

APPENDIX

A

IMPLEMENTATION PROGRAM

LAND USE

The General Plan Implementation Program will be included as an appendix to the Plan. This section is included solely for City staff review.

Each implementation program is a procedure, program, or technique that requires City action, either alone or in collaboration with non-City organizations or state and federal agencies. Some of the implementation programs are processes or procedures the City currently administers on a day-to-day basis (such as development project review), while others identify new programs or projects. Completion of the identified programs will be subject to funding availability.

I. PLANNING AND LAND USE CODE CONSISTENCY

Continue to work toward consistency between the General Plan and the Planning and Land Use Code with regard to permitted land uses, densities, intensities, development standards, and design criteria.

- Periodically inventory sites for which the zoning district is inconsistent with the General Plan land use designation, and develop a strategy for addressing any inconsistencies.
- Study specific properties that have been identified as inconsistent, and either rezone the properties or amend the General Plan, as deemed appropriate.
- Establish a zoning district that corresponds to the General Plan Business Park land use designation.

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- Eliminate the Local Commercial zone district, and rezone properties consistent with their General Plan land use designations.
- Revise the Planning and Land Use Code as needed to reflect the goals, objectives, and policies stated in the Land Use Element.

Responsible Agency: Community Development Department
Funding Source: General Fund; Development Application Fees
Time Frame: On-going; ordinance revisions within five years
Related Policies: LU.1.1, LU.1.2, LU.1.3, LU.1.4

2. GENERAL PLAN REVIEW

Annually review implementation of the General Plan and Land Use Policy Map to identify accomplishments, priorities, and potential modifications. Due to Torrance's charter city status, the review is not mandatory (Government Code Section 65700), but will be helpful in working towards full implementation of the General Plan.

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: Annually
Related Policies: LU.1.1

3. REVIEW OF CITY FEES

Periodically review and adjust the fees charged for City services, use of public facilities, development review, and impacts from new development when the assumptions and costs used to determine fees change over time.

Responsible Agency: Community Development Department
Funding Source: General Fund; Development Application Fees
Time Frame: On-going
Related Policies: LU.2.3, LU.4.3

4. LAND USE COMPATIBILITY

Minimize land use conflicts by:

- Establishing buffers, where possible, between heavy industrial uses and any immediately adjacent residential, commercial, or mixed-uses
- Encouraging the provision of sound barriers between noise sources and residential neighborhoods in accordance with standards in the Noise Element
- Establishing transitional zones between intensive commercial and industrial land uses and residential uses, where possible

- Identifying areas in which R-I zones are directly adjacent to different zones and land use compatibility issues are anticipated

Responsible Agency: Community Development Department
Funding Source: General Fund; Development Application Fees
Time Frame: On-going
Related Policies: LU.2.1, LU.2.2, LU.2.4, LU.2.5

5. DEVELOPMENT STANDARDS

- A. Stringently apply development standards to manage and regulate development and to ensure that development conforms to City policies and standards. Implement a regular review and update of commercial and industrial development standards to reflect the latest policies regarding community appearance, building safety, and design standards, while offering flexibility for these developments to respond to changes and demand of economic markets.
- B. Update or modify development standards for land uses or issue areas where standards are outdated or deemed inadequate, including but not limited to:
- Code requirements for off-street parking in residential zones
 - Development standards that address the interface between residential and non-residential development
 - Minimum parking requirements for commercial uses, including but not limited to auto dealerships, medical office uses, stand-alone restaurants, furniture stores, real estate offices, and health spas
 - The allowable floor-area ratio (FAR) in the Two-Family Residential (R-2) zone
- C. Adopt new development standards for land uses or issue areas where they are lacking, including but not limited to:
- Mixed-use development
 - Industrial development
 - Parking structures in residential, commercial and industrial zones
 - Commercial and industrial zones, specifying permissible uses, setbacks, building height, floor area ratio, landscaping, and others as needed
 - Drive-thru restaurants
 - Planned Development Zone (P-D)
 - Alleyscapes
 - Non-industrial uses locating in industrial areas or developments
 - Flag lots to ensure compatibility with surrounding development

