

CITY OF SANTA MONICA BERGAMOT AREA PLAN

ADOPTED SEPTEMBER 11, 2013



City of
Santa Monica

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Core Components:

C. Circulation and Mobility

In July 2010, the City Council adopted the Land Use and Circulation Element (LUCE), following a six year public process. The LUCE called for addressing congestion, air quality, greenhouse gas emissions, housing affordability, and sustainability through transportation policy and included a **target of no net new PM peak vehicle trips**. To meet these targets, the LUCE included policies for:

1. **Making more efficient modes of transportation—walking, biking, transit and carpooling—more attractive,**
2. **Meeting needs locally and reducing the need to travel long distances by car, and**
3. **Implementing targeted congestion and demand management measures** using tools such as dynamic parking pricing, real-time travel information and transportation management associations.

This transportation approach recognizes that circulation is not an end in itself, but rather that a structure and other investments that improve mobility help us to achieve Santa Monica's community goals. Transportation choices can help, or hurt, efforts to reduce global climate change, improve personal health and ensure mobility for older adults and youth.





The narrow sidewalk on Olympic Boulevard brings traffic uncomfortably close to pedestrians.



This sidewalk on Berkeley Street is limited and not oriented for pedestrians.

Santa Monica's LUCE and Sustainable City Plan direct the City to manage its transportation resources in a new way, consistent with the community's vision, so that everyone enjoys greater access and mobility choices. **Transportation choices are key to the high quality of life and strong economy in Santa Monica, and transportation policies and facilities should reflect the different needs and desires of the city's diverse population.**

There is no single solution to the transportation needs of Santa Monica's many residents, businesses, institutions and visitors. Vehicle access will continue to be important for many functions and trips, and the street network must facilitate these movements. People in Santa Monica use streets in many ways, depending on the day, the time, the immediate need and type of trip. Just as a driver is also a pedestrian when walking to and from a parked car, transit users may also cyclists to the final destinations.

Santa Monica is integrated into a growing region and economy; over 1.5 million new residents are projected for Los Angeles County by 2030. Recognizing this challenge, along with the financial and land constraints upon highway and roadway infrastructure expansion, State and County agencies have increased efforts to diversify transportation options so that personal mobility and access to jobs, goods and services is not compromised. **Carpooling and vanpooling, train and bus transit, bicycling, walking and transportation demand management are increasingly recognized as critical means of preserving to the region's quality of life, environmental health and economic vitality.**

Santa Monica is addressing these challenges and has adopted aggressive policies to coordinate programs and investments to manage vehicle congestion and expand active transportation options. **The first step is a good land use plan; by placing a diversity of land use types and intensities near transit, and by creating compact walkable neighborhoods and districts, the LUCE strives to put most daily needs within walking distance of jobs and residences,** thus reducing demand for vehicle trips. The Bergamot Area Plan is at the heart of LUCE implementation; as a district, it leads the city-wide effort to concentrate change in less than 4% of Santa Monica's land area, located near future Expo Light Rail stations and other high-frequency transit corridors. This protects established neighborhoods and also creates the fundamental conditions necessary to reduce future vehicle trips. In the Bergamot Plan area, this effort to maximize reductions in vehicle trips is catalyzed through standards and programs such as:

1. Making "Places for People" within former industrial lands
2. Fostering conditions for walking to become a larger part of everyday life and mobility
3. Providing facilities to support short-, medium- and long-range bicycle trips within and around the area
4. Embracing the opportunities and mobility enhancements created by the Expo Light Rail
5. Managing congestion actively to enable continued auto access for critical vehicle trips
6. Utilizing all available transportation demand management strategies to reduce new and existing vehicle trips
7. Managing parking dynamically as a limited and valuable resource

Through carefully coordinated private and public investments, the Bergamot Plan area will become a high-performing, sustainable district where residents, visitors, and employees alike enjoy—indeed, thrive on—a wide range of mobility options, each one suited to a different aspect of their daily needs. In other words, as the Bergamot Area Plan is implemented, the district’s mobility performance can go from “worst” to “first”—the first district in Santa Monica outside of Downtown that meets the long-term sustainability and mobility goals contained in the LUCE.

A Place for People

Creating a “place for people” means building an urban fabric and overall environment which provide comfortable, rewarding experiences for individuals who visit, travel through, and use an area. This contrasts with areas that may be designed for maximum throughput of traffic, intense industrial activity, or some other purpose that is incompatible with creating places that can be easily enjoyed.

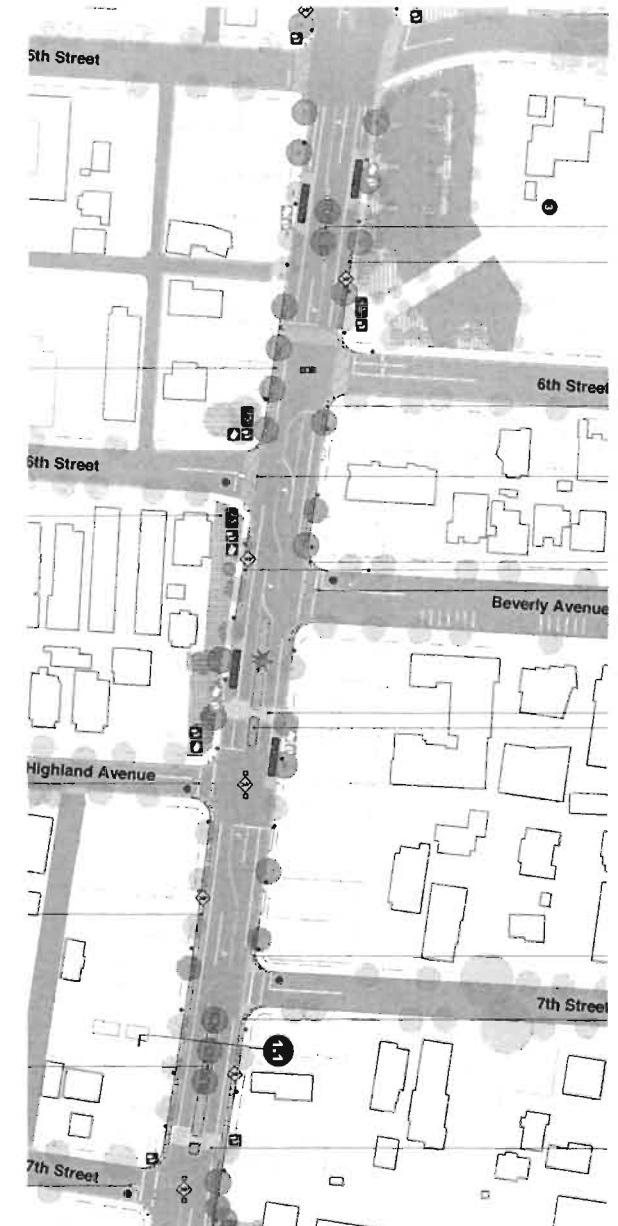
Although the Bergamot Plan area originally developed primarily for isolated industrial uses, this Plan supports a shift to an integrated transportation and land use strategy that is focused on people and is responsive to the local and regional context. A core commitment is to breaking down the industrial scale of superblocks and making streets, paths, parks and places for people.

Today, the experience of a person traversing the Bergamot Plan area can be poor at best and hostile at worst. With a shortage of sidewalks, bicycle

facilities and transit service, Bergamot is still mired in the problems of the auto era, especially rush-hour traffic congestion. This current situation is already challenging and ill-suited for the emerging Bergamot Plan area economy and lifestyle.

Coordinated sidewalk improvements and more sensitive, active streetscape design will enhance public spaces and the pedestrian experience. New streets and pedestrian paths will remove barriers and bring a more comfortable scale to the blocks and buildings. Equally important, daily destinations will be located throughout the district, so that regular errands—to restaurants, markets, cleaners, shops, vendors—will all be within a short and pleasant walk or bike ride from homes or workplaces. New or renovated buildings will encourage walking by including visible open space, creative visual interest and providing living, working and shopping spaces in the right amounts and in the right locations.

Creating great places and experiences for people can encourage them to arrive without a car, thereby relieving traffic congestion and promoting more active lifestyles. Although an estimated four out of five commuters to Bergamot currently reach the area by driving alone, the design and management of the Bergamot Plan area will seek to reduce this proportion and encourage other modes of travel. Instead of arriving by car, thousands of Plan area employees and visitors could use the new Expo light rail to access Bergamot’s job opportunities and cultural amenities, including the galleries and performance spaces of the nearby Arts Center. Others could arrive via enhanced



Improvements to the quality of the streetscape, like those completed for Ocean Park Boulevard (above) redefine the role of streets to also include public spaces for recreation, gathering and connectivity.

