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CHAPTER 2 Land Use Element

2.1 Introduction

The West San Gabriel Valley Area Plan (WSGVAP or Area Plan) is committed to fostering sustainable growth in harmony with the natural and built environments. It aims to enhance community spaces, improve connectivity, and diversify land uses to meet the varied needs of the unincorporated communities in the Planning Area.

The Land Use Element is instrumental in realizing the vision of the WSGVAP by formulating goals and policies that reflect the community's aspirations for land use distribution, access to natural and public resources, and economic and community development. These initiatives aim to implement the Vision Statements found in Chapter 1, *Introduction*, thereby enhancing the Planning Area's existing land uses.

ORGANIZATION

This element provides an overview of land use issues and opportunities in the Planning Area, building upon key findings from an existing conditions analysis (refer to Appendix A, *Background Briefs*)

and valuable input from stakeholders and community members. The background study includes an analysis of the nine unincorporated communities within the WSGVAP Planning Area, examining current land uses, demographics, and environmental hazards, among other concerns. The study and community feedback highlighted areawide challenges and opportunities that informed the land use vision and contributed to the growth and preservation strategies and the goals and policies outlined in subsequent sections.

Additionally, the Land Use Policy Map (refer to Appendix E, *Land Use Maps*) displays land use designations across the WSGV, showing the general location, densities, and intensities for all parcels within the unincorporated communities.

2.2 Areawide Issues and Opportunities

A. LAND USE DIVERSITY

The Planning Area's prevalent single-family and low-rise commercial development, coupled with limited opportunities for growth, impact residents' ability to meet varied needs for housing, employment and daily services within their communities. Limited land use diversity can exacerbate reliance on personal vehicles, impacting traffic congestion and air quality as well as quality of life. Strategic growth that expands land use diversity with access to resources such as parks, schools, shopping, and employment options will broaden opportunities for WSGV residents while reducing car dependency, enhancing overall quality of life. Additionally, community feedback underscored the importance of conserving natural and open spaces. Therefore, this Element targets moderate growth near developed areas to protect natural resources and integrates urban greening for sustainable development.

B. DIVERSE HOUSING OPTIONS

A significant share of the Planning Area's residents, especially renters, are burdened by the high cost of housing, which highlights the need for a broader variety of housing, particularly affordable options. High housing costs disproportionately affect vulnerable groups such as older adults, those with special needs, and lower-income individuals, often leading to housing instability, including homelessness, overcrowding, and unsafe or unsanitary living conditions. This Element advocates for

a variety of housing options, such as affordable housing and context sensitive “missing middle” housing, including duplexes and fourplexes, among other options. This Element also addresses the aging housing stock, to ensure access to suitable housing for all community members, irrespective of income, family size, or lifestyle.

C. COMMERCIAL REVITALIZATION

This Element, together with the Economic Development Element, focuses on expanding local commercial and employment opportunities, supporting locally owned businesses, and revitalizing commercial areas to foster safe, accessible and affordable spaces for independent businesses.

ACUs are small-scale commercial spaces, ancillary to a primary residential land use, that can include home-based businesses, workshops, or retail spaces.

Accessory Commercial Units (ACUs)

Key strategies for commercial revitalization include flexible and mixed-use zoning to encourage commercial spaces near residential areas to reduce commuting needs and support pedestrian-friendly environments. Policies promote **accessory commercial units (ACUs)**, allowing businesses to operate in proximity to where people live. ACUs enhance access to services and goods, while maintaining the Planning Area’s character and allowing for cohesive residential and commercial growth. **Adaptive reuse** of existing, aging buildings is another strategy to enhance commercial activity by transforming underutilized buildings into vibrant, functional spaces for improved access to goods and services.

D. ACTIVE AND PEDESTRIAN-ORIENTED STREETS AND NEIGHBORHOODS

In WSGV, highways, high-speed surface streets and cul-de-sac developments can provide obstacles to the use of public transit or active transportation, like walking and cycling, as a means of moving about in a community. Active and pedestrian-oriented streets and neighborhoods are vital for community well-being, promoting physical activity, fostering social interactions, and enhancing environmental and physical health.

Healthy streets are closed to pass-through traffic, but open to people walking, rolling, biking, and playing.

Healthy Streets

This Element focuses on adapting the built environment to foster more walkability and connectivity, including strategies such as creating pedestrian passageways through cul-de-sacs to better connect residents to everyday goods and services. Select urban streets are also encouraged to transform into **healthy streets**, with pedestrian

focused amenities. Walking paths and sidewalks are prioritized in growth areas and disadvantaged communities, paired with strategies to increase signage and wayfinding, fostering a sense of place and safety for local residents and pedestrians.

