3	Community Development Department (Planning, Building and Safety)	Ongoing
HP-A.10	Disaster Relief and Preparedness Plan	Develop both a preparedness plan and disaster relief policies for cultural resources, and incorporate into the City’s existing policies and programs.	HP 3.5	Community Development Department (Planning, Building and Safety); City Manager’s Department (Public Safety)	Short
HP-A.11	Cultural Resources Information	Develop educational and informational materials regarding historic resources, including videos, brochures, historical and photographic displays, and walking tours.	HP 4.1; HP-4.3	Community Development Department (Planning)	Ongoing

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
HP-A.12	Preservation Area on Website	Post and regularly update information on the City's website regarding cultural resources, including a list of designated cultural resources, and historic maps and photographs when available.	HP 4.3	Community Development Department (Planning)	Short
HP-A.13	Cultural Resources Marketing	Develop marketing materials featuring cultural resources to attract visitors and businesses to the City.	HP 6.1	Community Development Department (Planning); Public Information Department	Ongoing
HP-A.14	Technical Resources	Maintain and make available to City staff and property owners technical resources related to historic preservation.	HP 5.1	Community Development Department (Planning)	Ongoing
HP-A.15	Mills Act	Continue Mills Act program, including execution and monitoring of contracts.	HP 5.2	Community Development Department (Planning)	Ongoing
HP-A.16	Incentive Programs	Develop incentive programs specifically for the maintenance and operation of cultural resources.	HP 5.3	Community Development Department (Planning)	Medium
HP-A.17	Transfer of Development Rights	Re-evaluate the mechanisms of the Transfer of Development Rights Program.	HP 5.5	Community Development Department (Planning)	Long
HP-A.18	New Funding Sources	Identify new funding programs for City-owned and administered cultural resources.	HP 5.6	Community Development Department (Planning)	Long

Economic Development

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
ED-A.1	Economic Development Strategy	Develop a plan that attracts new businesses, retains existing businesses, and allows for expansion in order to maintain a diverse economy.	ED-3.2; ED-3.11; ED-7.4	City Manager’s Department (Economic Development); Community Development Department (Planning)	Short
ED-A.2	Business Support Services	Continue to provide technical assistance to businesses wishing to locate in the City or existing businesses wishing to expand through the City’s regulatory processes and permits.	ED-3.11	City Manager’s Department (Economic Development)	Ongoing
ED-A.3	Tourism	Work with economic development partners to develop a marketing program to attract specific markets including LGBT and international travelers.	ED-1.4; ED-1.7	City Manager’s Department (Economic Development)	Short
ED-A.4	Cultural Tourism	Create and launch a cultural tourism campaign to capitalize on the City’s diverse population and history, such as the LGBT and Russian populations.	ED-1.7	City Manager’s Department (Economic Development)	Medium
ED-A.5	Commercial Sub-Area Analysis	Conduct a study to analyze the fiscal, health, and quality of life in each commercial sub-area – on its own and relative to the City as a whole. As necessary, monitor the progress of each sub-area. The study could include an analysis of the land uses in each area, the business mix, revenues, and other similar information.	ED-2.3	City Manager’s Department (Economic Development)	Short
ED-A.6	Commercial Parking Requirements	Evaluate and adjust commercial parking requirements for each commercial sub area.	ED-3.2	Public Works Department (Parking Operations); Community Development Department (Planning)	Short
ED-A.7	Business Outreach Program	As needed, outreach to business groups, the Chamber of Commerce, the Marketing and Visitors Bureau and Business Improvement Districts (BIDs) to monitor changing needs. This could include activities such as surveys, market research, and focus groups.	ED-3.9	City Manager’s Department (Economic Development)	Medium
ED-A.8	Permitting Process	Evaluate and adjust processes for business licenses, signs, building modifications and development projects.	ED-4.1	City Manager’s Department (Economic Development); Community Development Department (Planning)	Short
ED-A.9	Revenue Source Monitoring	Continue to monitor the performance of major revenue sources such as retail sales and Transient and Occupancy Tax.	ED-2.1; ED-4.3	City Manager’s Department (Economic Development); Finance Department	Ongoing
ED-A.10	Arts and Design and Retail Sectors Support and Expansion	Consider the feasibility of expanding the Avenues of Arts, Fashion, and Design District to include other areas, including Melrose Triangle as a destination.	ED-5.1; ED-5.3	City Manager’s Department (Economic Development)	Short