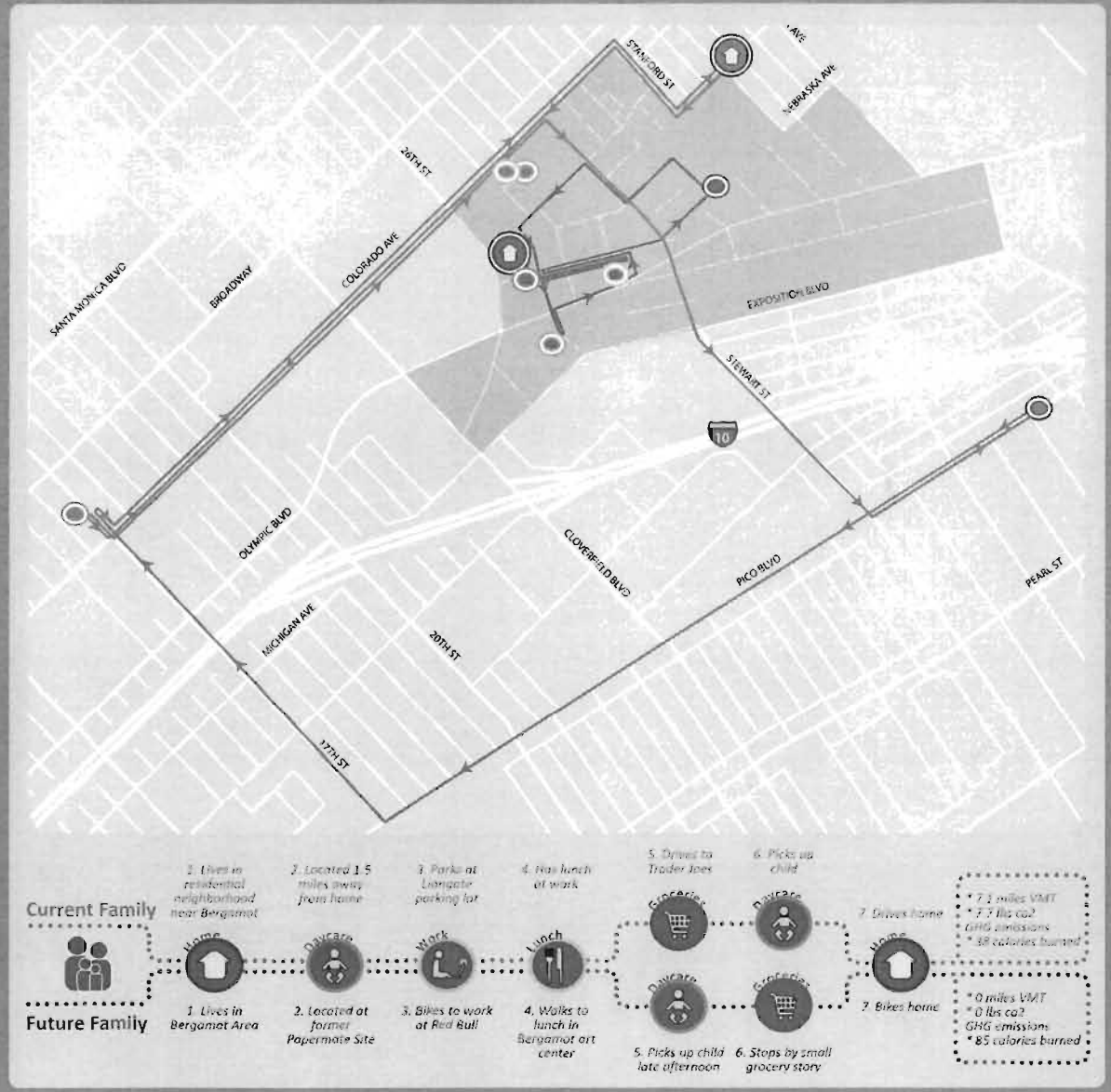
Envisioning the Future
A Day in the Life of a Family Living in the Plan Area



Consider a couple with children who lives in the Bergamot Plan area, and bicycle to work at Red Bull on Stewart Street. They drop the children off at child care within a new facility nearby. For lunch, they walk to the Bergamot art center. After work, they pick up their children and stop at a new corner grocery on the way home.

This scenario requires a wide variety of changes within the Bergamot Plan area — good jobs, better bicycling facilities, more child care options, and most importantly: appropriate housing options for this family.

But the benefits would be great. In the present, this family probably lives somewhere else in Los Angeles’ Westside or beyond; each spouse makes car trips to commute, shuttle the children and run daily errands. In our imagined future, the increased density of amenities means errands can be combined into one walking or biking trip with the use of active transportation modes. VMT and GHG emissions drop to zero, and burned calories increase.



Big Blue Bus service or by riding bicycles along the new Expo Regional Bike Path and Santa Monica's improved bicycle network.

Because of the way it will alter how travelers arrive in the district, the new Expo Station requires an innovative approach to placemaking. Once riders step off the train they must still transport themselves to offices, studios, homes, art galleries, museums, hotels, and other destinations that are usually not immediately adjacent to the station itself.

The Bergamot Area Plan envisions creating an interconnected community that is comfortable, well designed, and which facilitates an array of new transit options, so that whether someone is walking, biking, taking transit, or simply enjoying the neighborhood, they may do so as a first-class citizen. Residents and visitors will be able to freely choose among transit options which have been made equitably convenient, so that shorter journeys can easily be made on foot and longer journeys can be easily made by transit, bicycle, car, or even a shared car or bicycle.

Auto access will still be important in this area. Many employees will continue to commute and carpool to work by automobile, and new residents in the Bergamot Plan area will also travel to a variety of destinations by car. However, inbound commuters will have more incentives to take transit or to carpool, while residents and employees who travel elsewhere during the day can use short-term car-sharing services. Rather than attempting to serve as the solution to every mobility need, the private automobile will serve only those mobility needs for which it is well-suited,

as well as those individuals whose physical limitations preclude using more active forms of transit.

By giving people travel choices, taking advantage of transportation options, and creating an appropriate role for auto travel, the Bergamot Area Plan will transform mobility in the district. This will serve to achieve the LUCE's goal of "no net new PM peak hour trips," even while accommodating additional creative jobs, cultural amenities, and housing that will protect the district's role as Santa Monica's arts and culture center, strengthen its identity as the center of the city's creative economy, and enhance its appeal as an attractive place to visit and live.

Walking in the Bergamot Plan area

As one of the healthiest, least expensive, and most sustainable ways to travel, walking must be at the very core of the Bergamot Area Plan's mobility strategy. The Plan envisions a future where most people will make the majority of their local trips on foot simply because doing so has become the most convenient and enjoyable way to reach nearby destinations. Even people who travel to the area from elsewhere in the region by car, bike or train will find themselves walking once they have arrived. It is the walking environment that will support all the other sustainable transportation networks: shared vehicle and bicycle parking networks, and the transit system.

The Bergamot Area Plan incorporates strategies to support walking in every respect, including urban form, design guidelines, mix of permitted uses, a reconfigured street network, and the requirement

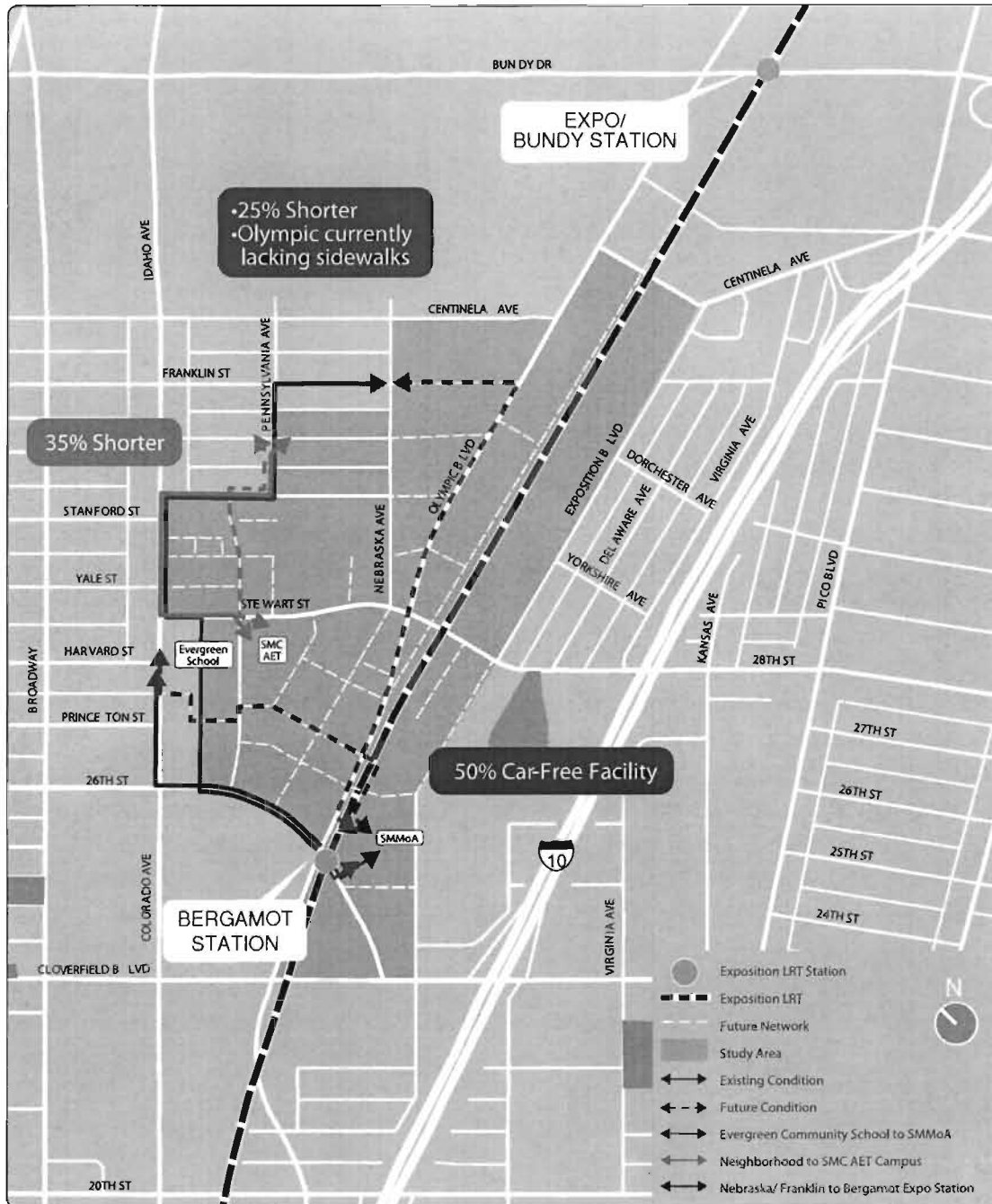


Walking will be a priority in the Bergamot Plan area.

that the design of every other transportation network respect and support people who walk.