Proper management and reuse of land dedicated to parking is also essential for enhancing urban character and the pedestrian experience. Too much parking may impede opportunities for higher priority land uses and discourage other modes of travel, like biking and public transit. In large parking lots and in neighborhoods with an oversupply of street parking, changes to the design of parking areas can help improve functionality and safety. Design changes such as bioswales, trees, bikeways, dedicated walkways, and traffic calming measures can reduce heat, retain stormwater, beautify the environment, and improve walkability. Encouraging the shared use of parking lots near high quality transit options can free up space for pedestrian amenities, fostering connected neighborhoods and community interactions.

E. COMMUNITIES WITH A STRONG SENSE OF IDENTITY AND BELONGING

The unincorporated communities in the Planning Area each possess distinct characteristics, from demographics to the built environment, shaping their unique local characteristics. Yet, these communities often blend indistinguishably with their neighboring cities, presenting both challenges and opportunities for enhancing community identity and providing a distinctive sense of place. During the community engagement process, residents in the Planning Area expressed a desire to see improvements in the urban environment, including increased street lighting, safe walking paths, and more spaces for community gathering and social interaction.

Policies focus on integrating more gathering spaces, improving the safety and design of the public realm, and beautification of public spaces. These land use policies are designed to foster strong, distinct community identities, prioritizing safety, social connections, and appealing urban environments. Such strategies not only protect the unique character of communities but also promote an evolving urban landscape which reflects the identity and desires of the local community.

F. RESILIENT AND SUSTAINABLE COMMUNITIES

Half of the communities in the Planning Area are recognized as Disadvantaged Communities (DACs) by CalEnviroScreen 4.0, reflecting their vulnerability to environmental pollutants and socioeconomic challenges, often exacerbated by traffic and industrial pollution. Additionally, proximity to wildfire hazard zones poses significant risks to those near foothills and open spaces. Building resilient and sustainable communities involves acknowledging local hazards and their impacts, alongside proactive measures to protect and adapt communities to withstand the effects of climate change. Policies focusing on managing hazard-prone areas, regulating hazardous facilities, and adapting land uses and design for climate resilience are critical.

G. EQUITABLE AND INCLUSIVE LAND USE DECISION MAKING

Equitable and inclusive land use decision-making is crucial for fostering communities that genuinely reflect the diversity and needs of community members. Embracing local knowledge and engaging community feedback from the outset of planning processes can yield urban spaces that are sustainable, culturally attuned, and centered around community well-being. Collaborative decision-making ensures developments are both functional and resonate with community values, enhancing social cohesion, trust, and the long-term vitality of communities.

The complexity of planning processes, including zoning and permitting, often poses barriers to community participation. Broadening community engagement through diverse methods and languages, and providing educational resources, empowers community members to actively participate and advocate for their needs.

2.3 Growth and Preservation Strategies

Growth and preservation strategies were developed to realize the vision for the Planning Area, as presented in six distinct but related Vision Statements in Chapter 1, *Introduction*. The nine strategies shown in Table 2-1, Growth and Preservation Strategies, were used to guide growth in the Planning Area and inform targeted amendments to

land uses as well as policy. The Land Use Policy Map can be found in Appendix E, *Land Use Maps*.

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TABLE 2-1 Growth and Preservation Strategies