Responsible Agency: Community Development Department

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Funding Source: Development Application Fees
Time Frame: On-going
Related Policies: LU.2.2, LU.4.4, LU.4.5, LU.5.4, LU.6.5, LU.8.3

6. COMMERCIAL AND INDUSTRIAL STANDARDS

Incorporate performance standards into the industrial and commercial zones to address noise, odors, vibrations, hours of operation, and use of hazardous materials, when applicable

Create performance and design standards for industrial areas that address site design, aesthetics, architecture, and landscaping

Create development and performance standards for non-industrial projects that are to be located in industrial or mixed use business/industrial zones to minimize safety, circulation, and other land use conflicts. Projects may include, but are not limited to, commercial, quasi-public, and church uses.

Responsible Agency: Community Development Department, Public Works Department
Funding Source: Development Application Fees
Time Frame: On-going
Related Policies: LU.6.6, LU.7.3, LU.8.3, LU.8.5, LU.8.6

7. PROPERTY MAINTENANCE

Continue to implement local ordinances relative to the maintenance of commercial and industrial properties. Continue stringent code enforcement.

Explore options and incentive programs to encourage continual maintenance of commercial and industrial developments. Prioritize aging, underutilized, or poorly maintained centers, and work with property owners and tenants to solve maintenance issues and to encourage structural, site design, or facade improvements.

Continue and develop incentive programs such as the “Pride in Torrance” program to recognize outstanding new, remodeled, or well-maintained properties and development.

Continue the City’s strong graffiti removal program for all areas of the City.

Conduct periodic inspections of all commercial and industrial projects with approved conditional use permits.

Responsible Agency: Community Development Department, Public Works Department, General Services Department
Funding Source: General Fund; Development Application Fees
Time Frame: On-going
Related Policies: LU.6.6, LU.8.7

8. MULTI-FAMILY AND HIGHER DENSITY RESIDENTIAL LAND USE ISSUES

Review the development standards for the multi-family residential zones to ensure projects are consistent with the character and scale of existing neighborhoods

To preserve the City’s existing housing stock, study areas where existing higher density residential densities could be maintained via concurrent changes to zoning designations and development standards that address issues such as compatibility, bulk, and adequacy of parking.

Responsible Agency: Community Development Department
Funding Source: Development Application Fees
Time Frame: On-going
Related Policies: LU.5.1

9. HILLSIDE DEVELOPMENT

Study the Hillside Overlay process to confirm that development standards are adequate to ensure compatible and attractive development and that they are reasonably equitable to development standards applied citywide.

Responsible Agency: Community Development Department
Funding Source: Development Application Fees
Time Frame: On-going
Related Policies: LU.1.1

10. DEVELOPMENT CRITERIA FOR UNIQUE OR SPECIAL AREAS

Develop and adopt specific criteria for evaluating developments in areas that have been identified as unique, have been identified as distinct sub-areas, or are areas of historical value and of architectural interest. Special attention will be paid to residential development criteria. Potential areas may include but not be limited to:

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- The original Torrance Tract, bounded generally by Crenshaw Boulevard, Plaza Del Amo, Western Avenue, and Dominguez Street
- Walteria, basically a triangular area, bounded by Newton Street, Madison Street, and 242nd Street (with a specific focus on residential projects)
- The El Nido residential neighborhood bounded by El Nido Park, 186th Street, Hawthorne Boulevard, and 182nd Street

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.5.1, LU.5.2, LU.5.3, LU.5.6, LU.5.7

11. COMMERCIAL CORRIDORS

Comprehensively address the future of commercial development along Torrance's major corridors through:

- Continued implementation of the Hawthorne Boulevard Corridor Specific Plan
- Creation and implementation of corridor-specific comprehensive plans or specific plans to guide physical and economic development. Prioritize Crenshaw Boulevard, Lomita Boulevard, Sepulveda Boulevard, Western Avenue, Redondo Beach Boulevard, Torrance Boulevard, and Pacific Coast Highway

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.6.2, LU.6.3, LU.6.6

12. OIL PRODUCTION USES

Continue the City's current program of re-certifications of non-conforming oil recovery sites. Implement safety measures related to oil production and oil well abandonment in accordance with the Safety Element. Identify areas where oil production may be ceasing, and establish a strategy to address site clean-up and future site uses to ensure the long-term viability of the property.