Implementing the plan will increase Bergamot's pedestrian facilities—sidewalks, pathways, and shared pedestrian paths—from 5.8 miles to 10.2 miles. New and redesigned streets will create smaller blocks; discourage speeding and cut-through vehicle traffic; and, together with a well-designed, green streetscape and generous sidewalks, make walking a pleasant experience (see Figure 4.A.03). Through-block pedestrian connections on remaining larger blocks and a new multi-use path along the Expo line will complete the pedestrian network.

This enhanced pedestrian network will increase connectivity and shorten distances (see Figure 4.C.01 for sample routes). For example, a walking trip from the intersection of Nebraska Avenue and Franklin Streets to the Expo Station—currently a one-mile walk—will be 25% shorter.



Direct connections to the Bergamot Expo Station will be provided from the Bergamot art center to the south, and from the north via new pedestrian crossings of Olympic Boulevard between 26th Street and Stewart Street. The expanded pedestrian network will provide straightforward connections to the station from any point in the district and conversely, will provide easy walking access from the station to local retail, services, and shared facilities (see Figure 4.C.02).

More broadly, the land use strategy concentrates new retail and pedestrian-oriented uses along three main streets: Nebraska Avenue, Olympic Boulevard near the Expo Station, and a new north-south street leading to the station. In these locations and a few others, retail, cafes, restaurants, entertainment, galleries, cultural and community facilities, services, small offices and workshops, and housing will transform the district into a place that is comfortable for walking 17 hours a day, 7 days a week.

The Development Standards (Chapter 5) focus on pedestrians first by emphasizing well-designed street frontages and investment in street upgrades with sidewalks and landscaping. Community benefits in the largest projects will contribute to this improved walking environment through provision of pathways and open spaces, along with higher-level facilities that may be negotiated.

Figure 4.C.01
Directness of Travel for Pedestrians

5

The finer-grained pedestrian network will complement the area's architecture and urban design elements to produce an interesting and enjoyable experience for people. The three-dimensional spaces that are formed by buildings are just as important as the buildings themselves in creating a comfortable walking environment. Buildings will include all kinds of active ground floor uses that can spill onto the widened

sidewalks. New buildings will showcase interesting, contemporary designs that catch the eye of passersby. Instead of walking along long, blank building walls and on narrow, obstructed sidewalks, people will find themselves strolling through appealing places, where they can meet other people, enjoy the open spaces, find something interesting to look at on every block, and see creativity at work.

Biking in Bergamot

Bicycling has become the fastest-growing travel mode in Los Angeles County, and as the Westside economy continues to thrive and the area grows more vibrant, this trend is expected to continue. For trips too long to walk and too short to justify transit, bicycling is just right.

There are a few reasons to anticipate increased popularity of bicycling in the Plan area. First, bicycling provides tremendous flexibility for travel within the area and to adjacent locations. Almost the entire City of Santa Monica, including Santa Monica College campuses and major commercial and shopping districts, is located within a 10-15 minute bike ride of the Bergamot Plan area.

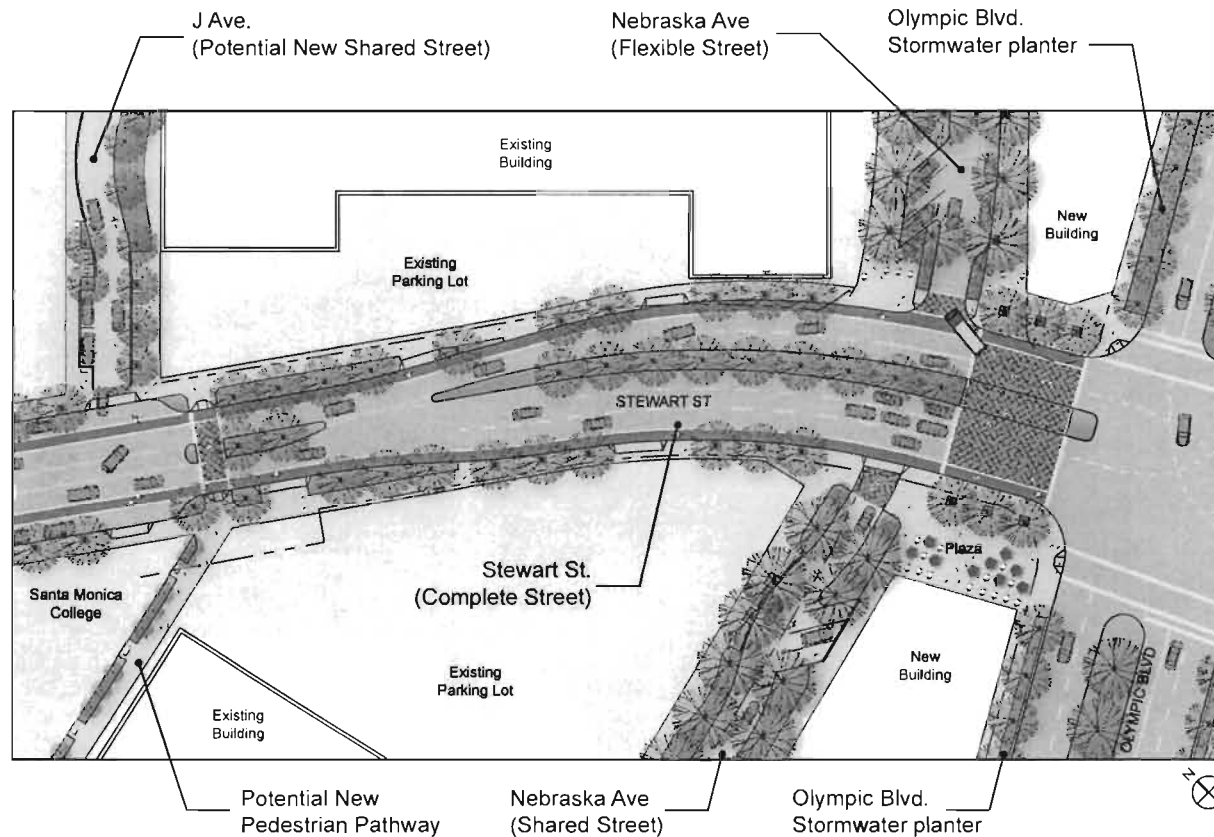
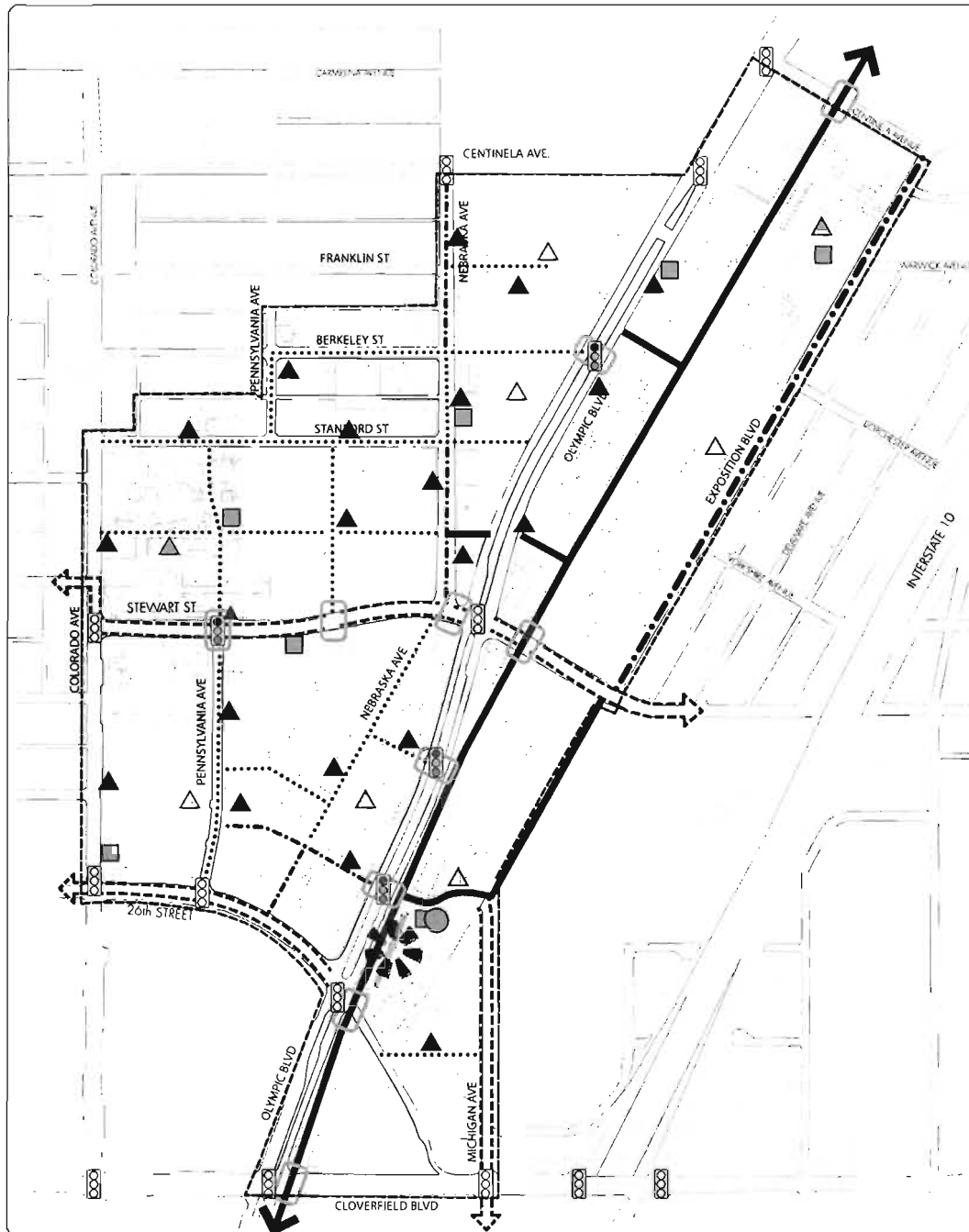