Vision Statement	Strategies
I. Harmonious and Coordinated Growth	<ul style="list-style-type: none"> • Encourage diverse housing options by promoting ADUs, mixed-use development, affordable housing and 'missing middle' housing in appropriate zones; • Upzone areas near transit and commercial hubs for multifamily housing, aligning with sustainable growth principles; • Enable new commercial nodes and local-serving businesses to locate at key intersections and community gateways (e.g., accessory commercial uses) • Distribute community facilities equitably to support the well-being of all residents; • Coordinate growth with infrastructure improvements and investments that support walkable, green, safe, and connected communities; • Implement renovation and rehabilitation programs focused on energy-efficient upgrades for older housing stock; and • Implement community design standards that guide new development to be aesthetically and environmentally harmonious with existing neighborhoods.
II. Connected and Walkable Communities	<ul style="list-style-type: none"> • Expand public transportation options, especially in underserved areas, to reduce dependency on private vehicles; • Facilitate more walkable communities by designating neighborhood greenways that create safe, comfortable, and scenic routes to key destinations; • Develop pedestrian pathways through cul-de-sacs to enhance walkability and neighborhood connectivity; and • Identify gaps where sidewalks, bike lanes and trail connectivity are needed and desired to create safe and connected communities.
III. Strong Social and Cultural Cohesion	<ul style="list-style-type: none"> • Foster community-driven development projects that provide spaces for socializing, cultural events, recreation, and entertainment; • Identify centrally located vacant and underutilized sites that are publicly available, or could be privately incentivized, to develop as uses beneficial to the community and for potential community gathering (e.g., community gardens, pocket parks, local markets, etc.); and • Launch cultural celebration programs to foster inclusiveness and appreciation of diverse communities.
IV. Thriving Business-Friendly Region	<ul style="list-style-type: none"> • Identify through outreach to the business community barriers that are impeding new commercial and employment investments in WSGV; • Create incubator programs and local business support initiatives that foster entrepreneurship, focusing on leveraging local talents and resources; • Support small and medium-sized enterprises (SMEs) through streamlined processes and access to resources; • Develop incentives and support for businesses implementing sustainable practices; and • Promote diversity in locally-based businesses by providing platforms for minority and women-owned businesses.
V. Sustainable Built and Natural Environment	<ul style="list-style-type: none"> • Preserve the sensitive resources, scenic hillsides, conservation areas, agricultural lands, parks, open spaces, water channels, and equestrian amenities that characterize the WSGV; • Identify locations to enhance and restore these sensitive resources and amenities for current and future populations (e.g., connected wildlife corridors, clean water resources, green infrastructure); and • Implement community-based environmental education programs to inspire and build skills and stewardship in caring for the natural environment.
VII. Equitable Decision Making	<ul style="list-style-type: none"> • Prioritize the needs of disproportionately affected communities in the allocation of funding and capital investments, to ensure the equitable distribution of resources and amenities, and to address environmental injustices, correct social and economic inequities, and support the health, safety, and well-being of all WSGV residents; • Enhance digital and virtual platforms for community engagement to ensure broad participation in planning processes; and • Regularly assess community needs to inform equitable distribution of resources and amenities.

2.4 Goals and Policies

VS 1 – Harmonious and Coordinated Growth

BALANCED GROWTH AND NATURAL RESOURCE PRESERVATION

Goal LU-1: Sustainable and resilient growth patterns, which effectively consider local hazards and incorporate the diverse perspectives and experiences of community members.

Policy LU-1.1: Foster sustainable growth patterns. Concentrate growth within a mile from major transit stops, a half mile from high-quality transit corridors, and within a quarter mile from commercial corridors and commercial areas where there is access to existing or proposed transit and everyday services within walking and biking distance, to help preserve open spaces, foster community identity, utilize infrastructure efficiently, and encourage the use of transit.

Policy LU-1.2: Enable more land use diversity. Enable a diverse land use pattern to meet the needs of residents and employees, including increased housing options near commercial areas, viable commercial uses, a variety of employment opportunities, ample parks and open spaces, and a range of community services and amenities to support the mental, physical, emotional, economic, and social well-being of the community.

Policy LU-1.3: Foster complete communities. Foster a land use pattern that brings everyday needs and amenities within walking distance of residential neighborhoods, including public transit, parks, schools, commercial services, and other daily needs.

Policy LU-1.4: Support infill development. Support and encourage infill development that complements existing neighborhoods through strategies such as, maintaining a catalog of potential infill sites; engaging with property owners, community-based organizations, local business organizations, and developers about potential development of underutilized and vacant sites; and incentivizing infill development.

- *Action:* Develop and regularly update a comprehensive catalog of infill development sites, categorized by their potential use

(residential, commercial, mixed-use) and readiness for development. Utilize online platforms and local real estate networks to actively promote these sites to developers, highlighting incentives and support available for infill projects.

- *Action:* Launch a strategic bid process for publicly-owned vacant, underutilized, or unused land in high-potential districts. This process should consider proposals that align with community needs and land use planning goals, offering terms that incentivize sustainable and community-oriented development. Develop criteria for evaluating bids that include considerations for sustainability, affordability, and community benefit.
- *Action:* Implement a targeted outreach program for property owners of vacant land, providing them with detailed analysis of local community needs, potential development opportunities, and guidance on navigating the development process. This should include workshops, resource guides and one-on-one consultations aimed at encouraging the development of uses that fill community gaps. Collaborate with local community organizations and business associations to identify and articulate specific community needs and opportunities.

