



MANHATTAN BEACH DOWNTOWN SPECIFIC PLAN



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INTRODUCTION

Since Manhattan Beach's founding more than a century ago, the City's Downtown has served as the heart of the community. Residents and visitors alike have long been attracted to the district's charming, small town character and its shopping, dining, service options, and events. Today, the Downtown's standing is confronted with changes brought on by the community's desirability and affluence, and recent changes to the economic climate. These forces have noticeably affected the Downtown's mix of uses, automobile mobility and parking, and the overall public realm. To address these issues, the City has taken action by adopting the City of Manhattan Beach Downtown Specific Plan (referred to herein as the Specific Plan).

The Specific Plan provides the framework to preserve the Downtown's character and ensure its future economic viability. This framework includes the community's vision for the Manhattan Beach Downtown Specific Plan Area (referred to herein as the Downtown, the specific plan area, or the project area); regulations, guidelines, and recommendations that support the vision; and an implementation action plan that will facilitate the completion of the plan's key objectives.



Figure 1.1 Metlox

The Specific Plan represents the culmination of comprehensive outreach, design, and planning efforts. The plan incorporates the aspirations and ambitions of numerous community members, stakeholders, City staff, the Planning Commission, and the City Council.

This chapter introduces the Specific Plan and provides a description of the project area, the relationship to other City planning documents, an overview of the planning process, the purpose of this plan, and the guiding project principles. It also explains the regulatory requirements of a specific plan document.

This chapter is organized into the following sections:

- 1.1. Specific Plan Purpose
- 1.2. Specific Plan Area
- 1.3. Background
- 1.4. Specific Plan Requirements
- 1.5. Relationship to Other Documents
- 1.6. Guiding Project Principles
- 1.7. Planning Process and Outreach
- 1.8. Specific Plan Organization

1.1 SPECIFIC PLAN PURPOSE

The purpose of this Specific Plan is to perpetuate and enhance the Downtown's quaint, small town character, quality of life, and economic vitality through regulations, guidelines, and recommendations that address land use, architectural and urban design, circulation and parking, economic development and business viability, and infrastructure in the district. The Specific Plan addresses the needs of the various users who frequent the Downtown, including the district and City's residents, members of the district's business community, and visitors. The Specific Plan is intended to guide private development and public investment in the district during the next 20 to 25 years.

1.2 SPECIFIC PLAN AREA

Downtown Manhattan Beach is situated in the central western portion of the City adjacent to the Manhattan Beach Pier. The project area is bounded by 15th Street to the north, Valley Drive to the east, 8th, 9th, and 10th Streets to the south, and The Strand to the west, and encompasses approximately 40 blocks covering 51.62 acres (see Figure 1.1: Specific Plan Area).

The project area includes the City's central business district, high-density residential development, and the Civic Center. The central business district is focused along the Manhattan Beach Boulevard, Manhattan Avenue, and Highland Avenue corridors, and primarily comprises smaller commercial and mixed-use block buildings occupied by retailers, restaurants, banks, personal service businesses, real estate and other professional offices, and a few upper-story residences. The project area also includes three larger commercial tenants: a Vons grocery store, Skechers' corporate headquarters, and the Metlox mixed-use commercial and hotel development. The Civic Center campus includes City Hall, the Manhattan Beach Police & Fire Facility, and the City's branch of the Los Angeles County Public Library. Public surface, underground and structured parking is provided throughout the Downtown.

All of the parcels in the project area are developed, so future redevelopment opportunities will likely focus on intensifying underutilized sites and making incremental changes to the district's built environment and land use mix.