Figure 4.C.02
Proposed Street Improvements on Stewart Street at Olympic Blvd. and Nebraska Ave.



The Bergamot Plan area will be focused on biking and walking.

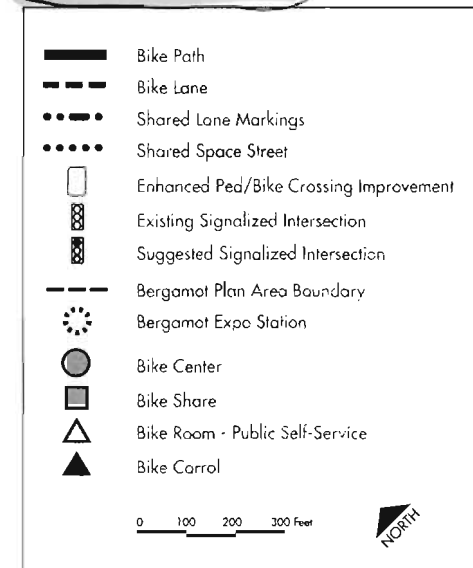


Second, given the cost associated with driving, parking and traffic congestion on the Westside, bicycling is being seen more and more as an inexpensive and sensible choice for able-bodied people who are traveling 5 miles or less—a 30-minute bike ride at a comfortable pace, extending beyond Santa Monica’s boundaries for employees who live in nearby Westside neighborhoods.

Third, bicycling will offer a quick way to connect to the Expo Station from the edges of the Plan area that are just a little too far to walk. Bicycling can be the ideal way to cover the “first and last mile” between the origin, the transit stops, and the destination. Bicycles for transit users can be accommodated through secure bike parking at the Expo Station and places of employment; use of bike-sharing programs throughout the area; and the ability to take a bike on buses and light rail cars.

Figure 4.C.03
Proposed Bike Facilities

6



The Plan incorporates complete bicycle infrastructure, including a bikeway network within the area that links to the city and regional network; convenient parking; secure parking; commuter amenities; shared public bicycles; and a bike center/mobility hub offering programs and information relating to regional transit and local resources (see Figure 4.C.03).

Bikeway Network

Each street, existing or planned, in the Bergamot Plan area is part of the bikeway network. The Expo Regional Bike Path and the Michigan Avenue Neighborhood Greenway will provide high-quality access to downtown Los Angeles, Santa Monica College and the Santa Monica State Beach. Designated Class II bike lanes will be available on LUCE designated primary bikeway streets, including Stewart Street, 26th Street, and Michigan Avenue near the Bergamot art center, providing connections to the larger bike network in Santa Monica. For example, an employee living in the Pico neighborhood will be able to take the bike lane along Michigan Avenue and reach a workplace on Berkeley Street in about 10 minutes. A resident in the Bergamot Plan area will be able to ride to Downtown Santa Monica on designated bike lanes and routes and to Downtown Culver City on the Regional Bike Trail.

All other streets in the area are designated as “slow” streets and will be designed for both cars and bicycles to share the road at a more moderate speed that is compatible with a cyclist’s pace. People are more likely to ride bikes to local destinations if they feel safe and can easily get where they want to go, and a network of “slow” streets can provide better access to the entire district as called for in the Bike Action Plan

toolkit (see Figure 4.C.04 Directness of Travel for Bikes for sample routes).

Bikesharing

Shared bicycles are publicly available bikes that are docked to a station and which can be taken for short or longer rides by bikeshare members by swiping a card through an automated pay system. The bikes can then be dropped off at any compatible bikeshare station in the system, which will extend through all of Santa Monica and possibly into neighboring Los Angeles in the future. Shared bicycles will be available throughout the Plan area. Seven to ten bikeshare stations are envisioned, dispersed through the Plan area, accommodating a total of approximately 70-100 bicycles. However, available public space will be sufficient to accommodate additional bicycles and sharing stations, if the demand is there. Employers may also provide shared bikes for their employees.

Bike Parking

In addition to an extensive bikeway network and availability of bikes, ample, convenient, and secure bike parking will support the success of biking in the Plan area. Significant new short- and long-term bicycle parking locations are planned throughout the area to accommodate growing demand.

- **Convenience Parking:** Short-term bike parking will be provided in visible locations on sidewalks and private property near building entrances. Figure 4.C.03 identifies over 20 potential locations for bike corrals, providing prominent and convenient street-front locations for bike racks, grouped and located so as to minimize pedestrian conflicts and improve visibility for pedestrian crossings.



Class II bikeways will connect to Santa Monica’s bike network and beyond.



Bikeshare stations will provide people with on-demand bikes.



Bike parking, such as this bike corral will be distributed throughout the Bergamot Plan area.

- **Secure Parking:** Secure parking will be available for employees and residents in bike rooms and lockers, and/or at a district bike center. It is anticipated up to 875-1,000 new secure spaces will be provided by developers pursuant to property development standards. Secure bike parking and management is encouraged so it is available to a wide variety of bicyclists, not just those who work at a particular building.
- **Bicycle Commuter Amenities:** Bicycle commuters require showers and personal lockers. Showers and lockers are required along with secure bicycle parking for mid- and large-size employers. Incentives will encourage the operation of these facilities, where appropriate, as shared facilities.
- **Bike Center:** A Bike Center will be located near the Expo Station and may be operated in conjunction with the area transportation management association (TMA). It will offer long- and short-term bike parking, a bikeshare station, commuter amenities including showers, lockers, and maintenance facilities as well as visitor information and support to people who want to go by bike, bus or walk.

Bike Parking: A Higher Standard in the Plan Area

The LUCE calls for bike facilities and connecting transit to provide strong local and regional access for cyclists, and desires an overall bike usage rate of up to 35%. In response, the Bergamot Area Plan calls for an increase in bicycle facilities: short-term bike parking in private developments and in on-street corrals; bike rooms in private developments; a mobility hub, including bike amenities; bikeshare stations; and street designs throughout that accommodate bicyclists along with other road users.