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
ED-A.11	Façade Rehabilitation Program	Create a commercial façade rehabilitation grant or loan program and consider various streetscape improvements in the sub-areas.	ED-6.2; ED-9.2	City Manager’s Department (Economic Development); Rent Stabilization and Housing Department; Community Development Department (Planning)	Medium
ED-A.12	Neighborhood-Serving Businesses	Evaluate and adjust zoning requirements for the Santa Monica/Fairfax and La Brea/Santa Monica commercial sub areas to enable neighborhood-serving businesses.	ED-2.3; ED-6.1; ED-6.2	Community Development Department (Planning)	Medium
ED-A.13	Hotel Needs Assessment	Conduct an assessment of the current hotel and hospitality uses and potential future needs. The study should include prices and occupancy rates, and should predict potential demand for new hotel rooms in West Hollywood.	ED-7.2	City Manager’s Department (Economic Development)	Medium
ED-A.14	Non-Profit Center	Secure space in a building to be used by non-profit groups.	ED-3.8	City Manager’s Department (Economic Development); Human Services Department (Social Services)	Long
ED-A.15	Green Business Program	Evaluate the feasibility of creating a citywide program to encourage green business practices.	ED-10.1; ED-10.2	City Manager’s Department (Economic Development)	Short

Mobility

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
M-A.1	Transit Study Update	Update the City’s transit study to: <ul style="list-style-type: none"> Identify and address the needs of the changing population; Coordinate local transit services with parking locations; Provide transit services oriented toward transit-dependent constituents. 	M-1.5	Community Development Department (Transportation and Transit)	Short
M-A.2	Santa Monica Boulevard Streetcar Study	Conduct a study on the feasibility of creating a streetcar transit system on Santa Monica Boulevard.	M-1.4	City Manager’s Department; Community Development Department (Transportation and Transit)	Short
M-A.3	Street Design Guidelines	Develop design guidelines and management tools for all City streets, so that each street supports the land uses along it and provides an optimal accommodation for all modes of transportation. Consider adopting the Institute of Transportation Engineers (ITE) Context Sensitive Solutions in Designing Walkable Urban Thoroughfares for design guidance for major roads and arterials. Consider adopting the ITE Residential Streets for design guidance on local residential streets.	M-3.3; M-3.5; M-4.2	Community Development Department (Planning, Transportation and Transit); Department of Public Works (Engineering)	Medium
M-A.4	Street Dedication	Establish street network dedication requirements for development projects in the City. Flexible standards should be allowed which permit the City to require the street dedication at the time the permits are issued, on construction of the project, or at a subsequent time.	M-5.5	Community Development Department (Transportation and Transit); Public Works (Engineering)	Short
M-A.5	Trip Generation Metric	Develop a method to measure the change in trip generation for City land uses over time.	M-6.6	Community Development Department (Transportation and Transit)	Short
M-A.6	CEQA Analysis Update	Develop a CEQA transportation impacts analysis pursuant to the 2010 CEQA Guidelines Appendix G to guide new development projects within the City.	M-6.3	Community Development Department (Planning, Transportation and Transit)	Short
M-A.7	Alternative Fuel Vehicles Parking Prioritization	Develop requirements for alternative fuel vehicle dedicated parking spaces.	M-2.5	Community Development Department (Planning, Transportation and Transit)	Medium
M-A.8	Walkability Rating System	Develop a rating/monitoring system for the effectiveness of West Hollywood’s streets in attracting pedestrians and pedestrian activity. San Francisco Department of Public Health’s Pedestrian Environmental Quality Index (PEQI) could be used as such an assessment tool.	M-3.2; M-3.3	Community Development Department (Transportation and Transit)	Short

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
M-A.9	Alleyway Improvements	Study and include in the City’s Master Plan of Streets the existing alley facilities parallel to the arterial streets, particularly Santa Monica Boulevard, to assess the opportunity to improve and to provide continuity of the alleys to maximize and preserve commercial and residential access.	M-5.6; M-9.3	Community Development Department (Transportation and Transit); Department of Public Works (Engineering)	Medium
M-A.10	Local Circulation Studies	Undertake studies of residential neighborhoods on a case by case basis to identify local circulation patterns in order to assess the opportunities and needs to restrict, divert, or mitigate arterial traffic intrusion; such studies to include an assessment of the traffic impacts on the entire neighborhood and the participation of neighborhood residents to prepare a consensus plan of neighborhood traffic control.	M-7.1 to M-7.4	Community Development Department (Transportation and Transit)	Medium
M-A.11	VMT Reductions Monitoring System	Establish a monitoring system for measuring reductions in vehicle miles traveled from investments in mass transit, bicycle infrastructure, and the pedestrian environment.	M-6.6	Community Development Department (Transportation and Transit)	Medium
M-A.12	CityLine Expansion	Expand CityLine service hours and route operations, especially to ease nighttime congestion connecting to Sunset Boulevard.	M-1.4	Human Services Department (Social Services)	Medium
M-A.13	Public Transportation Service Improvements	Monitor public transportation services such as demand-responsive service, shuttle service, and medical transit service to identify the most cost-effective and efficient manner to provide these services.	M-1.4	Human Services Department (Social Services)	Medium
M-A.14	Transit Information and Media	Provide transit information to West Hollywood residents directly through the mail, in local magazines, on the City’s website, or through other communication media.	M-1.8	Community Development Department (Transportation and Transit); Public Information Department	Short
M-A.15	City-wide Transit Study	In partnership with Metro, conduct a study to determine gaps in transit facilities and services throughout the City.	M-1.2; M-1.4	Human Services Department (Social Services)	Short
M-A.16	Signal Timing	Adjust signal timing to minimize transit delay along Santa Monica Boulevard and other transit corridors.	M-1.9	Department of Public Works (Engineering)	Short
M-A.17	Bus Only Lanes	Conduct a feasibility study of bus-only lanes during peak hours to prioritize transit patrons over single occupant vehicles.	M-1.9	Community Development Department (Transportation and Transit), Department of Public Works (Engineering)	Short