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.2.4, LU.8.5

13. INDUSTRIAL PERFORMANCE AND DESIGN STANDARDS

Create and implement performance and design standards for industrial uses that address site design, aesthetics, architecture, signage, and landscaping.

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.8.6, LU.11.5

14. PROTECT INDUSTRIAL USES

Prioritize business attraction and retention of employment and revenue generation uses on industrial land.

Codify regulations and safety and performance measures for non-industrial uses in industrial areas or developments.

Prioritize development and land use decisions that strengthen industrial areas while limiting the conversion of industrial land for non-industrial uses.

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.8.1, LU.8.3, LU.8.5, LU.8.6

15. ECONOMIC DEVELOPMENT ACTIVITIES

Coordinate with local developers to promote available development opportunities in the City, emphasizing sites for clean and employment-generating industrial development and projects that help maintain the City's jobs-to-housing ratio and meet economic development goals

Work with local economic development agencies and business associations, such as the Torrance Area Chamber of Commerce, South Bay Economic Development Partnership (SBEDP), and the Workforce Development Division (WDD), to develop and implement business attraction and retention programs.

Regularly update economic analyses to provide for informed decision-making and ongoing evaluation of the City's financial health and future

Responsible Agency: Community Development Department, Economic Development Office, Finance Department

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Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.2.6, LU.12.1, LU.12.3, LU.12.4, LU.12.5

16. ECONOMIC DEVELOPMENT OFFICE (EDO) PROGRAMS

Continue to implement and periodically update the City of Torrance Economic Development Plan, and work toward achieving the goals and objectives in the EDO Plan, particularly:

- Enhancing employment opportunities
- Increasing the City's revenue and tax base
- Creating a healthy and balanced community
- Ensuring economic stability and long-term self sufficiency

Continue to implement and expand, as needed and feasible, business retention and attraction programs through the Economic Development Office, such as the Business Visitation and Permit Streamlining programs.

Responsible Agency: Community Development Department,
Economic Development Office
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.12.1, LU.12.3, LU.12.5

17. REDEVELOPMENT AGENCY FIVE-YEAR IMPLEMENTATION PLAN

Continue to implement and update the Redevelopment Agency's Five-Year Implementation Plan in accordance with State regulations.

Periodically review the Redevelopment Project Areas to identify opportunities and strategies to leverage the maximum benefits from redevelopment activities.

Identify potential new project areas for future redevelopment activity.

Develop clear, comprehensive action plans for the use of set-aside funds for affordable housing opportunities.

Responsible Agency: Redevelopment Agency; Community
Development Department
Funding Source: General Fund, Redevelopment Tax Increment
Time Frame: On-going
Related Policies: LU.13.1

XX. EXPIRING REDEVELOPMENT PROJECT AREAS

Meadow Park Redevelopment Project Area:

Resolve any land use inconsistencies between the General Plan, the Hawthorne Boulevard Corridor Specific Plan (HBCSP), and the Los Angeles County Airport Land Use Plan for the former Meadow Park Redevelopment Project Area, which expired in 2007. Create new standards that blend development standards and design guidelines in the HBCSP and the allowable uses in the Meadow Park Redevelopment Plan and Los Angeles County Airport Land Use Plan.

Sky Park Redevelopment Project Area:

Upon expiration of the Sky Park Redevelopment Project Area or any other redevelopment project areas, re-assess allowable uses, development standards, and design guidelines that meld all appropriate guiding documents for the area and help maintain the benefits gained in the area by previous redevelopment efforts.