Policy LU-1.5: Direct growth away from hazard areas. Direct all new development away from designated environmental hazard areas, including Fire Hazard Severity Zones, high flood risk areas, areas prone to landslides, and polluting uses.

Policy LU-1.6: Limit expansion of wildland/urban interface (WUI). Direct all future development away from WUI areas along the San Gabriel Mountains and foothills to minimize exposure to future hazards, including wildfires and resulting air quality impacts and to minimize habitat impacts.

Policy LU-1.7: Ensure adequate road access. Require that any new development be located and designed so that it is accessed from existing public roads and provides direct access to multiple primary roads to support safety, aid in efficient evacuation, and safeguard life and well-being during hazards.

Policy LU-1.8: Underground existing transmission lines. Work with utilities to transition all overhead electrical transmission lines and supporting infrastructure underground to reduce fire risk. Prioritize high fire-risk areas and install underground lines in a manner that avoids harm to sensitive biological resources.

Policy LU-1.9: Limit fuel modification and preserve native vegetation. Site and design structures to minimize the impact of fuel modification on native vegetation and sensitive biological resources. Limit fuel modification to the minimum area necessary. Use site-specific fuel modification strategies, such as thinning, selective removal, and spacing, to create effective defensible space that preserves native vegetation. Avoid the complete removal of native vegetation during fuel modification.

Policy LU-1.10: Manage vegetation. Proactively manage vegetation in fire hazard areas under the guidance of a biologist to avoid impacts to sensitive resources, sensitive species, and fire-resistant native species.

Policy LU-1.11: Site development to ensure safety. In fire hazard areas, require that development sites and structures be located off ridgelines, hilltops, and other dangerous topographic features such as chimneys, steep draws, and saddles; be adjacent to existing development perimeters; and avoid excessively long driveways.

Policy LU-1.12: Prohibit development without adequate fire protections. In fire hazard areas, prohibit development in areas with insufficient access, water pressure, fire flow rates, or other accepted means for adequate fire protection.

Policy LU-1.13: Ensure compatible land uses. Ensure land uses in the Planning Area are compatible with those in cities and communities adjacent to the Planning Area.

Policy LU-1.14: Protect and preserve scenic resources adjacent to new development. Support preservation of scenic resources from the impacts of new development in the WSGV.

For additional policies related to scenic resources, refer to the COS Element, Scenic Resources section.

Policy LU-1.15: Provide sensitive receptor buffers. Buffer sensitive land uses such as residences, schools, parks, and medical care centers from pollutant emitting sources such as freeways, heavy industrial, hazardous materials sites, and similar uses.

Goal LU-2: Growth and development align with current capacity and planned expansion of infrastructure and public facilities to maintain and enhance service quality for current and future community needs.

Policy LU-2.1: Prioritize investments in growth areas and disadvantaged communities. Prioritize capital improvements and public facilities in targeted growth areas and in disadvantaged communities, to enhance and support equity and quality of life in the built environment.

- *Action:* Perform a detailed analysis of targeted growth areas and disadvantaged communities to identify specific infrastructure and facility needs.

Policy LU-2.2: Coordinate growth and mobility investments. Align mobility investments, such as the development of bike lanes, sidewalk upgrades, and transit system improvements, with proposed land use intensification in high resource growth areas. In particular, prioritize mobility investments in disadvantaged communities.

Policy LU-2.3: Ensure adequate water availability. Ensure adequate water is available for any proposed future development given the increasing constraints on urban and suburban water supplies.

Goal LU-3: A community with attainably priced and diverse housing options, and vibrant mixed-use environments that meet the current and future needs of residents by combining residential, commercial, and community-oriented spaces to enhance livability, accessibility, and sustainability.

RESIDENTIAL NEIGHBORHOODS AND HOUSING DIVERSITY

Policy LU-3.1: Promote diverse housing options. Promote development of duplex, fourplex, Accessory Dwelling Units (ADUs) and cottage court housing in low density housing areas.

Policy LU-3.2: Allow compatible uses in residential neighborhoods. Allow for uses in or near the edges of established residential neighborhoods that are compatible with residential development and will bring amenities closer to homes, such as child and adult day cares, educational facilities, cultural facilities, and corner markets.

Policy LU-3.3: Provide support updating the housing stock. Ensure the ongoing enhancement of housing stock condition and energy- and water- efficiency through support for renovation and rehabilitation, focusing on educational initiatives for homeowners.