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
M-A.18	Street Furniture Program	Continue to implement a street furniture program to manage news racks, sidewalk cafes, bus shelters, benches, and other pedestrian amenities.	M-3.5	Community Development Department (Transportation and Transit); Human Services Department (Facilities and Landscape Maintenance); Department of Public Works (Commercial Code Compliance, Engineering)	Ongoing
M-A.19	Pedestrian Obstacle and Gap Survey	Conduct a survey of pedestrian obstacles and sidewalk gaps and implement the recommendations over time.	M-3.3	Community Development Department (Transportation and Transit), Department of Public Works (Engineering)	Short
M-A.20	Priority List for Enhanced Crossings	Develop a priority list for enhanced pedestrian crossings of arterials and other major barriers.	M-3.12	Community Development Department (Transportation and Transit) ; Department of Public Works (Engineering)	Short
M-A.21	Implementation of Enhanced Crossings Priority List	Enhance pedestrian crossings of arterials and other barriers, as identified in the priority list.	M-3.12	Community Development Department (Transportation and Transit) ; Department of Public Works (Engineering)	Medium
M-A.22	Safe Routes to Schools	Pursue public and private grant funding sources for Safe Routes to Schools programs and street improvements.	M-3.2	Community Development Department (Transportation and Transit)	Medium
M-A.23	Prioritization of Universal Accessibility Improvements	Compile and maintain a database to prioritize locations to install dual curb ramps and other enhancements that promote universal accessibility, and implement enhancements as funding becomes available.	M-3.1	Community Development Department (Transportation and Transit)	Short
M-A.24	Bicycle System Quality of Survey	Conduct a bicycle system quality survey to establish performance measures, identify inconvenient or potentially unsafe routes/intersections, and prioritize infrastructure improvements within the street network.	M-4.1	Department of Public Works (Engineering); Community Development Department (Transportation and Transit)	Short
M-A.25	Bicycle Priority Streets	Designate key streets as “bicycle priority streets” or “bicycle boulevards” and limit traffic flow on these streets.	M-4.7	Community Development Department (Transportation and Transit)	Medium
M-A.26	Bicycle and Pedestrian Master Plan Update	Update the Bicycle and Pedestrian Master Plan as appropriate.	M-3.4; M-4.1	Community Development Department (Transportation and Transit)	Short
M-A.27	Bicycle Parking Analysis	Conduct an analysis of bicycle parking in the City’s commercial areas, located in underserved areas and damaged or poorly performing parking facilities.	M-4.3	Community Development Department (Transportation and Transit)	Short

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
M-A.28	Bicycle Parking Implementation	Install bicycle parking in underserved areas.	M-4.3; M-4.4	Community Development Department (Transportation and Transit), Human Services Department (Facilities and Landscape Maintenance)	Medium
M-A.29	Employee Bikeshare	Develop a small-scale bikesharing program for City employees.	M-6.8	Community Development Department (Transportation and Transit)	Medium
M-A.30	Bicycle Parking Requirements	Update the City's Zoning Ordinance to require bicycle parking in all new development projects in commercial and residential areas, considering the following specifications: <ul style="list-style-type: none"> • Require some amount of bicycle parking for all new development. • Base requirements on a ratio of dwelling units or non-residential space, not a percentage of car-parking spaces. • Create separate requirements and standards for bicycle parking for visitors, residents, and employees. • Encourage or require bicycle parking to be located in visible, protected, and easily accessible locations. 	M-4.2; M-4.6	Community Development Department (Planning)	Short
M-A.31	Nexus Study and Impact Fees for New Development	Perform a City-specific nexus study and implement a transportation impact fee to mitigate negative transportation impacts of new development. Fees should be based on project component(s) and size(s).	M-5.9	Community Development Department (Transportation and Transit)	Medium
M-A.32	Auto Subsidy Elimination	Conduct a feasibility analysis of eliminating direct and hidden subsidies of motor vehicle parking and driving within West Hollywood.	M-6.1; M-8.14	Community Development Department (Transportation and Transit), Department of Public Works (Parking Operations)	Medium
M-A.33	TDM Ordinance Expansion	Implement a revised transportation demand management (TDM) program and ordinance to continue to encourage alternative transportation modes as well as multimodal connections.	M-6.1	Community Development Department (Transportation and Transit)	Short
M-A.34	TDM for New Development	Update the official list of appropriate Transportation Demand Management (TDM) requirements for new development to include, among other items, that all new residential and commercial development greater than 10,000 square feet or 10 residential units will be required to provide a 50% transit subsidy for all employees and residents for a 20-year lifetime of the building.	M-6.1; M-6.4	Community Development Department (Transportation and Transit)	Short
M-A.35	Public Outreach	Develop a public information and incentive program to encourage the use of alternative transportation, including transit, bicycles, pedestrian, taxis, car sharing, telecommuting, and other innovative programs by local residents and City employees.	M-1.8; M-4.7	Community Development Department (Transportation and Transit); Public Information Department	Medium
M-A.36	Car Sharing Companies	Develop relationships with car share companies to expand car sharing to West Hollywood	M-2.7; M-8.16	Community Development Department (Transportation and Transit)	Medium