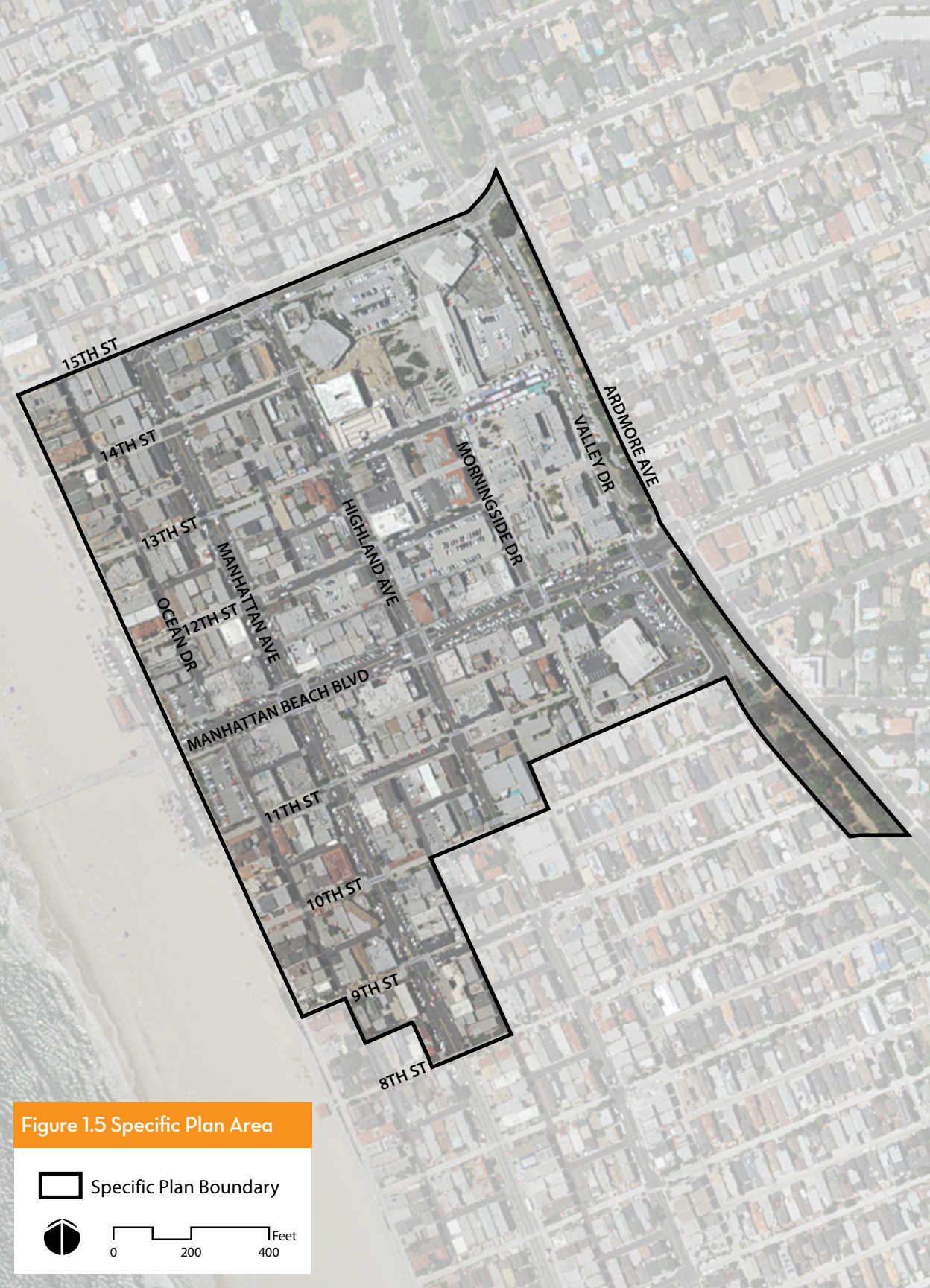
Figure 1.2 Manhattan Beach Boulevard



Figure 1.3 Single-family homes in the Downtown



Figure 1.4 City Hall, located in the Civic Center campus





1.3 BACKGROUND

The Specific Plan is the result of a two-year, multiphase comprehensive outreach, design, and planning process. In response to the concern that banks and offices were encroaching upon the Downtown's ground-floor tenant spaces traditionally occupied by retailers and restaurants, the City Council directed staff in October 2013 to review the City's commercial regulations for the Downtown. Zoning Code Amendments were presented by staff and the Planning Commission recommended that the issue be analyzed in greater depth. This recommendation, along with other public input, resulted in the City Council hiring the Urban Land Institute (ULI) to conduct a visioning study, and the consultant team to develop the Specific Plan and supportive Initial Study/Mitigated Negative Declaration. The City Council also adopted an interim zoning ordinance that prohibited the conversion of any commercial use in the Downtown to a different commercial use classification until the anticipated adoption date of the Specific Plan in July 2016.

The ULI visioning study began with a weeklong outreach exercise in January 2015. During the week, ULI engaged the City's decision-makers and staff, and more than 100 local



ULI Visioning Week Events
 Figure 1.6 (above) Walking tour
 Figure 1.7 (below) Reception

stakeholders, on defining the issues and opportunities pertaining to land use, design, circulation, parking, and economic development in the district. Following the exercise, ULI synthesized this input into the ULI Advisory Services Panel Report (ULI Report) that describes the community's vision for the Downtown and recommends how to achieve the vision, while addressing the district's key issues and opportunities. The report, received by the City Council in June 2015, reiterated the importance of adopting a Specific Plan to comprehensively implement the report's vision and recommendations.

1.4 SPECIFIC PLAN REQUIREMENTS

A specific plan is a regulatory tool used by local governments to implement their general plans and to guide development in a localized area. While the general plan is the primary guide for growth and development, specific plans focus on the unique characteristics of a special area by customizing land use regulations and planning processes to that area. This Specific Plan is a tool to create public improvement projects, promote development, evaluate development proposals, and facilitate historic preservation in the Downtown.

All specific plans must comply with Sections 65450-65457 of the Government Code. These provisions require that a specific plan be consistent with the adopted general plan of the jurisdiction within which it is located. In addition, zoning regulations, all subsequent subdivision and development, and all public works projects must be consistent with the specific plan.