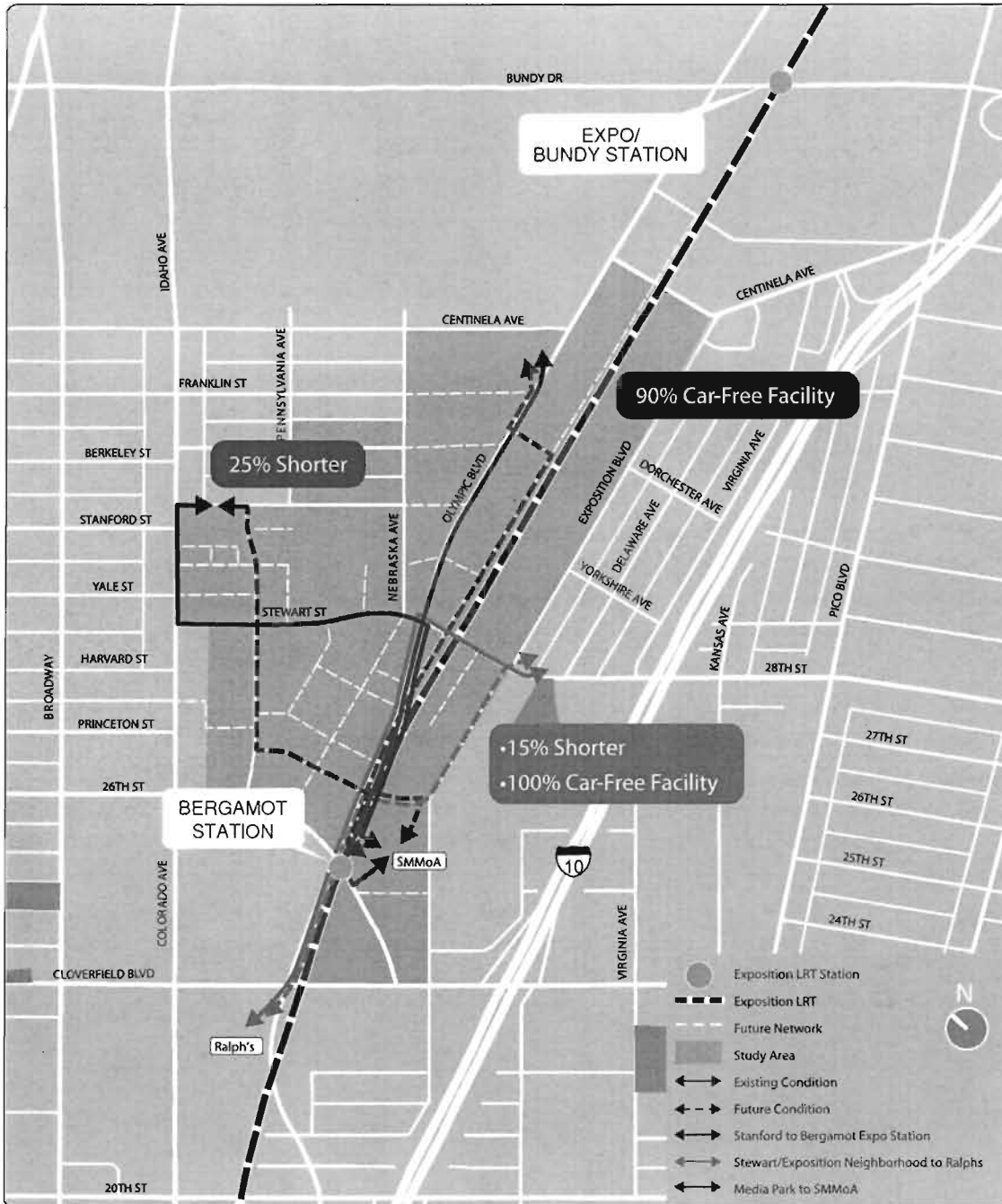
Short-term bicycle parking is designed for parking of less than three hours and consists of bicycle racks securely anchored to the ground, located as close as possible to the entrance of the facility served. Bike corrals in the street are an example of short-term bike parking.

Long-term bicycle parking is designed for parking needs over three hours and is enclosed. It consists of bike rooms, bike cages, attended bike facilities and bike lockers.

All bike parking except lockers and attended bike facilities must provide a means of securing the bicycle frame and at least one wheel to a securely anchored rack. Bike facilities will be dispersed throughout the plan area as development occurs.

For existing buildings, up to 10% of automobile parking spaces required under established requirements in the Municipal Code may be replaced at a ratio of one automobile parking space for every eight short-term or five long-term bicycle parking spaces.





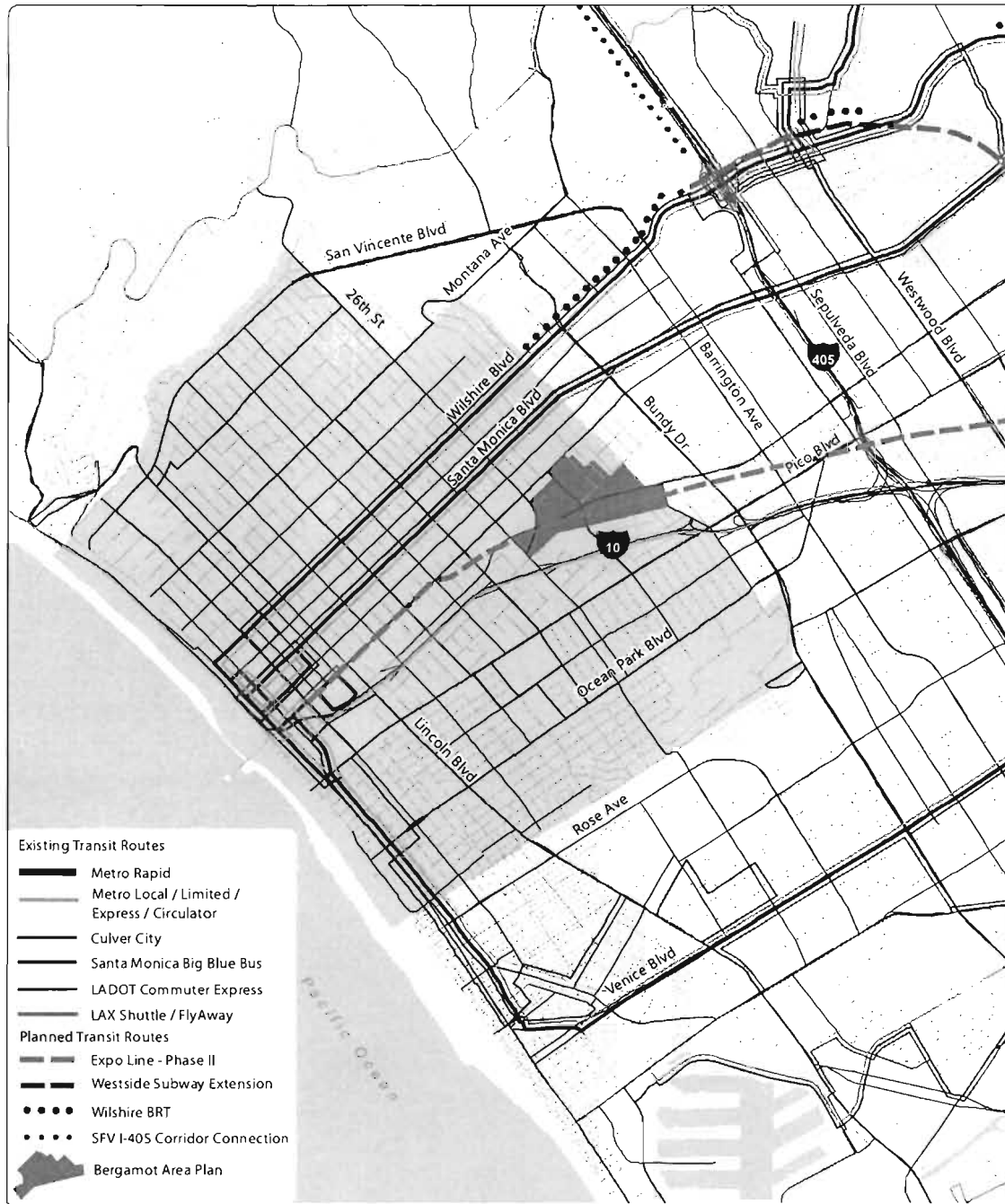
Transit Opportunities in the Plan Area

The most profound change anticipated in the Bergamot Plan area over the next few years is the opening of the Expo Station at 26th Street and Olympic Boulevard. Indeed, more than any other single factor, it is the arrival of the Expo Station that is driving the need to plan for other likely changes in the area.

Experience in Los Angeles and elsewhere suggests that the arrival of a rail station is not simply the addition of another transit stop to a neighborhood. Rather, it is an opportunity to seed a network of transportation options that can serve people of all ages and abilities, and begin to alleviate traffic congestion and the associated air quality and health impacts. With investments in design, complementary transportation infrastructure and outreach programs, Santa Monica can take maximum advantage of the opportunity created by the arrival of the Bergamot Expo Station.

The Plan area will enjoy a much-expanded suite of public transit services revolving around the Bergamot Expo Station and other major activity centers in the district, such service could include Big Blue Bus service and a system of shuttles. Today, Big Blue Bus service consists of a north/south shuttle connection between Colorado Avenue and Pico Boulevard via Stewart Street, as well as more frequent east/west service on Olympic Boulevard. Future transit connections north to Santa Monica and Wilshire Boulevards or south to the Santa Monica Business Park could be developed to link employment centers with the Bergamot Expo Station.

Figure 4.C.04
Directness of Travel for Bicyclists



The Street Network (see Figure 4.C.05) includes a new Big Blue Bus stop at Berkeley Street and Olympic Boulevard at the proposed signalized crosswalk, which will allow an easy connection to New Roads School and the employment center on the south side of Olympic Boulevard. Further, as the design and development of the Bergamot art center comes into focus, careful consideration should be given for a layover space adjacent to the Expo Station, possibly on 26th Street, that can be used for Big Blue Bus operations, or by private shuttle services and taxis. The expanded Big Blue Bus service to other destinations in and around the eastern portion of Santa Monica is vital to maximize the value of the Bergamot Expo Station and to increase transit ridership.

In addition to the public transit system, private shuttle service could provide connections to employment and activity centers just outside walking distance. Although the general need for shuttles is expected to be minimal, due to the pedestrian-friendly environment and high level of activity close to the station, there may be some segments of the community, such as older seniors and persons with disabilities, for whom shuttles may be an ideal form of transit connection. If the demand for shuttle service arises, private shuttles could augment the public transit system without creating unnecessary congestion, provided they are coordinated by a central transportation demand management entity, rather than by individual employers or agencies.