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| Responsible Agency: | Redevelopment Agency; Community Development Department |
| Funding Source: | General Fund |
| Time Frame: | On-going |
| Related Policies: | LU.13.4 |

18. DOWNTOWN TORRANCE ECONOMIC DEVELOPMENT AND REVITALIZATION

Encourage revitalization and economic development of Downtown Torrance by:

- Continuing to implement the Downtown Redevelopment Project Area Plan
- Working with the Downtown Torrance business community to address barriers to economic development such as small parcel sizes, the lack of expansion space, and insufficient parking for many existing stores and businesses

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| Responsible Agency: | Community Development Department; Redevelopment Agency |
| Funding Source: | General Fund, Redevelopment Tax Increment |
| Time Frame: | On-going |
| Related Policies: | LU.6.4, LU.12.5, LU.13.1 |

19. URBAN DESIGN GUIDELINES

Develop and adopt design guidelines that cover general and citywide issues and topics. These guidelines will be applied in areas that are not covered or

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addressed by specific urban design plans. Topics will address but not be limited to:

- Landscaping
- Gateways
- Signage
- Site design
- Parking
- Residential infill development

Responsible Agency: Community Development Department
Funding Source: General Fund; Development Application Fees
Time Frame: On-going
Related Policies: LU.3.1, LU.4.4, LU.11.7, LU.11.8, LU.11.9

20. AREA-SPECIFIC URBAN DESIGN PLANS

Create an inventory of neighborhoods, districts, sub-districts, or areas that can be enhanced and revitalized through the implementation of detailed urban design guidelines. For these areas, develop and use urban design standards or design guidelines to implement themes specific to each area's characteristics. Areas that merit special attention include:

- Downtown Torrance
- Major corridors
- Activity nodes
- Older commercial centers or districts
- Gateways

Responsible Agency: Community Development Department
Funding Source: General Fund; Development Application Fees
Time Frame: On-going
Related Policies: LU.3.3, LU.11.4

21. LANDSCAPING

Evaluate existing landscape requirements to ensure that the minimum standards provide for visual interest in public and private landscaping, and encourage the creation and maintenance of extensive tree canopy. Specific actions include:

- Adopt landscaping standards for street frontages and building setback areas
- Adopt a xeriscape ordinance to promote water conservation methods in accordance with the Conservation Element

- Adopt development standards that provide for the protection and retention of mature trees on private property, whenever possible, in new residential developments
- Adopt a master landscaping plan for all City streets and parkways, defining the types, sizing and spacing of street trees in accordance with the Conservation Element

Responsible Agency: Community Development Department
Funding Source: General Fund; Development Application Fees
Time Frame: On-going
Related Policies: LU.5.3, LU.11.4, LU.11.5, LU.11.8

22. SIGN ORDINANCE AND CITYWIDE IDENTIFICATION SIGNAGE

Emphasize enforcement of the sign ordinance throughout the City. Modify or amend requirements of the sign ordinance as deemed necessary and based on code enforcement issues.

Establish new wayfinding signs throughout the City, leading residents and visitors to key community locations, points of interest, and business activity centers.

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.6.6, LU.11.5, LU.11.8

23. TELECOMMUNICATION FACILITIES

Coordinate closely with utility and telecommunication services providers to ensure infrastructure and telecommunications facilities are placed in appropriate locations and are consistent with the character and scale of the existing area.

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.9.2

24. SITE DESIGN AND TRANSPORTATION ALTERNATIVES

Create and adopt site design guidelines or standards that can encourage the use of public or private transit to and from larger-scale developments and districts. Require the incorporation of automobile-alternative design features and amenities in public and private development projects. Guidelines or

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standards should be land-use specific and include major residential development, mixed-use, office, retail, and industrial projects. Special attention will be paid to pedestrian-, bike-, and transit-friendly development. In industrial, office, or mixed-use areas, criteria should promote ancillary service commercial uses to reduce the need for non-essential employee automobile trips.