- *Action:* Develop a program for renovating older homes, which includes incentives for energy- and water-efficient upgrades, to address the aging housing stock and high housing costs, and to mitigate climate impacts, as the residential sector of the WSGV has higher GHG emissions, the highest consumption of natural gas, and higher per capita emissions than other Planning Areas. As part of this program, partner with local utility companies and environmental organizations to offer workshops and incentives for energy-efficient home upgrades and assist homeowners with the costs of significant repairs and upgrades, prioritizing low-income households and seniors.

Refer to the Economic Development Element for additional WSGVAP policies related to this topic.

COMMERCIAL AREAS AND CORRIDORS

Policy LU-3.4: Preserve and expand commercial space.

Designate sufficient land for commercial purposes and distribute locally-serving commercial centers more equitably throughout the WSGV to serve local needs and reduce the need for residents to travel by car to access their daily needs. Prioritize communities that have been historically redlined.

See additional goals and policies under Vision Statement 2 related to commercial uses and establishing a thriving and business friendly region.

Refer also to the Economic Development Element for additional WSGVAP policies related to this topic.

MIXED-USE DEVELOPMENT

Policy LU-3.5: Encourage mixed-use development. Encourage a mix of housing with a variety of ground-floor commercial uses, and pedestrian-oriented amenities in areas designated as “Mixed-Use,” and allow higher land use intensities to enable WSGV residents to live close to business, employment, and amenities, thereby increasing pedestrian activity, complementing existing commercial uses and incentivizing ground-floor commercial.

- *Action:* Develop a mixed-use zoning incentive program and develop guidelines that streamline the approval process for mixed-use developments, with specific guidelines that encourage pedestrian-friendly designs and ground-floor commercial uses in mixed-use buildings. In addition to incentivizing ground floor commercial, the program will outline specific guidance on what to consider as incentives, what the impediments to mixed-use and commercial construction in WSGV are, and research how to address those issues.

Policy LU-3.6 Increase diversity and connectivity of land uses.

Focus mixed-use development, with enhanced pedestrian and cycling infrastructure, along key commercial corridors and intersections to better connect existing residential neighborhoods to commercial areas and diversify land uses.

Policy LU-3.7: Foster public-private harmony in mixed-use development. Promote harmonious integration of private development with public spaces in mixed-use zones, blending residential, commercial, and recreational areas.

- *Action:* Provide incentives to incorporate public open space amenities such as pocket parks, plazas, and outdoor dining in mixed-use and commercial developments.

Policy LU-3.8: Adhere to LEED standards for open space in mixed-use zones. Ensure compliance with LEED Design standards, particularly the requirement that at least 20% of a project's development area is dedicated to open space, to enhance climate resiliency and promote sustainable urban development.

- *Action:* Establish a certification program that offers technical assistance and resources to developers on best practices for incorporating sustainable and resilient open space designs into mixed-use projects and assists developers. As part of this program consider providing incentives to developments that meet or exceed LEED open space standards.

Goal LU-4: A community that supports and enhances employment opportunities through sustainable practices, ensuring industrial uses are preserved, environmentally responsible, and beneficial to the local economy while minimizing their impact on adjacent land uses and the broader community.

INDUSTRIAL AND EMPLOYMENT USES

Policy LU-4.1: Ensure protection of industrial-adjacent land uses. Ensure that industrial developments incorporate adequate landscape and noise buffers to minimize negative impacts to surrounding neighborhoods, addressing on-site lighting, noise, odors, vibration, toxic materials, truck access, and other elements that may impact adjoining uses.

- *Action:* Require new and existing industrial developments to submit environmental impact assessments that detail mitigation strategies for noise, odor, and other pollutants.

Policy LU-4.2: Protect residential uses from noise impacts.

Promote enhanced levels of sound insulation for existing and proposed residential uses near industrial and commercial zones, and within 600 feet of a major transportation corridor, or major or secondary highway.

Policy LU-4.3: Promote sustainable and clean industrial uses.

Advance sustainable and clean industrial practices by fostering an environment that incentivizes and prioritizes industries committed to environmental stewardship and clean technologies.

- *Action:* Initiate a green business certification program to formally recognize and reward businesses that meet or exceed environmental performance standards in critical areas such as energy efficiency, waste reduction, water conservation, and pollution control.
- *Action:* Establish collaborative partnerships with industry associations to disseminate sector-specific sustainability guidelines and best practices, encouraging widespread adoption across industries.
- *Action:* Provide mechanisms for financial support, such as subsidies or tax incentives, to industries making significant investments in clean technologies and practices that reduce environmental impact.