Figure 4.C.05
Existing and Planned Transit Routes

Auto Travel in Bergamot

In spite of the anticipated transformation in mobility, auto travel will still play an important role in the Bergamot Plan area in the future. Many people will arrive in Bergamot via the Expo Line, bus, or bicycle, and if the Bergamot Area Plan is effectively implemented, it will be possible to accomplish most everyday errands and activities simply by walking or bicycling. Nevertheless, the larger metropolitan structure of Los Angeles, within which Santa Monica is situated, makes it unrealistic to expect that those who come and go to this area will do so without automobiles altogether. There will still be routes and locations, especially in residential neighborhoods, that will remain more difficult to access from Bergamot by transit or bicycle. Successful efforts to shift people to bikes, walking and transit may allow a majority of commuters to continue to drive. Also, people who do not use cars on a daily basis—including those who live in housing that will be constructed in the Bergamot Plan area in the future—will sometimes need the use of a private vehicle.

Therefore, the transformation of auto use is not focused on eliminating car use from the Bergamot Plan area, but instead creating a pleasant driving environment for those who choose to drive by developing incentives to reduce excessive demand. The evolving street network itself will be designed with these goals in mind:

- Designing the network to discourage cut-through trips in order to encourage people making regional auto trips to stay on the freeway system and major corridors.



Even streets with high traffic volumes can be designed to be pedestrian and bike friendly by incorporating wide sidewalks and designated bike lanes.

- Continuing to optimize the function of existing intersections, signal systems and roadway networks.
- Designing streets with safety in mind at all times for all modes of travel.
- Providing excellent wayfinding for motorists, including signs to facilitate their way in and out of the district and real-time parking information.



An example of a real-time display in Santa Monica.



Highly visible carshare parking not only places the driver in a premium spot, but also advertises the service.

The coarse network of streets in the Bergamot Plan area today contributes to congestion and traffic delay. Unlike most of Santa Monica which has a pattern of 200-300 foot block lengths in the Bergamot Plan area can be as long as 1,400 feet. Limited roadways force all vehicles through a much more limited network of intersections, creating the conditions for intersection delay. This is exacerbated by limited crossings of the Olympic Boulevard median, which results in u-turning

Raising the Bar: Transportation Demand Management (TDM)

As a new neighborhood, the City's mandate for sustainability and trip reduction is highest in the Bergamot Plan area. Dozens of Transportation Demand Management (TDM) strategies, such as physical amenities, programs, incentives and project requirements are included to make this area contribute substantially to the goal of "No Net New PM Peak Hour Trips." A sampling of several TDM measures are below:

- Establishment of Transportation Management Association (TMA)
- Increased Average Vehicle Ridership (AVR) requirements
- Peak hour vehicle trip caps with stiff penalties for exceeding limits
- Bicycle racks and secure bike storage
- Transportation Information Center
- Providing an on-site TDM coordinator
- Unbundled parking for commercial and residential uses
- Transit pass subsidy
- Parking cashout (incentive for commuting without a vehicle)

and out-of-direction travel. A fundamental strategy of the Bergamot Area Plan is to introduce new streets, pathways and crossings which allow for shorter and more direct routes. This will relieve pressure on existing intersections, and the finer-grained street network will create opportunities for other travel routes and improved capacity.

The Bergamot Plan circulation network creates a range of streets designed for the safety of all users. Design speeds are identified to allow adequate vehicle capacity while also creating comfortable conditions for other roadway users. Improvements to neighborhood streets should discourage cut-through traffic. The Plan relies on optimized efficiency of the major boulevards through the City's continued investment in the synchronization of traffic signals, and other timing and management systems to improve flow within the existing roadways. Access to shared parking for the district is directed to locations near major corridors to encourage people entering the district to park once and then walk within the area to multiple destinations.

Along with traffic flow strategies the Bergamot Area Plan emphasizes Transportation Demand Management and Parking Management.

9. Transportation Demand Management
Transportation Demand Management (TDM) strategies have proven effective throughout California in reducing single-driver automobile trips, especially during congested commute periods. TDM strategies carefully manage transportation resources through incentives, employer regulation, communication, marketing and other techniques. These strategies are

inseparable, and must be pursued coherently in order to provide traffic congestion relief, achieve the goal of no net new PM peak hour trips, and provide a complete set of mobility options. Over 40 TDM strategies are incorporated into this Plan, including the creation of a Transportation Management Association (TMA) to pursue them in a coordinated manner. The TMA will ensure that those who live in, work at, and visit the Bergamot Plan area contribute to the achievement of the highest goals for TDM performance. A broader discussion of the TMA is included on the following page. The following strategies are the focus of the Bergamot TDM program:

- Raise transportation performance goals and targets for large employers. Many employers already achieve mandated TDM targets. As the Bergamot Plan area develops stronger facilities and services for transit, bicycling and walking, TDM performance targets should be increased to levels typically attained in transit-oriented areas.
- Coordinate services to include and provide strong performance targets for small businesses and employers, and include institutions and activities that are not covered by current regulations. Incorporate TDM measures into visitor facilities, event permits, use permits and changes of use.
- Monitor ongoing efforts and results. Review information on transportation choices, traffic congestion, parking availability, transit ridership and bicycle access. Develop and improve strategies to reduce auto trips and improve access to and within the district.

Table 4.C.01 Summary of Plan Policies for Managing Transportation Demand to Reduce Vehicle Trips (TDM)

POLICY	DESCRIPTION	CHAPTER/SECTION
Support More Active Transportation Trips		
Expand pedestrian path network	Improve pedestrian conditions and connectivity in the plan area by adding new street connections and providing mid-block pedestrian paths through new developments	4C, 5/B.10, 7/A
Streetscape redesign for active transportation	Construct streetscape improvements to enhance the character and emphasize that pedestrians and bike travel is at parity with vehicles	4C, 5/B.10, 7/A
Improve pedestrian signalizations	Prioritize pedestrians with more signalized crossings and traffic signal management, especially across Olympic Boulevard to access the Expo Light Rail station	4C
Enhance bikeway network	Provide bike lanes and paths that connect to the rest of the city and region	4C, 7
Bikesharing	Provide shared bicycles throughout the plan area that can be rented for a small fee for short trips	4C
Short term bike parking	Development standards require new buildings and uses to include short term (convenience) bike parking for visitors in priority locations near building entrances and in parking structures.	4C, 5/B.14
Long term secure bike parking	Development standards require new buildings and uses to include secure bike parking for employees and residents in bike rooms or a bike center	4C, 5/B.14
Bicycle commuter amenities	Showers and lockers for bicycle commuters will be required along with secure bicycle parking for mid- and large-size employers	4C, 5/B.14
Bike center/mobility hub	A bike center should be located near the Expo station and offer long- and short-term bike parking, a bikeshare station, and commuter amenities	4C, 8
Require bike facility integration in all projects	Integrate bicycle access and parking facilities into the initial concept for building projects	4C, 5/B.14
Support Area-Wide Transportation Demand Management Led and Monitored by a Coordinating Agency		
Establish Transportation Management Associations/Organizations	Establish TMA/O funded by new development to help promote, market and encourage alternative transportation options for the Bergamot Plan area, and require new developments to join and fund the TMA	4C, 5/B.14, 8
Providing an on-site TDM coordinator	Require large employers and new developments to implement a basic TDM program, including an on-site TDM coordinator to provide information on non-automobile travel options and coordinate TDM programs	4C
Expand TDM participation to more businesses	Provide strong incentives for small businesses and employers that are not covered by current regulations to participate in trip reduction programs	4C, 5/B.14
Emphasize strong marketing of TMA services and incentives	<u>Strengthen the marketing and promotion of non-auto transportation to residents, employees and visitors.</u>	4C, 5/B.14
Monitor TDM programs	Monitor results of ongoing TDM efforts on transportation choices, traffic congestion, parking availability, transit ridership and bicycle access	4C, 5/B.14, 8
Provide multimodal wayfinding and district signage	Provide wayfinding signage for all travel modes, including bike path signs, real-time parking information signs, and directional signs for motorists	4C, 5/B.14
Offer transit pass subsidies	<u>Develop incentives that encourage employers to offer transit pass subsidies to employees</u>	4C, 5/B.14
Raise TDM performance targets and develop strong programs to achieve higher average vehicle ridership (AVR)	Set higher AVR requirements in the Plan area. AVR is a measure to monitor how carpooling and mode shift are reducing single-person vehicle trips	4C

Table 4.C.01 Summary of Plan Policies for Managing Transportation Demand to Reduce Vehicle Trips (TDM)