Section 65451 of the Government Code mandates that a specific plan contain:

- ▶ Statement of the relationship of the specific plan to the general plan.
- ▶ Text and diagrams which specify:
 - » The distribution, location, and extent of the uses of land, including open space.
 - » The proposed distribution, location, extent, and intensity of major components of public and private transportation, sewage, water, drainage, solid waste disposal, energy, and other essential facilities.
 - » Standards and criteria by which development will proceed, and standards for the conservation, development, and utilization of natural resources.
 - » A program of implementation measures including regulations, programs, public works projects, and necessary financing measures.

1.5 RELATIONSHIP TO OTHER DOCUMENTS

The Specific Plan builds upon the policy framework and direction set forth for the project area by the City's General Plan. This translates into a focused, detailed, comprehensive plan for the district that addresses land use (see Figure 1.2: General Plan Land Uses), the characteristics of public and private realm development, circulation, parking, infrastructure, and economic development. The plan also incorporates pertinent aspects of other planning documents that provide policy direction for future development in the project area.

GENERAL PLAN

Adopted by the City Council in December 2003, the Manhattan Beach General Plan is the guiding document for development in the City and Specific Plan area. The General Plan identifies the land use designations and circulation network and sets the direction for development standards found in the City's Zoning Code. A careful review of the land use, infrastructure, housing, community resources, community safety, and noise goals and policies set forth in the General Plan informed many of the priorities of this Specific Plan and ensured consistency between the two documents. The following are some of the key General Plan goals and policies that guide development and improvements in the Specific Plan area (a full list of the key General Plan goals and policies is provided in Appendix 1: General Plan Direction).

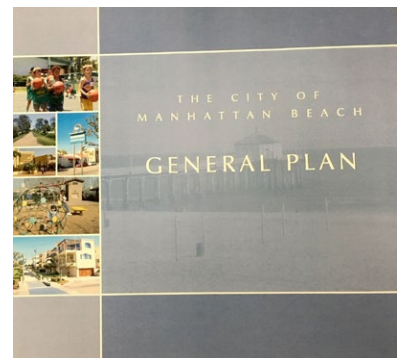
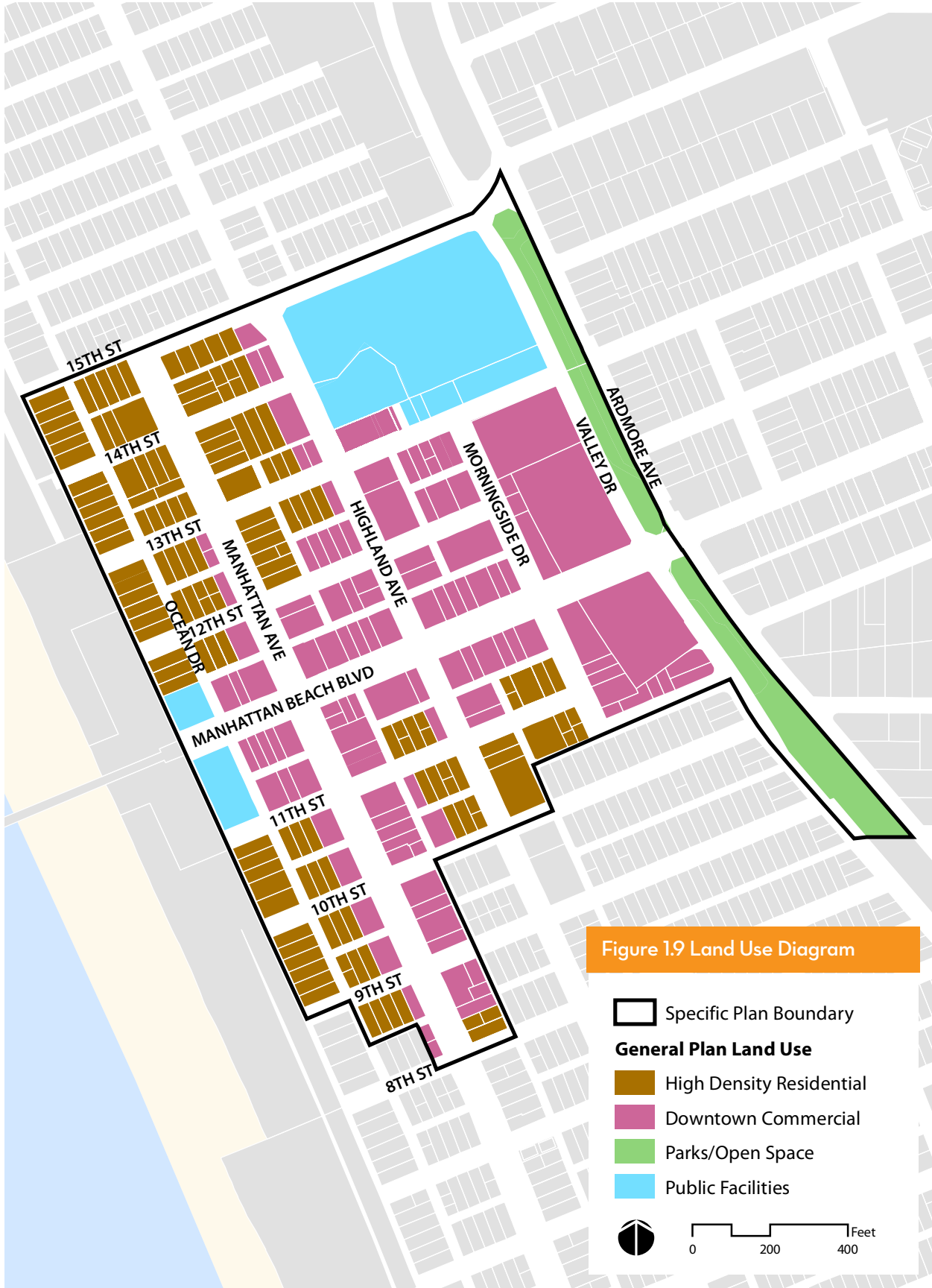