Policy LU-4.4: Improve indoor air quality. Support the development of programs for sensitive uses in proximity to industrial uses and other outdoor sources of indoor air pollution, such as freeways, to affordably install air filters, multi-paned and openable windows, and other equipment/materials to improve indoor air quality.

Policy LU-4.5: Monitor community air-quality. Partner with community-based organizations and public agencies to support community-level air quality monitoring for residential areas and other sensitive uses in proximity to industrial areas, major transportation corridors, and other air pollution generators to better inform regulatory controls and enforcement programs.

Refer also to the Economic Development Element for additional WSGVAP policies related to this topic.

Goal LU-5: A community equipped with comprehensive, accessible, and sustainable public and semi-public facilities that meet the health, recreational, social, cultural, and utility needs of all residents, facilitating a high quality of life in a growing population.

PUBLIC AND SEMI PUBLIC FACILITIES

Policy LU-5.1: Facilitate equitable access to healthcare facilities. Ensure equitable access to a broad spectrum of healthcare facilities that support the mental, emotional, and physical health of all WSGV residents throughout the Planning Area.

- *Action:* Update the Zoning Ordinance to permit healthcare uses in a wider variety of zones, including mixed-use and residential areas, to increase access to facilities and services. Implement a healthcare facility expansion program that incentivizes the development of clinics and health centers in underserved areas through tax incentives or public-private partnerships.

Policy LU-5.2: Ensure access to recreational, social and cultural facilities.

Ensure equitable provision of recreational, social, religious, and cultural facilities that meet the diverse needs of the community.

Policy LU-5.3: Partner for the joint-use of public facilities.

Enhance community access to recreational and educational amenities through partnerships with local schools for the joint use of facilities, prioritizing neighborhoods and communities with high parks needs, including East Pasadena-East San Gabriel, South Monrovia Islands, South San Gabriel, Altadena, San Pasqual, and La Crescenta Montrose.

- *Action:* Coordinate with local governments and school districts to co-fund and develop new joint-use facilities that serve both students and the wider community. Formalize agreements with school districts to open school facilities, such as gyms, fields, and libraries, to the public during non-school hours.

Policy LU-5.4: Enhance and adapt utility service capacity.

Collaborate with utility providers to adapt and enhance infrastructure and service capacities, ensuring they are fully aligned with the evolving demands of both new and existing developments, while integrating sustainable practices.

Policy LU-5.5: Underground new utility infrastructure. When not disruptive to sensitive habitat, require all new utilities to be underground. Prohibit obtrusive placement of service boxes for all new developments.

Refer also to the Public Services and Facilities Element for additional WSGVAP policies related to this topic.

Goal LU-6: A resilient and sustainable community that balances development with the conservation of natural resources, promotes accessible recreational spaces, manages water resources responsibly, and preserves the scenic character of the area, ensuring a harmonious coexistence between human activities and the environment.

MINERAL RESOURCES

Policy LU-6.1: Evaluate land use for mineral extraction compatibility. Assess land use compatibility for new mineral resource extraction sites to safeguard residential areas from potential adverse impacts, ensuring that considerations for adjacent land uses are integral to the evaluation process.

Policy LU-6.2: Engage the community in mineral extraction decisions. Mandate ongoing, meaningful community engagement in the decision-making process for establishing new mineral extraction sites in or near the Planning Area, ensuring that transparency and community input are foundational to the evaluation and approval process.

Policy LU-6.3: Establish buffers for new mining operations. Institute a requirement for the establishment of protective buffers around new mining operations, designed to mitigate impacts on nearby non-mining land uses, with buffer zones determined through comprehensive assessments of environmental and community factors such as noise, aesthetics, drainage, operating conditions, biological resources, topography, lighting, traffic, operating hours, and air quality.

Policy LU-6.4: Manage idle wells responsibly. Support proper management of idle and abandoned oil and gas wells, as defined by the California Geologic Energy Management Division, in WSGV, following requirements per state law. Ensure remediation of impacts and restoration of habitat in areas near SEAs and on any lands containing sensitive biological resources.

BIOLOGICAL RESOURCES

Policy LU-6.5: Protect natural resources. Preserve existing and restore or acquire additional natural resource areas for the continued protection of the WSGV's natural resources.

Policy LU-6.6: Protect significant ecological areas and undeveloped hillsides. Discourage development that threatens sensitive biological resources within SEAs and undeveloped hillsides in the WSGV.