POLICY	DESCRIPTION	CHAPTER/SECTION
Parking Management to Match Supply and Demand without Incentivizing Driving		
Use minimum and maximum parking requirements to build the right amount – and not too much – parking.	Commercial and residential parking requirements based on observed parking demand that are reduced over time as optimal parking facilities to support goals of plan are constructed.	4C, 5/B.14
Park once / shared parking	Coordinate with developers to ensure that parking facilities are built in appropriate locations. Require shared parking in Tier III projects and for all parking over minimum requirement.	4C, 5/B.14
Unbundled parking for commercial and residential uses	Require full cost of parking to be unbundled from the cost of the housing or commercial space itself by creating a separate parking charge	4C, 5/B.14
Reduced parking construction with TDM trade-offs	Opportunities to build less parking based on an established process and criteria, including an in-lieu fee and TMA participation	4C, 5/B.14
Disincentivize commuting by single-occupancy vehicle through parking pricing	Set the price of parking for different uses at a rate that will achieve desired occupancy targets and encourage use of alternative modes, and price parking at an hourly rate	4C, 5/B.14
Provide parking cashout option for employees	Encourage (or require where possible) employers to provide employees with the option to receive a cash payment in lieu of a parking space	4C, 5/B.14
Carpool and vanpool parking spaces	Developments with off-street parking shall provide designated parking for any combination of zero-emission and carpool/vanpool vehicles as specified	4C, 5/B.14
Introduce car-sharing in the area	Encourage or require (for Tier III projects) carsharing services that provide shared vehicles on a membership basis in plan area and can reduce car ownership.	4C, 5/B.14
Require parking facility technology	Make paying for parking more convenient by introducing technology that expands the range of payment options, including credit cards	4C, 5/B.14
Use parking revenue to support trip reduction	Through the TMA, use parking revenue to support travel by transit, bike, walking and other modes	4C, 5/B.14
Residential parking permit restriction	Prohibit residents of new buildings in plan area from participating in Residential Parking Permit programs through building deed restrictions	5/B.14
Event parking management	Develop a Bergamot Event Parking Management Plan to provide event organizers with guidelines.	4C

Transportation Management Association (TMA)

The City of Santa Monica plays a role in TDM implementation through the regulation of existing employers pursuant to State Air Quality regulations. The City regulates over 30,000 employees and is actively updating the TDM ordinance for greater effectiveness. Non-profit and business groups, often referred to a Transportation Management Associations (TMA), can also play a valuable role in vehicle trip reduction through TDM programs. A TMA to help promote, market and encourage alternative transportation options will be established for the Bergamot Plan area and funded by new development and a variety of other financing mechanisms.

The TMA will play a key role in working on a day-to-day basis in the area, being an active and available advocate, and provide a menu of incentives to encourage participation of businesses. The TMA will lead the business coordination that is needed to implement TDM measures for trip reduction above baseline requirements, as well as to ensure that all development meets basic TDM requirements.

A key function of the TMA may be to facilitate a shared parking district. This can be accomplished by using TMA funds to actively engage existing and future parking lot and garage owners to join the TMA and lease or sell reserved spaces. As part of this

process, the TMA should ensure that the transaction is cost-effective for both the lot/garage owner as well as the TMA, and addresses important issues such as liability coverage, enforcement, and maintenance, all of which the TMA, as a larger body, can provide more cost-effectively than individual lots. If reserved space holders do not wish to lease or sell spaces, the TMA can pursue alternative arrangements such as providing enforcement or liability coverage in exchange for making spaces publicly-available, even if it is only during off-peak hours for that business.

The district's shared parking pool will be strengthened as parking operators become members of the TMA. The TMA will be the entity which can provide key advantages to members, such as supplying prominent real-time availability information, wayfinding signage, data collection, and a coordinated competitively-priced parking system, all of which will benefit the public by providing more available parking and financially benefit the shared parking district members, which will act as an incentive to make the concept work.

As the Bergamot Plan area develops, there are also opportunities to look at other innovative programs or regulatory tools to manage vehicle trips within and around the area.

A District-Wide Approach to Manage and Reduce Vehicle Trips

This Plan includes almost 30 Transportation Demand Management (TDM) strategies, including the highly prioritized establishment of a Transportation Management Association (TMA), which will oversee a wide range of activities to reduce trips, incentivize transit and manage area-wide parking resources.

Vehicle Parking Duties:
Manage shared parking spaces, control and adjust parking pricing and provide real-time information about location and availability of parking spaces.

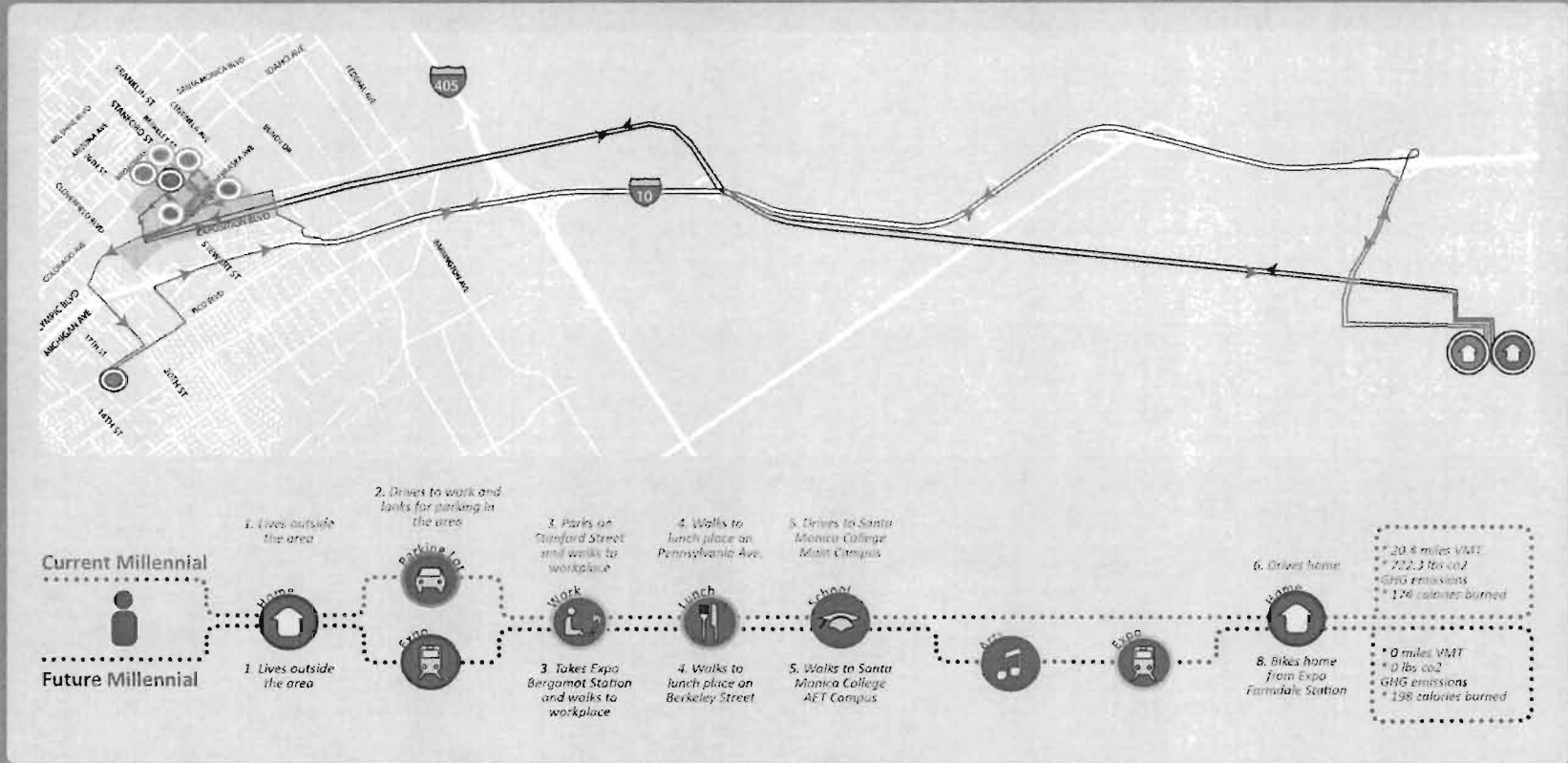
Bike Parking Duties:
Manage district-wide bicycle parking and a new Bike Center at Bergamot art center.

Trip Reduction Duties:
Monitor AVR of TMA Members, provide subsidized transit services and assistance and host events to broadcast programs and services. Funding for the TMA's operational needs and diverse programs needs to be identified through a variety of funding sources.

Envisioning the Future
A Day in the Life of a Twenty-something Living in the Plan Area

Imagine a future young adult of the “Millennial Generation” who lives outside the Bergamot Plan area and bikes to another Expo Station. She parks her bike at the Farmdale Expo Station, travels five stops, gets off the Expo at Bergamot Station, and walks to her workplace on Nebraska Avenue. At noon, she walks to a lunch counter in a renovated warehouse on Berkeley Street and gets lunch to go, and eats in a small park on Nebraska. After work she walks over to the Santa Monica College AET Campus to meet friends and see a performance. After the show she rides Expo back to her bike and rides home.

In the present this young woman probably drives from Los Angeles to the Plan area at rush hour, eats lunch at the Pennsylvania Avenue food trucks or at another location in West Los Angeles for lunch, and drives to a different destination for after-work activities. In addition to the need for safe bicycle parking facilities at the Farmdale Expo Station, this scenario requires a safe and comfortable walking environment throughout the Bergamot area.



2. Parking Management Strategy

Sufficient automobile parking is necessary for the success of Santa Monica's mixed-use commercial and residential business districts. Parking and traffic congestion are linked, however, as too much parking can incentivize driving and a lack of parking information can create traffic congestion and pollution from drivers circling as they look for spaces. The LUCE identifies parking policies as a powerful management tool to create targeted incentives and disincentives to reduce traffic congestion and optimize parking.