Figure 1.8 Manhattan Beach General Plan

LAND USE

- ▶ Goal LU-1: Maintain the low-profile development and small-town atmosphere of Manhattan Beach.
 - » Policy LU-1.1: Limit the height of new development to three stories where the height limit is thirty feet, or two stories where the height limit is twenty-six feet, to protect the privacy of adjacent properties, reduce shading protect vistas of the ocean, and preserve the low-profile image of the community.
 - » Policy LU-1.2: Require the design of all new construction to utilize notches, balconies, rooflines, open space, setbacks, landscaping, or other architectural details to reduce the bulk of buildings and to add visual interest to the streetscape.



- Goal LU-3: Achieve a strong, positive community aesthetic.
- Goal LU-4: Preserve the features of each community neighborhood, and develop solutions tailored to each neighborhood's unique characteristics.
 - » Policy LU-4.1: Protect public access to and enjoyment of the beach while respecting the privacy of beach residents.
 - » Policy LU-4.2: Develop and implement standards for the use of walkstreet encroachment areas and other public right-of-way areas.
- Goal LU-5: Protect residential neighborhoods from the intrusion of inappropriate and incompatible uses.
- Goal LU-6: Maintain the viability of the commercial areas of Manhattan Beach.
- Goal LU-7: Continue to support and encourage the viability of the Downtown area of Manhattan Beach.

INFRASTRUCTURE

- Goal I-1: Provide a balanced transportation system that allows the safe and efficient movement of people, goods and services throughout the City.
- Goal I-3: Ensure that adequate parking and loading facilities are available to support both residential and commercial needs.
 - » Policy I-3.1: Review the existing Downtown Parking Management Program recommendations, re-evaluate parking and loading demands, and develop and implement a comprehensive program, including revised regulations as appropriate, to address parking issues.
- Goal I-4: Protect residential neighborhoods from the adverse impacts of traffic and parking of adjacent non-residential uses.
- Goal I-6: Create well-marked pedestrian and bicycle networks that facilitate these modes of circulation.
 - » Policy I-6.1: Implement those components of the Downtown Design Guidelines that will enhance the pedestrian oriented environment.
- Goal I-9: Maintain a storm drainage system that adequately protects the health and safety and property of Manhattan Beach residents.
- Goal I-12: Protect the quality of the environment by managing the solid waste generated in the community.

COMMUNITY RESOURCES

- Goal CR-2: Enhance cultural arts programs in the community.
- Goal CR-4: Preserve the existing landscape resources in the City, and encourage the provision of additional landscaping.
- Goal CR-5: Conserve and protect the remaining natural resources in Manhattan Beach.

- Goal CR-6: Improve air quality.
 - » Policy CR-6.1: Encourage alternative modes of transportation, such as walking, biking, and public transportation, to reduce emissions associated with automobile use.
 - » Policy CR-6.2: Encourage the expansion and retention of local serving retail businesses (e.g., restaurants, family medical offices, drug stores) to reduce the number and length of automobile trips to comparable services located in other jurisdictions.

NOISE

- Goal N-2: Incorporate noise considerations into land use planning decisions.

HOUSING

- Goal H-1: Preserve existing neighborhoods.
 - » Policy 1: Preserve the scale of development in existing residential neighborhoods.
 - » Policy 2: Preserve existing dwellings.

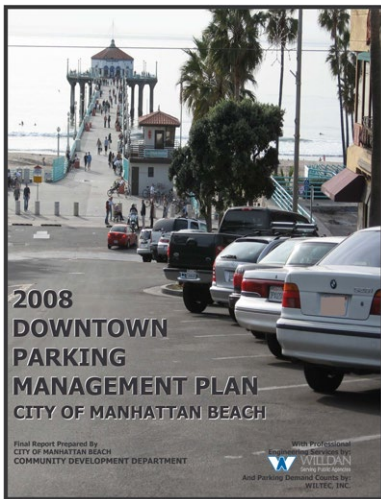


Figure 1.10 Downtown Parking Management Plan



Figure 1.11 Community Facilities Strategic Plan

- Goal H-3: Provide a safe and healthy living environment for City residents.

ZONING CODE/LOCAL COASTAL PROGRAM

The entire project area is located within the City’s coastal zone, so the Manhattan Beach Local Coastal Program provides standards for development, such as height restrictions, setbacks, density, landscaping, parking, allowed uses, and signage. With a few exceptions, these standards match those found in the Manhattan Beach Zoning Code. The standards set the pattern and character of development in the City.