Policy LU-6.7: Prevent habitat disturbance and fragmentation. Direct development away from sensitive habitat areas and minimize or prevent any activity or development that will disturb or fragment natural habitat.

Policy LU-6.8: Require natural buffers. Require natural habitat buffers to separate development areas from SEAs and natural resources.

Policy LU-6.9: Incentivize conservation of habitat areas. Incentivize conservation of land in SEAs, climate hazard areas, and habitat areas to relieve development pressure and incentivize alternative sites for sustainable development. Tools and strategies to explore can include transfer of development rights, transfer of floor area rights, and mitigation land banking, among others.

Policy LU-6.10. Require WSGV native plants. Require new development and incentivize existing development to use only locally native species in landscaping. Provide the public with a plant list of approved locally native plants to support local biocultural diversity.

PARKS AND RECREATION

Policy LU-6.11: Expand community recreation spaces. When feasible, prioritize the development of vacant county-owned land for community-centric purposes, focusing on recreational uses, and other facilities that enhance public well-being and community engagement.

Policy LU-6.12: Incentivize open space dedications. Incentivize the voluntary creation of dedicated open space on private property.

Policy LU-6.13: Expand parks, open spaces, and trails. Ensure that existing neighborhoods contain a diverse mix of parks and open spaces that are well maintained and connected by trails, pathways, transit, and bikeways and within walking distance of residents.

Policy LU-6.14: Address park needs. Support additional resources for the provision of park space in neighborhoods and communities identified as having high and very high park needs, including East Pasadena-East San Gabriel, South Monrovia Islands, South San Gabriel, Altadena, San Pasqual, and La Crescenta-Montrose.

Refer also to the Public Services and Facilities Element for additional WSGVAP policies related to this topic.

WATER

Policy LU-6.15: Implement green infrastructure for water management. Prioritize the integration of green infrastructure within public water management practices, directing planning efforts to adopt and implement sustainable strategies to increase use of permeable pavements, rain gardens, bioswales with native plants, green roofs, and other strategies, aimed to enhancing stormwater absorption, slowing runoff, and improving water quality.

- *Action:* Partner with environmental non-governmental organizations (NGOs) to implement community-based green infrastructure projects, focusing on the creation and maintenance of neighborhood rain gardens, bioswales and permeable pavements in public spaces.

Policy LU-6.16: Promote sustainable water conservation. Promote sustainable water conservation and landscaping practices across the Plan Area in new and existing development projects.

Policy LU-6.17: Support greywater and water reuse technologies. Support resources to encourage and facilitate the installation of greywater and the water reuse and capture technologies for existing residential and small-scale development.

Policy LU-6.18: Protect and enhance waterways. Protect, restore where feasible, and enhance stormwater channels, rivers, creeks, and waterways, as critical natural resources that link to unincorporated WSGV communities and as natural assets that characterize a historically water-rich region.

Policy LU-6.19: Provide buffers for waterways. Support protection and restoration of native vegetation buffers and upland habitats for waterways, creeks, rivers, and wetlands.

Refer also to the Conservation and Open Space Element for additional WSGVAP policies related to this topic.

RURAL AND AGRICULTURAL LAND

Policy LU-6.20: Preserve established agricultural land. Support preservation of the locally important agricultural lands located on utility easements in WSGV for agricultural and open space uses that are context-sensitive to the proximate residential areas.

Policy LU-6.21: Limit conversion of agricultural and working lands. Limit the potential conversion of agricultural, working lands, and equestrian land to residential uses or other development.

Policy LU-6.22: Support regenerative urban agriculture. Support resources for local agriculture and nursery growers to employ regenerative practices that are less reliant on chemical fertilizers to build long-term soil health and fertility.

Policy LU-6.23: Incentivize the sale of native plants. Incentivize local nursery growers and retailers to grow and stock locally native plants and educate clients on the benefits of planting locally native plants.

VS 2 – A Thriving and Business Friendly Region

Goal LU-7: A vibrant community that supports a diverse mix of commercial activities, bolsters local businesses, generates employment opportunities, and engages customers, thereby contributing to the economic vitality and accessibility of daily needs for all residents.

Policy LU-7.1: Maximize commercial land use flexibility.

Maximize flexibility of permitted land uses in commercial and mixed-use designated areas to enable a greater mix of locally serving uses, such as retail, small businesses, eateries, small-scale institutional, office, and other compatible uses in commercial centers to limit vacancies and increase access to the community's everyday needs.

Policy LU-7.2: Facilitate accessory commercial units (ACU).