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
M-A.37	Employee Carshare	Develop a small-scale carsharing program for City employees	M-6.8	Community Development Department (Transportation and Transit)	Medium
M-A.38	Ride Share Stations	Identify locations for community ride share stations and develop appropriate infrastructure	M-6.7	Community Development Department (Transportation and Transit); Department of Public Works (Parking Services)	Medium
M-A.39	Shared Parking Strategies	Evaluate potential for shared parking strategies in the commercial corridors and the Transit Overlay District	M-8.3; M-8.7; M-8.8	Department of Public Works (Parking Services); Community Development Department (Transportation and Transit)	Medium
M-A.40	Motorcycle and Bicycle Parking	Initiate a program to convert curb space which is of insufficient size to accommodate automobile parking for motorcycle and bicycle parking.	M-8.5	Department of Public Works (Parking Services); Community Development Department (Transportation and Transit)	Medium
M-A.41	Parking Assessment Process and Methods	Determine process and method for assessing appropriate reductions needed in parking supply in light of reduced VMT, reduced trip generation, mode shift, access, and economic vitality goals.	M-8.1	Community Development Department (Transportation and Transit)	Short
M-A.42	Parking Code Modification	Modify parking code requirements for new development in the commercial corridors and the Transit Overlay District.	M-8.10; M-8.11	Community Development Department (Planning, Transportation and Transit)	Short
M-A.43	Innovative Parking Management Studies	Conduct studies for each commercial sub-area to determine the feasibility/applicability of implementing innovative parking solutions and technologies including congestion pricing for parking, stackers, robotics, lifts, carousels, courts and other technologies.	M-8.2	Department of Public Works (Parking Services), Community Development Department (Planning)	Long
M-A.44	Parking and Way-finding	Implement a way-finding signage program to help drivers better navigate to existing parking facilities.	M-8.4	Department of Public Works (Parking Services),	Short
M-A.45	Parking Maximums Around Transit	Explore establishing parking maximums around transit investments to maximize ridership.	M-8.10	Community Development Department (Planning, Transportation and Transit)	Medium
M-A.46	Credit Card Readers	Continue to install credit-card readers at meters and pay stations wherever possible.	M-8.2	Department of Public Works (Parking Services)	Short
M-A.47	Real-Time Parking Occupancy Sensors	Install electronic sensors to provide real-time occupancy data for municipal on-street and off-street spaces.	M-8.2	Department of Public Works (Parking Services)	Medium

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
M-A.48	Parking Credits Districts	Implement “parking credits” districts in commercial areas that have a demonstrated surplus of available spaces and/or new public spaces. “Parking credits” provide a streamlined and transparent way for the City to allocate shares of surplus publicly available parking to new and expanding businesses in commercial districts. They also encourage shared parking which helps promote “park-once” behavior.	M-8.7; M-8.8	Department of Public Works (Parking Services), Community Development Department (Planning)	Medium
M-A.49	Truck Routes	Identify City-designated truck routes to discourage neighborhood intrusion.	M-9.1	Community Development Department (Transportation and Transit)	Short