A wide variety of land use designations are used in the Specific Plan area, consistent with the Local Coastal Program, the Zoning Code, and the General Plan. Further refinement of the Local Coastal Program for consistency with General Plan and Zoning Code will be required.

This Specific Plan includes unique development standards and/or references standards in the Zoning Code. Where the Specific Plan includes unique regulations, those regulations prevail within the plan area. Where the Specific Plan is silent, subsequent development must comply with applicable regulations in the Zoning Code.

DOWNTOWN PARKING MANAGEMENT PLAN

Adopted by the City in 2008, the Downtown Parking Management Plan provides strategies to help the City better meet Downtown's considerable parking demand. The plan was reviewed as part of the Specific Plan process. Appendix X: Downtown Parking Management Plan Evaluation evaluates the success of these strategies and recommends new and updated strategies to address the district's current and envisioned future parking demand. The strategies are also summarized in Chapter 5, Circulation Plan.

DRAFT MOBILITY PLAN

The City is in the process of updating its General Plan Circulation Element, the Mobility Plan. Once adopted, the Mobility Plan will identify goals and policies that support a balanced, multimodal transportation system serving all users, including motorists, pedestrians, bicyclists, persons with disabilities, and transit users. The goals and policies also influence the Specific Plan's goals and recommendations for Chapter 5, The Circulation Plan, and Chapter 7, Public Realm Design Guidelines and Improvements.

COMMUNITY FACILITIES STRATEGIC PLAN

Adopted in 2008, the Community Facilities Strategic Plan provides a long-term vision for community and recreation facilities on, adjacent to, and/or near the City's major parks. The plan includes conceptual plans for each of the parks, illustrating proposed building, ball field and court, other community and recreation facilities, parking locations. While none of these parks are located in the project area, the plan does describe a vision for Live Oak Park, located adjacent to the project area's northwest corner. The plan envisions the construction of a new senior center, community center, expanded open space, and 120 subterranean parking spaces within the park.

DOWNTOWN STRATEGIC ACTION PLAN

Adopted in 1996, the Downtown Strategic Action Plan was the City's first document that defined a shared community vision for Downtown and provided strategic actions to inform decisions concerning the district. The plan was the product of an extensive six-month outreach process. The actions address the preservation of the district's village character, provide pedestrian streetscape amenities, propose solutions to improving Downtown livability, and include strategies to address the project area's parking needs. The Specific Plan provides an update to and expands upon the plan's actions.

DOWNTOWN DESIGN GUIDELINES

The Downtown Design Guidelines were adopted in 1998 as a resource to help ensure the preservation of Downtown's visual character through the review of private development projects. The Specific Plan significantly expands upon the framework and guidelines included in the document.

ULI ADVISORY SERVICES PANEL REPORT

In early 2015, the City, in collaboration with Urban Land Institute (ULI), held a week-long Advisory Services Panel comprised of various land use experts to engage community stakeholders and evaluate the Downtown area. The panel's findings and recommendations were presented at the end of their week-long visioning charrette, and formally documented in the ULI Advisory Services Panel Report. The panel's approach was to look at the City's culture, history, and land economics (with a focus on the retail environment); assess planning, design, and transportation issues; and formulate strategies, including some development opportunities in the Downtown. The ULI Report includes these ideas, along with implementation strategies to help the City establish a strategic vision to help balance the desires of the community with the pressures of the land economics facing the Downtown. One of the key recommendations from the ULI report was that the drafting of a Downtown Specific Plan would be the best approach to address specific solutions to land use and design issues

The ULI Advisory Panel identified the following priorities for the Downtown area:

- Preservation of Manhattan Beach's unique small town character
- Improved and increased parking
- Enhanced streetscapes with facilities for pedestrians and cyclists
- Strategic redevelopment of key sites to achieve community goals
- Strategies to protect small business viability
- Creation of shared office space and small-scale retail
- Beautification through new street art, facade improvements, landscaping and sidewalk cafes
- Engaging Downtown businesses and property owners to lead and fund improvements

1.6 GUIDING PROJECT PRINCIPLES

To guide Specific Plan development, a set of project principles was generated to provide the planning framework and project understanding. These principles created a starting point for development of the more detailed goals, policies, and implementation strategies found throughout the remainder of this Specific Plan. The principles were derived from the ULI Report and the project's outreach efforts. The guiding project principles are:

- Preserve a strong sense of community identity and sense of place for the Downtown.
- Enhance the vibrancy and economic vitality of the district through an emphasis on unique and independent retailers and businesses.
- Set the stage for and contribute to business success.