Parking is an expensive resource. At estimated construction costs of \$25,000-\$40,000 per space, the provision of parking affects the cost of housing, commercial lease rates, and, ultimately, all consumer goods, as prices are passed through to patrons. Parking that is constructed and reserved for a single use is likely to sit vacant much of the time. Thus it is necessary to identify the right amount of parking and to ensure that it is managed well to maximize its use.

Parking will be managed in the Plan area so there are enough parking spaces to ensure the healthy functioning of the area while not providing more parking than necessary. Balance in this respect will help to achieve community affordable housing goals, reduce costs for creative enterprises in the area, and support the success of a pedestrian-friendly district. A combined approach of shared parking, unbundling of parking costs, dynamic parking pricing, flexible standards and management strategies will optimize the use and value of existing and future parking. It is important to actively monitor the parking implementation and to pursue these strategies in

unison to ensure a coherent and successful overall approach.

Park Once and Shared Parking

A successful approach for parking in the Bergamot Plan area starts with sharing. Shared parking facilities within easy walking distance (1,000 feet or 4 minutes) of each other and various destinations can be very effective in optimizing the use of parking supply, and limiting the number of vehicle trips and local congestion, while improving the built environment.

There is no public funding available to build parking, nor does the City own land in the Plan area other than the Bergamot art center. Therefore, private development must provide its fair share of the parking supply. This strategy entails coordination between developers and City staff to ensure that new parking facilities are built in the right locations and are efficiently shared between adjacent projects and with the public. Figure 4.C.06 illustrates the optimal distribution for existing parking facilities to remain and private parking facilities to be built through this coordinated effort.

In all cases, shared parking shall be defined as meeting the following characteristics:

- No individual spaces or parking areas will be reserved for any individual, tenant, or class of individuals, except for persons with disabled placards or users of special vehicles such as low-emission or carshare vehicles.
- The price of parking is the same for all users, except that district residents and employees of

businesses registered with the TMA will have rates that vary from those of park-and-ride transit users.

- Commercial property owners may exclude daytime parking by residents who do not live on-site, but must offer overnight parking for nearby off-site residents at a cost equal to or lower than the daily rate. Commercial property owners may exclude anyone other than on-site residents from parking for more than 24 hours.
- Public, visitor, and shopper parking may be separated from employee or resident parking, but all should enjoy the same parking rates and privileges, regardless of whether they are doing business at the site or elsewhere in the vicinity.
- Parking at non-peak times (evenings and weekends) may be made available at lower rates to optimize use of the parking supply for visitors and transit riders.

Minimum & Maximum Parking Requirements

A survey of existing parking utilization demonstrates that the built supply of spaces was constructed based on antiquated parking requirements that exceed demand, as many off-street spaces were shown to be unused during peak parking times. Adjusting these requirements to comport with observed demand and proximity to transit and removing barriers to making these parking spaces available will make the Bergamot Plan area a more attractive district for transit- and pedestrian-oriented mixed-use development. The following approach was developed based on a review of existing utilization coupled with findings from other transit-oriented districts.

Commercial Uses

The definition of commercial uses for purposes of calculating parking standards in the Bergamot Plan area includes all permitted uses that are non-residential. Grouping retail, office, and supporting services under the broad definition of a commercial use simplifies the parking standards, facilitating the opportunity for district-wide shared parking among land uses of different sizes that reach their peak use at different times of day or different days of the week.

- **Tier 1 and Tier 2 Projects**

For commercial Tier 1 and Tier 2 projects at Plan adoption, a minimum of 2.0 spaces per 1,000 square feet are required, which can be any blend of reserved and voluntarily shared spaces. If a developer voluntarily chooses to build more than the maximum allowable 2.0 reserved spaces per 1000 SF during this period, then those additional spaces over 2.0 per 1000 SF shall be shared. Once 5,000 net new spaces have been constructed, no minimum amount of parking is required for Tier 1 and Tier 2 projects.

- **Tier 3 Projects**

For commercial Tier 3 projects at Plan adoption, a minimum of 2.0 spaces per 1,000 square feet are required. Of the 2.0 required spaces, a minimum of 1.0 space per 1000 SF shall be shared and a maximum of 1.0 space per 1000 SF may be reserved. No more than 4.0 spaces per 1,000 square feet shall be built, and of that at least 50% shall be shared. Notwithstanding the above, the number of net new existing parking spaces as part of a new Tier 3 project,

in excess of the required 2.0 per 1000 SF, may be maintained for the use of on-site tenants for the first five years following initial occupancy, after which 50% of those spaces shall also be shared in the same manner as the other shared spaces. Once 5,000 net new spaces have been constructed, no minimum amount of parking is required for Tier 3 projects.

Over the life of the Bergamot Area Plan, parking requirements will be adjusted. It is assumed that parking demand will be higher in the early years of district development than in later years, due to the implementation of transportation demand management and increased utilization of transportation alternatives. Also, it is assumed that early projects will provide more parking to allow for sharing with adjacent uses. Over the long run, the total commercial parking ratio may not be more than 2.0 spaces per 1,000 square feet in the entire Bergamot Plan Area. This is seen as a “District Parking Target” that strikes the optimal balance demand for new parking supply and the City’s “No Net New Trips” goal. It is assumed that more of this parking will be built and provided in the early phases of Bergamot development, with development in later phases buying into the already built parking supply through leasing or in-lieu fee participation. As the overall plan area reaches 50% of the built parking target, the minimum required parking would stay constant but the maximum would decline. Once the full parking target is reached, minimum required parking requirements would be removed but new projects could provide parking based on their own market studies. Maximums will be maintained at the desired

parking ratio, with higher allowances for shared than for reserved parking. Periodic monitoring of the area’s total parking supply and demand will inform the community on the progress towards this target. Additional strategies below address related issues, such as avoiding spillover into surrounding neighborhoods.

Residential Uses

Residential parking works differently than commercial parking. For residential parking, there is a weaker connection between parking provided and peak period vehicle trip generation, although there are additional home-based trips that may occur at non-peak periods. For residential parking, maximums are a less important tool than unbundling. Unbundling addresses the core issue of housing cost savings from reduced automobile ownership and parking, which is discussed more below. Nevertheless, it is valuable for residential parking spaces to be shared as well as unbundled, allowing off-site residents and even employees to use parking spaces when they are not needed by on-site residents.

- **Tier 1 and Tier 2 Projects**

For residential Tier 1 and Tier 2 rental and for-sale projects at Plan adoption, a minimum of 1.5 spaces per residential unit, regardless of unit size or number of bedrooms are required, and 1.0 space per unit must be reserved. If a developer desires to build up to a maximum 2.0 spaces per unit during this period, then any additional spaces over 1.5 per unit shall be shared on a voluntary basis. As the plan area approaches build-out, Tier 1 and Tier 2 projects must provide a minimum of 1.0 space per unit, which may be reserved or shared.

Key Parking Strategies of the Bergamot Area Plan

Parking Strategies within the Bergamot Area Plan will work together to form a coherent approach to meeting the goals of the District.

Park once. As in Downtown Santa Monica, motorists will be able to drive to the Bergamot Plan area, park their car, and walk to a variety of destinations. The result is more physical and economic activity, less driving and lower parking and transportation costs.

Shared parking. For the “park once” concept to be successful, it is important that most parking in the plan area be shared. A motorist going to one shop should have flexibility to park at another shop’s parking lot across the street. An employee at one office building should be able to pay for parking in a nearby building, where parking may be cheaper or more available.

Flexible minimums. Parking requirements are a frequent barrier to creative reuse and conservation of existing structures. Flexible minimum parking standards that allow for minor additions and changes of use within existing structures support urban design and creative conservation goals. Similarly, in-lieu fees or off-site parking opportunities can provide useful tools to achieve broader goals.

Unbundling. Part of the sharing concept is not forcing anyone to take more parking than they need. Residents with multiple cars should be allowed to lease multiple parking spaces, and residents with no car should not be forced to pay higher rent for parking they don’t want or need.

Management. The Bergamot parking strategy requires strong management to make it work. This means:

- Signage, wayfinding, and design treatments that make all parking spaces in the area look like they are part of one system;
- Pricing strategies that treat all motorists equally, eliminate direct and hidden subsidies for driving, and ensure adequate availability in all areas at all times;
- Reporting mechanisms that allow management adjustments over time and create credibility with the public and policymakers; and
- Promoting sharing of existing parking resources among residents and businesses.

More parking required at the beginning, less as transportation diversifies. “Park once” gets easier to do over time, as a greater mix of uses develops. In addition, parking demand rates will decline over time as Expo service starts, and employers build their Transportation Demand Management (TDM) programs. As a result, it is useful to encourage the earliest projects to build more parking than later projects, provided the extra parking is shared.

Maximums. In order for the city to meet its “No Net New Trips” goal, it is critical that there are not more parking spaces than are needed. Stimulating latent demand with additional parking will simply add vehicle trips on to existing roadways. The Plan outlines maximum parking standards, particularly for “reserved” parking. Maximums should not be set so low as to impact the parking availability goal or jeopardize project financing, and need not be imposed on shared parking.