Human Services

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
HS-A.1	Survey Quality of City-Funded Social Services	Distribute surveys to a sample of recipients of human services to obtain feedback regarding service quality.	HS-1.4; HS-1.5	Human Services Department (Social Services)	Short
HS-A.2	Child Care	Update incentives and standards for including child care facilities and services in public facilities, new development and in residentially zoned areas.	HS-1.11	Human Services Department (Social Services); Community Development Department (Planning)	Short
HS-A.3	Social Services Needs	Continue to conduct a community social services needs assessment and collect demographic data.	HS-1.4	Human Services Department (Social Services)	Ongoing
HS-A.4	Health Care Information	Continue to update and expand resources on the City's web page with information and directions to free and low cost medical care as well as to programs for HIV prevention, HIV/AIDS services, physical fitness, healthy foods, mental health, substance abuse treatment, emergency preparedness and response, heat-wave days and other health-related issues relevant to the community.	HS-1.2; HS-1.3	Human Services Department (Social Services); Public Information Department	Ongoing
HS-A.5	City Cultural Facilities	Obtain, convert or develop cultural facilities to support theater, exhibition, performance, meeting, and social space.	HS-2.3; HS-3.1	Human Services Department, (Recreation); City Manager's Department (Economic Development)	Long
HS-A.6	City Cultural Identity	Engage local artists and community members in public art opportunities and processes for distinctively West Hollywood projects.	HS-2.2; HS-2.4	City Manager's Department (Economic Development)	Medium
HS-A.7	Targeted Cultural Programming	Provide cultural programs for elderly, youth, and vulnerable populations.	HS-3.3	Human Services Department (Recreation)	Short
HS-A.8	Best Practices in Public Art Administration	Generate and maintain best practices and standards for public art administration and incorporation of public art in public infrastructure and capital improvements.	HS-2.10	City Manager's Department (Economic Development)	Medium

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
HS-A.9	Public Art Master Plan	Develop a public art master plan to include the identification of opportunities and direction for permanent and temporary art works, programs, and projects throughout the City.	HS-2.8	City Manager’s Department (Economic Development)	Short
HS-A.10	Community Cultural Plan	Develop a community cultural plan to include the documentation of the City’s arts and cultural assets, needs, opportunities and resources, and the development of an agenda for the future.	HS-2.1	City Manager’s Department (Economic Development)	Short
HS-A.11	Cultural Grants	Provide community-accessible performances, exhibitions and cultural activities with the support of a City cultural grant program.	HS-3.2	City Manager’s Department (Economic Development)	Ongoing

Parks and Recreation

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
PR-A.1	Open Space Identification Study	Conduct a study to identify current, potential, and new parks and open space opportunities in the City, including both public land and private land that can be purchased for open space. As part of the study, prioritize open space opportunities based on community need. Modify the plan over time as conditions change.	PR-1.1; PR-1.9	Human Services Department (Facilities and Landscape Maintenance)	Short; Ongoing
PR-A.2	Park Funding	Review existing and explore new funding mechanisms for acquiring additional park land and open space	PR-1.1; PR-1.9	Finance and Technology Department (Revenue Management); Human Services Department (Facilities and Landscape Maintenance)	Short
PR-A.3	Plummer Park and West Hollywood Park Improvements	Improve Plummer Park and West Hollywood Park according to their master plans.	PR-1.3	Human Services Department (Facilities and Landscape Maintenance)	Medium
PR-A.4	Parkland Dedication Ordinance	Study the feasibility of adopting a parkland dedication ordinance to exact and receive parkland fees from new development that does not include subdivision of land or airspace.	PR-1.7; PR-1.9	Community Development Department (Planning); Human Services Department (Facilities and Landscape Maintenance)	Short
PR-A.5	Needs Assessment	Solicit community input on needed activities, improvements, and priorities.	PR-2.7	Human Services Department (Facilities and Fields Services and Recreation)	Medium
PR-A.6	Parks Master Plan	Implement a Parks Master Plan to guide operations, specific improvements, and expansion of parks and open spaces, including new pocket parks throughout the City.	PR-1.14	Human Services Department (Facilities and Landscape Maintenance)	Medium
PR-A.7	Lighting Standards	Create lighting standards for City parks that balance visibility for safety with potential adverse light trespass on neighboring properties	PR-1.4; PR-1.5	Human Services Department (Facilities and Fields Services)	Short
PR-A.8	Minimum Park Amenities	Install benches and shade structures in parks per the Parks Master Plan.	PR-1.1	Human Services Department (Facilities and Fields Services)	Short
PR-A.9	Sustainable Plant Palette	Establish palette of drought-tolerant and climate-appropriate plant species for the City's parks.	PR-1.8; PR-3.4	Human Services Department (Facilities and Fields Services)	Short
PR-A.10	Environmental Conservation	Establish guidelines and requirements for applying sustainable practices to parks and open spaces.	PR-1.12; PR-3.4	Human Services Department (Facilities and Fields Services)	Medium