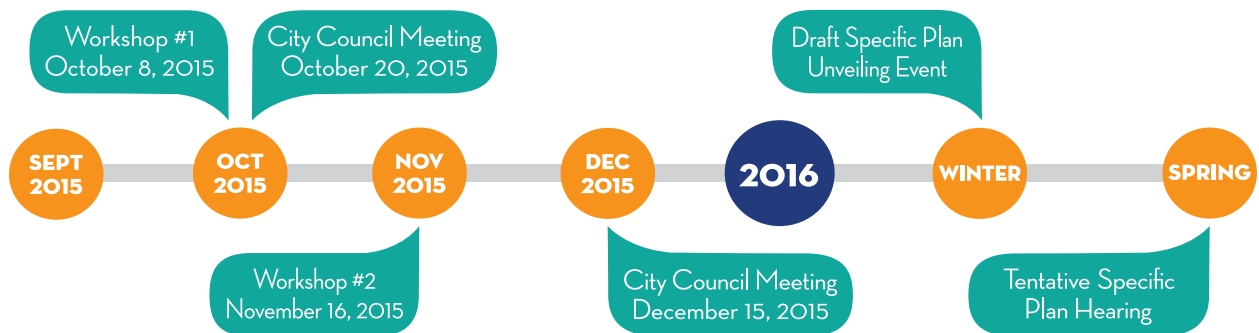
- Reinforce retail, entertainment, dining, and active street fronts in the Downtown to provide an attractive pedestrian-oriented environment.
- Provide for the best mix of retail, commercial, and service businesses.
- Boost the attractiveness of the Downtown for local residents and visitors alike.
- Strengthen the City’s tax base.

1.7 PLANNING PROCESS AND OUTREACH

To prepare the Downtown Specific Plan, the City of Manhattan Beach utilized a community-based planning process. The City hired a multidisciplinary consultant team of planners, urban designers, architects, landscape architects, traffic and civil engineers, parking experts, and economists to lead the process and prepare technical documents and studies that informed various aspects of the plan. Throughout the planning process, the City of Manhattan Beach and the consultant team sought input from elected and appointed officials, community groups, business and property owners, residents, and other members of the public regarding key aspects of the plan.

To reach as many people as possible, this outreach effort assumed a broad approach. This included an intercept and online survey, four public workshops, working sessions with members of the City Council and the Planning Commission, and interviews with stakeholder groups. In an effort to keep these individuals and all City residents informed and interested in the planning process, the project team prepared and distributed a poster and promotional flyers, and provided status updates on the City’s website.

Figure 1.12 Planning Process Graphic



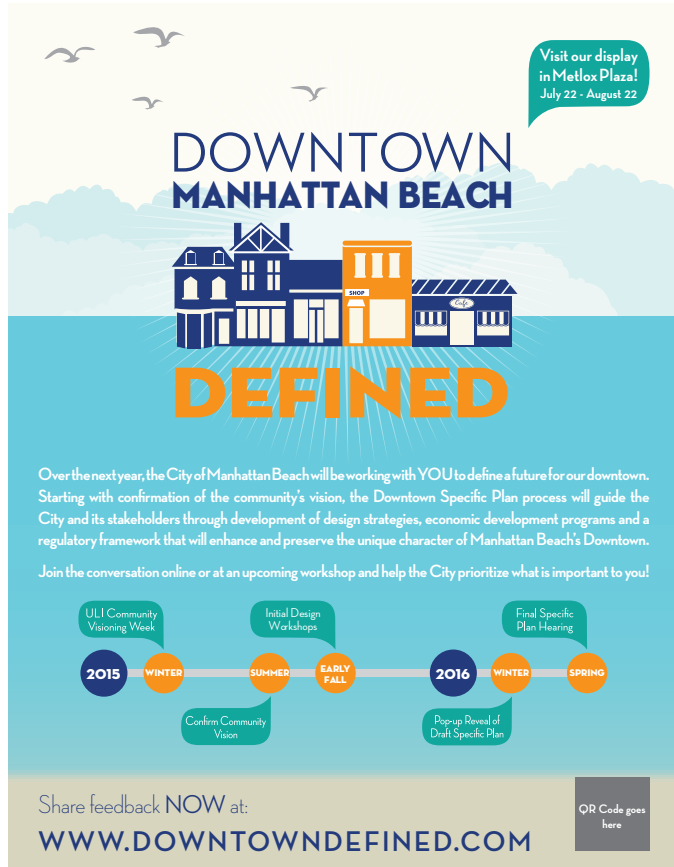


Figure 1.13 (left) Project Poster

Figure 1.14 (top) Advisory Committee Meeting

Figure 1.15 (bottom) Intercept Survey

The following list provides a basic introduction to the outreach effort's meetings, interviews, discussions, and project updates. Each item includes a brief summary of the topics that were covered and any outcomes that were reached. For a comprehensive summary of feedback gathered through the plan's outreach efforts, please refer to Appendix X: Outreach Highlights.

1.7.A. PROJECT POSTER AND PROMOTIONAL FLYERS

At the outset of the planning process, the project team prepared a poster for the project. The poster was intended to introduce the project to the community and encourage participation in the planning process. The poster was posted in City Hall and distributed to Downtown businesses to display in shop windows. The poster included a description of the project, the planning process and timeline, and the key topics to be addressed by the plan. The poster also encouraged the community to visit and complete an initial survey on the project's interactive Open City

WHAT IS OPEN CITY HALL?