Responsible Agency: Community Development Department
Funding Source: Development Application Fees
Time Frame: On-going
Related Policies: LU.4.2, LU.6.3

25. SCHOOL FACILITY DEVELOPMENT IMPACTS

Coordinate with the Torrance Unified School District to address the following issues on an ongoing basis:

- Balance development activity and school capacity by identifying neighborhoods where school capacity can no longer absorb potential students by preparing a year-end report, coordinated with the District, that identifies schools with additional capacity and those that have most exceeded capacity
- Assist the school district with development proposals to ensure consistency with the General Plan and all applicable regulations
- Explore solutions to increase walking, cycling, busing, or ridesharing to relieve congestion and improve safety conditions during school drop-offs

Responsible Agency: Community Development Department
Funding Source: General Fund, Development Application Fees
Time Frame: On-going
Related Policies: LU.4.2, LU.5.5

26. MIXED-USE DEVELOPMENT

Provide guidance on the type and location of mixed-use development in Torrance by:

- Establishing criteria for determining appropriate locations for mixed-use residential/commercial projects
- Identifying potential locations, streets, or specific properties with future potential for mixed-use development
- Adopting design, development, and performance standards to both allow and regulate the development of mixed-use residential/commercial projects

- Studying the issue of mixed use residential/commercial development in the Residential Professional (R-P) zone to promote land use compatibility
- Requiring development review of all mixed-use business/industrial projects

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.7.1, LU.7.2

27. HOUSING

Protect and maintain the City's housing stock and provide housing opportunities in accordance with the General Plan Housing Element.

Responsible Agency: Community Development Department
Funding Source: General Fund; Redevelopment Set-Aside Funds
Time Frame: On-going
Related Policies: LU.5.7

28. PUBLIC AND QUASI-PUBLIC USES

Promote land use decisions that protect and expand, when possible, public and quasi-public uses.

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.9.1, LU.9.2, LU.9.3

29. DAY CARE CENTERS

Expand opportunities for day care centers that serve the City's working families and growing senior population by:

- Investigating ways in which the concept of "day care" should be applied to seniors as well as to children in terms of programs or facilities to be developed
- Revising the Torrance Municipal Code to provide appropriate incentives for day care facilities in new commercial and industrial developments

Responsible Agency: Community Development Department
Funding Source: General Fund
Time Frame: On-going

Related Policies: LU.9.4

30. HOSPITAL AND MEDICAL USES

Coordinate closely with Little Company of Mary Hospital and Torrance Memorial Medical Center to ensure that expansion activities occur in an orderly manner. Require that hospital facilities pay their full fair share of the cost of added services and public facilities necessitated by an expansion. To ensure orderly growth, require that major hospital expansions occur in the context of a master or specific plan, and that expansion estimates and timelines are coordinated with the City.

Responsible Agency: Community Development Department
Funding Source: General Fund; Development Application Fees, Development Impact Fees
Time Frame: On-going
Related Policies: LU.1.4, LU.3.4, LU.9.6

31. TORRANCE MUNICIPAL AIRPORT

Continue to work towards maximum land use compatibility between airport land use and neighboring uses by:

- Implementing the provisions of the Noise Element with reference to airport noise and its abatement, including the Noise Abatement program.
- Maintaining and periodically updating a Long Range Master Plan that defines the future uses and development standards applicable to the airport
- Coordinating with the Los Angeles County Airport Land Use Commission to ensure that future updates of the 1991 Airport Land Use Plan include adequate input from City officials and are consistent with the City's visions and goals for the future of the airport

Responsible Agency: Community Development Department; General Services Department
Funding Source: General Fund
Time Frame: On-going
Related Policies: LU.10.1, LU.10.5

32. HELICOPTERS AND HELIPOINTS

Minimize noise, safety, and land use conflicts by:

- Reviewing the current zoning restrictions regarding heliports and helistops to ensure conformance with any revisions to zoning designations
- Developing a comprehensive heliport and helistop plan that establishes guidelines to address cumulative impact issues

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| Responsible Agency: | Community Development Department |
| Funding Source: | General Fund; Development Application Fees |
| Time Frame: | On-going |
| Related Policies: | LU.10.3 |

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