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
PR-A.11	Volunteer-Based Programming	Create and enable volunteer-based recreational programming, ongoing classes, and other uses for the City's parks and recreational facilities.	PR-2.2; PR-2.4; PR-2.6	Human Services Department (Recreation)	Medium
PR-A.12	Nursery/Botanical Park	Explore the feasibility of developing and maintaining a City-owned and operated nursery/botanical park that will serve as a source for new trees and plant materials for use in the City, and act as a hub in the green space network.	PR-1.8	Human Services Department (Facilities and Fields Services)	Long
PR-A.13	Joint-use Open Space	Establish joint-use agreements with LAUSD to allow neighborhood use of playgrounds as open space.	PR-1.13	Human Services Department (Recreation and Facilities and Fields Services)	Medium
PR-A.14	New Development Open Space incentives	Create an incentive program for developers that includes pocket parks, increased open space and other new open space as part of programming for new development.	PR-1.12	Community Development Department (Planning)	Short
PR-A.15	Roof and Vertical Gardens	Evaluate and adjust permitting process for roof and vertical gardens.	PR-1.12	Community Development Department (Building and Safety)	Medium

Infrastructure, Resources and Conservation

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
IRC-A.1	Infrastructure Financing Plan	Create an infrastructure financing plan that focuses on economic sustainability.	IRC-1.1; IRC-2.1	Finance and Technology Department; Public Works Department (Engineering)	Short
IRC-A.2	Update City Service Providers	Provide information on the City's projected growth to the utility service providers for water, electricity, and gas to ensure that there is sufficient capacity to handle the growth projected in the City.	IRC-2.4	Public Works Department (Engineering); Community Development Department (Planning)	Short
IRC-A.3	Environmental Sustainability	Pursue additional staffing, staff expertise, and/or staff coordination on environmental sustainability.	IRC-5.4	City Manager's Department	Short
IRC-A.4	Sustainability Metrics	Create a series of metrics to track progress in environmental sustainability over time, as recommended in the West Hollywood Environmental Task Force Recommendations to City Council (2008).	IRC-6.3	City Manager's Department	Medium
IRC-A.5	Water Use Enforcement Plan	Create an enforcement plan to support the water conservation ordinance.	IRC-3.3	Public Works Department (Engineering and Code Compliance)	Short
IRC-A.6	Municipal Water Use Reduction	Create a master plan for retrofitting municipal facilities and public rights-of-way with fixtures and materials that reduce water consumption.	IRC-3.5	Human Services Department (Facilities and Landscape Maintenance)	Short
IRC-A.7	Water Reduction Standards	Update ordinances to achieve more stringent water reduction standards.	IRC-3.6; IRC-3.7	Community Development Department	Short
IRC-A.8	Water Conservation Education	Work with water providers to continue education efforts on water conservation.	IRC-3.4	Public Works Department (Engineering); Public Information Department	Ongoing
IRC-A.9	Sump Pump Water Reuse	Amend Green Building Ordinance to promote reuse of sump pump water	IRC-5.1	Community Development Department (Planning)	Short
IRC-A.10	Permit Process for Solar Hot Water Heaters	Update the permit process to provide financial and regulatory incentives for installing solar hot water heaters.	IRC-4.3	Community Development Department (Planning; Building and Safety)	Short
IRC-A.11	Municipal Building Energy Audit	Conduct an energy audit of all municipal buildings.	IRC-6.2	Human Services Department (Facilities and Landscape Maintenance)	Short

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
IRC-A.12	Electric Vehicle Charging Stations for Residential Uses	Explore the feasibility of retrofitting existing multifamily housing and non-residential buildings to allow electric vehicle charging stations.	IRC-7.6	Community Development Department (Planning, Building and Safety)	Short
IRC-A.13	Electric Vehicle Charging Stations in Municipal Code	Update the Municipal Code to require electric vehicle charging stations in new multi-family (over 10 units) and non-residential projects and major renovations of existing development.	IRC-7.6	Community Development Department (Planning)	Short
IRC-A.14	Alternative Energy Financing Programs	Evaluate existing alternative energy funding programs and develop the City's capacity to administer identified programs.	IRC-4.3	City Manager's Department; Finance Department; Community Development Department (Planning)	Short
IRC-A.15	Green Building Resource Center	Continue to fund and operate the green building resource center.	IRC-5.2	Community Development Department (Planning; Building and Safety)	Ongoing
IRC-A.16	Green Building Ordinance	Update the Green Building ordinance following General Plan adoption	IRC-5.1	Community Development Department (Planning; Building and Safety)	Short
IRC-A.17	Climate Action Plan	The City shall adopt a Climate Action Plan (CAP) that includes measures intended to reduce greenhouse gas (GHG) emissions within City operations and the community at-large. Overall, the goal of the CAP is to reduce West Hollywood's community-wide GHG emissions by 20 to 25% below 2008 levels. The CAP establishes a comprehensive, community-wide GHG emissions reduction strategy for West Hollywood with regard to seven elements: <ul style="list-style-type: none"> a. Community leadership and engagement; b. Land use and community design; c. Transportation and mobility; d. Energy use and efficiency; e. Water use and efficiency; f. Waste reduction and recycling; g. Green space and open space. The CAP defines community strategies and GHG reduction measures through text and maps and recommends implementation actions for each quantified GHG reduction measure. The recommended actions serve as the basis for future programming decisions subject to the availability of staff and funding. 	IRC-6.3	Community Development Department (Planning)	Short
IRC-A.18	Monitor GHG Reduction Targets	Every 5 years, update the GHG emissions inventory and assess the Climate Action Plan actions to ensure that the City is meeting its GHG reduction targets	IRC-6.3	Community Development Department (Planning)	Ongoing
IRC-A.19	Construction-Related GHG Emissions	Create and regularly update a list of the City's recommended measures for reducing construction-related GHG emissions.	IRC-7.1	Community Development Department (Building and Safety)	Ongoing