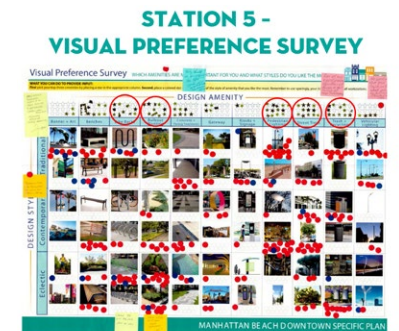
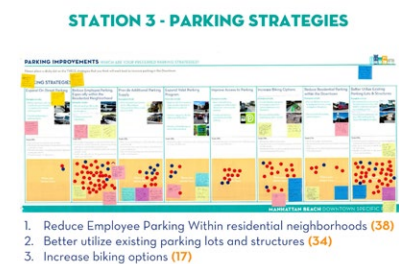
Open City Hall is an online forum for civic engagement. Community members can read what others are saying about important Manhattan Beach topics and post their own statements. City officials read the statements and incorporate them into their decision process. Open City Hall has been used as a community engagement tool throughout development of the Specific Plan to provide information and gather input. For example, at the kickoff of the project, Open City Hall was used to disseminate a survey asking residents, property owners, merchants, and visitors to share their thoughts on preferences and priorities for Downtown .

Hall portion of the City of Manhattan Beach website.

The project team also prepared a series of promotional flyers, essentially truncated versions of the poster, to advertise the project's workshops. The flyers were made available at City Hall and distributed to Downtown businesses to display on shop counters.

1.7.B. STAKEHOLDER AND FOCUS GROUP DISCUSSIONS

The project team interviewed several key stakeholder and focus groups to discuss the group members' impressions of the Downtown and preferences for physical changes, additional/amended regulations and guidelines to help shape desirable future development, and economic development strategies to help maintain the district's small-town character and economic viability. These discussions built upon the stakeholder outreach that took place during the ULI visioning week activities of January 2015. Because a wealth of information was received through the ULI interviews, the project's discussions focused on delving deeper into the important questions facing the district's future. The individuals that participated in the discussions represented a broad cross section of the community, including Downtown and citywide residents, members of the Downtown Business & Professional Association, commercial property owners, and Cultural Arts Commissioners.



Figures 1.16-18 City Council Study Session 2

SPECIFIC PLAN ADVISORY COMMITTEE

The Specific Plan Advisory Committee was responsible for providing the consultant team with its impressions of the Downtown area and feedback on project deliverables, including the Specific Plan document and public outreach activity results. The advisory committee included representatives from resident groups, the Downtown Business & Professional Association, the Manhattan Beach Chamber of Commerce, and the Manhattan Beach Commercial Property Owners Association. Advisory committee members attended a series of four meetings, each linked to the project kickoff meeting or one of the community workshops, and collaborated with the consultant team and City staff in the development of the Specific Plan.

INTERCEPT AND ONLINE SURVEY

The project's first public outreach activity was conducted in the form of a survey. Based upon the ULI study's recommendations, the survey was developed to understand how the Specific Plan could best address and reflect the needs and preferences of residents and visitors. During August 2015, the survey was available online through Open City Hall and was administered in person as an intercept survey in and around the Downtown. Specific locations included Metlox Plaza, Manhattan Beach Boulevard, the Pier, the farmers market booth, and Polliwog Park. In total, 171 participants responded to the survey.

The consultant team, in coordination with City staff, used the results of the survey, in conjunction with the ULI study and the information received through the stakeholder interviews, to develop the project's community design concepts and strategies.

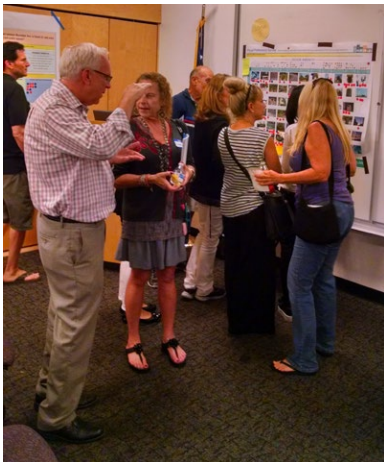
PUBLIC WORKSHOPS

The project team facilitated three public workshops as part of the Specific Plan outreach process to gather input from the community.

WORKSHOP 1:

The second public outreach activity, Workshop 1, took place on October 8 and 9, 2015, at the Fire/Police Community Room. To maximize participation among community members, the activity comprised a series of three events, including one "full" workshop and two "mini" workshops. The mini workshops were primarily envisioned as additional opportunities for members of the business community to participate in the development of the project's alternatives, but were also open to other community members. In total, 47 participants attended the event.

The community workshops were facilitated by the consultant team. The meeting purpose for all of the sessions was to formally introduce the project to the community and solicit input from the community on the project's community design concepts and strategies. The full workshop included the additional purpose of summarizing demographic and market findings for the Downtown.