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
IRC-A.20	Combustible Engine Information	Distribute public information regarding the polluting impacts of two-stroke engines and the common types of machinery with two-stroke engines.	IRC-7.5	Public Information Department; Public Works Department (Code Compliance)	Short
IRC-A.21	Sewer Master Plan	Update the Sewer Master Plan to conform with the proposed densities and projected growth in the General Plan.	IRC-8.5	Public Works Department (Engineering)	Medium
IRC-A.22	Polystyrene Ban Enforcement and Outreach	Develop and launch educational campaign targeted at business owners, outlining environmentally-friendly alternatives to polystyrene.	IRC-10.8	Public Works Department (Code Compliance); Public Information Department	Short
IRC-A.23	Plastic Bag Ban Ordinance	Adopt an ordinance to ban plastic bags.	IRC-10.8	Public Works Department (Code Compliance); City Manager's Department	Medium
IRC-A.24	Plastic Bag Ban Enforcement and Outreach	Develop an educational campaign outlining environmentally-friendly alternatives to plastic bags for residents and business owners.	IRC-10.10	Public Works Department (Code Compliance); Public Information Department	Medium
IRC-A.25	Recycling Program Outreach	Continue to provide information on recycling to businesses and residents.	IRC-10.4	Public Works Department (Engineering); Public Information Department	Ongoing
IRC-A.26	Recycling Bins in Public Spaces	Continue to add recycling bins in public spaces, including parks, public buildings, and along public streets.	IRC-10.6	Public Works Department (Engineering); Human Services Department (Facilities and Landscape Maintenance)	ongoing
IRC-A.27	Green Waste & Parks Program	Create a green waste recycling program at major City parks, incorporating community gardening and composting education, and including access to green waste collected by the City for public use.	IRC-10.2	Human Services Department (Facilities and Landscape Maintenance)	Medium
IRC-A.28	Landscape Demonstration Sites	Establish efficient landscape demonstration sites (private and/or City-owned) with information on irrigation strategies, greywater systems, and native planting.	IRC-3.7	Human Services Department (Facilities and Landscape Maintenance)	Short

Safety and Noise

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
SN-A.1	Needs Assessment from New Growth	Update the City’s assessment of the impacts of new development on the level of police and fire services provided to the community following adoption of the General Plan.	SN-6.1; SN-8.1	Community Development Department (Planning); City Manager’s Department (Public Safety)	Short
SN-A.2	Public Safety Impact Fee	Establish a public safety impact fee to fund capital facilities and operations for police and fire protection services.	SN-7.5	Community Development Department (Planning); City Manager’s Department (Public Safety)	Short
SN-A.3	Emergency Management Plan	Update the West Hollywood Emergency Management Plan as appropriate to reflect current conditions in the city and prepare for expected future growth. The Emergency Management Plan should include plans for police and fire services, vulnerable populations, and sensitive facilities as well as plans for the continuity of community following a disaster. The plan should also include potential impacts from global climate change.	SN-1.7	City Manager’s Department (Public Safety)	Short
SN-A.4	Design Recommendations for Crime Prevention	Create design recommendations to minimize the risk of crime by facilitating “eyes on the street” and defensible space concepts, and utilizing best practices in lighting, vegetation, active public spaces, and visual transparency in the urban landscape.	SN-7.1	Community Development Department (Planning); City Manager’s Department (Public Safety)	Medium
SN-A.5	Community Forums for Police/Fire Services Assessment and Community Engagement	Establish communication forums between police and fire department staff and the community to obtain community feedback regarding service, service needs and, to engage the community in crime prevention.	SN-8.2	City Manager’s Department (Public Safety)	Short
SN-A.6	Support Neighborhood Watch Programs	Support existing and expand neighborhood watch programs for both residential and commercial areas.	SN-7.2	City Manager’s Department (Public Safety)	Ongoing
SN-A.7	Public Safety Education	Continue public education programs to enhance public safety about fire safety and crime prevention as well as emergency preparedness.	SN-7.4	City Manager’s Department (Public Safety)	Ongoing
SN-A.8	New Development Seismic Standards	Evaluate and update seismic standards for all new development based on best practices and needs.	SN-1.4	Community Development Department (Planning and Building and Safety); Public Works Department (Engineering)	Medium
SN-A.9	Building and Infrastructure Seismic Retrofits	Evaluate and update the City’s existing building stock and infrastructure seismic retrofit program for orderly and effective identification of vulnerable buildings/infrastructure, outreach, education, support and enforcement.	SN-1.1	Community Development Department (Planning and Building and Safety); Public Works Department (Engineering)	Medium