Figures 1.19-24 Workshop 1 & 2

WORKSHOP 2:

The third public outreach activity, Workshop 2, took place on November 16, 2015, at the Fire/Police Community Room. The event was facilitated by the Manhattan Beach Downtown Specific Plan project team. The meeting purpose was to answer attendees' questions about the project and solicit input from the community on possible solutions and strategies for preserving the Downtown's small town character.

Input was received through a small group rotation station exercise. Upon arrival, attendees were assigned to one of the workshop's five stations, each addressing an important aspect of development in the Downtown. Each group participated in an activity at the station where they formed before rotating to the remaining stations. During each activity, participants were asked to vote for their most, and in one instance least, preferred solutions and strategies pertaining to the station's topic, and discuss their rationale for how they voted. Participants were also encouraged to provide comments on many of the station's posters as well as on a worksheet that would be submitted at the end of the workshop.

WORKSHOP 3:

The description of Workshop 3 will be included once the event takes place.

WORKSHOP 4:

The description of Workshop 4 will be included once the event takes place.

CITY COUNCIL AND PLANNING COMMISSION MEETINGS

The project team, in conjunction with staff, received direction on important aspects of the Specific Plan at two working sessions. Each study session followed a workshop, and afforded the opportunity to confirm how the City Council preferred to see input received during the workshops incorporated into the development of the Specific Plan's components. Study session 1 took place on October 20, 2015, and study session 2 occurred on December 1, 2015.

STATUS UPDATES

Throughout the planning process, the project team provided the community with regular updates on the status of the project. Most often, this occurred during City Council and Planning Commission meetings. In addition, the project team posted regular updates to the project page on the City's website.

1.8 SPECIFIC PLAN ORGANIZATION

The Specific Plan contains ten chapters and comprises two sections. The first section, including Chapters 1, 2, and 3, provides a foundation for future development by providing background and existing conditions information, an understanding of the district's development potential, and a vision for the project area. The second section, Chapters 4, 5, 6, 7, 8, 9, and 10, provides tools and an implementation strategy that will help guide future development in a manner that fulfills the community's vision.

The Specific Plan is organized in the following manner:

CHAPTER 1 – INTRODUCTION

This chapter defines the Specific Plan's purpose and describes the project's community-based planning process. The chapter also contextualizes the project area's location, summarizes the project's relationship other documents, and lists the project's guiding principles.

CHAPTER 2 – EXISTING CONDITIONS

This chapter summarizes the project area's existing conditions, issues, and opportunities that pertain to the Specific Plan.

CHAPTER 3 – VISION

This chapter establishes the overall vision for the design and character in the Specific Plan area. All subsequent goals, policies, and design guidelines in the Specific Plan document support the vision.

CHAPTER 4 – LAND USE PLAN

This chapter guides the location and type of new development. The Land Use Plan establishes land use classifications and locates them in the plan area on the Land Use Map.

CHAPTER 5 – CIRCULATION PLAN

This chapter identifies major circulation features and parking facilities and summarizes planned enhancements to improve movement and parking in the Specific Plan area.

CHAPTER 6 – PRIVATE REALM DEVELOPMENT STANDARDS & DESIGN GUIDELINES

This chapter identifies how the Downtown's built form should function and look. The mandatory standards and policies, as well as the advisory guidelines, provide the ingredients needed to

shape the urban design character of the plan area. All development activities in the plan area are required to address the relevant standards and guidelines and demonstrate how the project supports the vision for the plan area.

CHAPTER 7 – PUBLIC REALM DESIGN GUIDELINES & IMPROVEMENTS

This chapter identifies major streetscape features and summarizes planned enhancements to, and standards and guidelines for, the public realm in the Specific Plan area.

CHAPTER 8 – INFRASTRUCTURE & PUBLIC FACILITIES

In addition to the roadways described in the previous chapters, this chapter includes details related to how other infrastructure such as sewer, water, cable, and phone services will be provided to support new development. Public services such as police and fire are also included in this chapter.

CHAPTER 9 – ECONOMIC DEVELOPMENT & STRATEGIES

This chapter includes promotional, organizational, business retention, and business expansion strategies for the Specific Plan area.

CHAPTER 10 – IMPLEMENTATION

The Specific Plan has many components, and its vision cannot be achieved overnight. This chapter establishes implementation actions, phasing, financing, and other information related to how the Specific Plan can implement the vision established in Chapter 3. The implementation actions are the physical improvements, programs, and projects that need to be carried out for the Specific Plan to be realized.

APPENDICES

The Specific Plan also includes appendices of studies, reports, and the street tree and landscaping palettes that were prepared in conjunction with the project. These items are intended to inform and provide City staff, business and property owners, architects, engineers, planners, and members of the development community with an adequate amount of technical information to understand and implement the plan.

Goals and policies are included in many chapters of this Specific Plan. While the guiding principles and vision concepts described above provide the broad themes addressed by the Specific Plan, the goals and policies provide specific actions geared toward implementation. Goals and policies

are included for each subject area (e.g., land use, urban design, transportation, and infrastructure). Goals provide the target, while policies identify a definitive course of action to reach the goals.