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
SN-A.10	Support for Hazard Mitigation in Existing Development	Establish support mechanisms and programs to assist the community in addressing outstanding potential risks from natural hazards in existing development, such as seismic hazards, flooding, landslides, subsurface gas and fires.	SN-1.8	Community Development Department (Planning and Building and Safety); Public Works Department (Engineering)	Medium
SN-A.11	Neighborhood-Level Hazard/ Emergency Programs	Continue to utilize existing neighborhood networks to expand community outreach and education regarding potential hazards, hazard mitigation, available resources, and emergency response.	SN-7.4	City Manager's Department (Public Safety)	Ongoing
SN-A.12	Non-Toxics Purchasing Policy	Update and expand the City's purchasing policy to avoid toxic cleaning and building materials, minimize use of plastic packaging, and support foodstuffs free from petrochemicals and fertilizers.	SN-2.1; SN-2.3	Finance Department; Human Services Department (Facilities and Landscape Maintenance)	Short
SN-A.13	Non-Toxics Outreach	Partner with non-profit organizations for education and outreach to encourage non-toxic materials and products in homes and businesses as an alternative to common products containing petrochemicals and other hazardous chemicals in cleaning products, personal care products, storage and packaging products, furnishings, as well as foodstuffs.	SN-2.2; SN-2.3	Community Development Department (Building and Safety); City Manager's Department (Public Safety)	Short
SN-A.14	Municipal Code Update	Revise the City's Municipal Code to achieve the following: <ul style="list-style-type: none"> • Limit the hours of deliveries to commercial, mixed-use, and industrial uses adjacent to residential and other noise-sensitive land uses. • Limit noise levels generated by commercial and industrial uses. • Limit the hours of operation for refuse vehicles and parking lot sweepers if their activity results in an excessive noise level that adversely affects adjacent residential uses. • Require the placement of loading and unloading areas so that commercial buildings shield nearby land uses from noise generated by loading dock and delivery activities. If necessary, additional sound barriers shall be constructed on the commercial sites to protect nearby noise-sensitive uses. • Require all commercial health, ventilation, and air conditioning (HVAC) machinery to be placed within mechanical equipment rooms wherever possible. • Require the provision of localized noise barriers or rooftop parapets around HVAC, cooling towers, and mechanical equipment so that line of sight to the noise source from the property line of the noise-sensitive receptors is blocked. 	SN-5.1; SN-5.3	Community Development Department (Planning); Public Works Department (Code Compliance)	Short
SN-A.15	Home-Based Businesses and Noise Ordinance	Adopt a home-based business ordinance that provides opportunities for legal and conforming home-based businesses within the community, while protecting neighbors from potential noise impacts.	SN-3.1	Community Development Department (Planning); Public Works Department (Code Compliance)	Short

Action	Action Name	Action Description	Policy	Department (Division)	Time Frame
SN-A.16	Noise Impact Analysis Guidelines	<p>The City will develop noise impact analysis guidelines that describe the City’s desired procedure and format for acoustical studies. Acoustical studies will be required for all discretionary, non-residential projects that will cause future traffic volumes to increase by 25% or more on any roadway in front of or near blocks where the majority land uses are residential or institutions (e.g., schools).</p> <p>The noise analysis guidelines should include the following elements:</p> <ul style="list-style-type: none"> • Be prepared by a qualified person experienced in the fields of environmental noise assessment and architectural acoustics, as determined by the City. • Include representative noise level measurements with sufficient sampling periods and locations to adequately describe local conditions and predominant noise sources. • Estimate existing and projected cumulative (20 years) transportation noise levels in terms of Ldn, and compare those noise levels to the adopted standards and policies of the Safety and Noise Chapter. • Include representative noise level measurements with sufficient sampling periods and locations to adequately describe local conditions and predominant noise locations. • Recommend appropriate mitigation to achieve the adopted policies of the proposed General Plan Noise Element. • Estimate noise exposure after the prescribed mitigation measures have been implemented. • Describe a post-project assessment program that could be used to evaluate the effectiveness of the proposed mitigation measures, as necessary. 	SN-3.7	Community Development Department (Planning)	Short