Explore the development of an ACU district or overlay zone in which commercial uses such as bodegas and other small businesses can operate by-right in otherwise exclusively residential neighborhoods.

- *Action:* Update the Planning Area Standards District to incorporate an ACU district or overlay zone, targeting underserved neighborhoods to enhance local access to goods and services and provide information to the public to facilitate the establishment of ACUs.

Policy LU-7.3: Coordinate commercial growth. Collaborate with neighboring cities and other unincorporated areas to align commercial development efforts, ensuring that planning in WSGV is informed by and complementary to regional growth strategies and community needs.

Policy LU-7.4: Promote small businesses. Support small businesses, including locally-owned, non-chain retailers such as “mom and pop” stores, entrepreneurs and nonprofits to ensure existing businesses are able to remain open, competitive and successful in a fast-changing retail landscape.

- *Action:* Create an incubator for small business development, connecting local entrepreneurs with resources to create businesses that address needs within the community.

- *Action:* Establish a WSGV-wide small business program to guide business owners in the Planning Area through local permitting requirements and serve as a liaison between small businesses, County staff and decision makers.

HRAs, as defined by the California Department of Housing & Community Development, are neighborhoods that score better (a score of a 6 or 7 out of 9) across nine economic, educational, and environmental indicators relative to other neighborhoods in the same region. A neighborhood's score for each economic and educational indicator is determined by whether it falls above or below the median (50th percentile) tract or block group value within each region.

SOURCE: <https://www.treasurer.ca.gov/ctcac/opportunity.asp>

High Resource Areas (HRAs)

Policy LU-7.5: Incentivize commercial reuse and rehabilitation.

Support and incentivize adaptive reuse and rehabilitation of existing structures, aging commercial centers and structures, as well as vacant or underutilized structures, especially those in **high resource areas (HRAs)** to limit waste from unnecessary demolition, preserve local community character, and increase sustainability of the built environment.

- *Action:* Maintain a catalog of potential sites for commercial reuse and regularly share new opportunities with developers.
- *Action:* Implement a financial assistance program to incentivize adaptive reuse and rehabilitation of aging structures and streamline entitlement review for these projects, including projects for vacant or underutilized commercial spaces along commercial corridors in targeted growth areas, focusing on sustainability and community needs.

Policy LU-7.6: Foster diverse and innovative industries.

Promote the development of technology, sustainability, and bioscience employment hubs.

- *Action:* Create a bioscience incentive program that focuses on attracting green industries and biosciences to the WSGV. As part of this program, establish a streamlined “one-stop-shop” permitting process for bioscience companies that facilitates the creation of dedicated bioscience parks in WSGV where financial incentives can be offered to attract bioscience companies. Incentives could include tax reductions, fee waivers, or regulatory concessions. Create an innovation fund to provide seed grants to startups in technology, sustainability, and bioscience sectors, encouraging growth and diversification of the local economy. Partner with academic institutions to offer specialized training in emerging fields like green tech and biosciences, preparing the local workforce for future industry demands. Partner with academic institutions to offer specialized training in emerging fields like green tech and biosciences, preparing the local workforce for future industry demands.

Refer to the Economic Development Element for additional WSGVAP policies related to this topic.

Goal LU-8: Lively commercial corridors that serve as hubs for community gathering, reflect local identity, and encourage active transportation.

Policy LU-8.1: Activate commercial corridors. Strengthen commercial corridors in the WSGV by facilitating building design and street improvements which make for safe, comfortable and enjoyable walking and biking experiences.

- *Action:* Implement design standards for commercial development projects that enhance pedestrian and cyclist safety, including street-facing designs, transparent window facades, clear paths of travel, landscaping and street trees, pedestrian scale lighting, and ample outdoor amenities.
- *Action:* Direct the planning and construction of continuous pedestrian pathways and protected bike lanes within and adjacent to commercial corridors, ensuring safe and direct connectivity between commercial zones and residential neighborhoods.
- *Action:* Streamline approval processes for commercial corridor projects that incorporate ground-floor, publicly serving commercial uses and public open space amenities such as pocket parks, plazas, and outdoor dining.

Policy LU-8.2: Revitalize underutilized spaces. Identify and repurpose underutilized lots and buildings within commercial corridors for community use, pop-up shops, or temporary green spaces.

- *Action:* Launch a 'Corridor Activation' grant program for businesses and community groups to temporarily transform vacant lots or storefronts into active community spaces.

Policy LU-8.3: Attract healthy commercial opportunities. Promote and incentivize the development of commercial uses that provide healthy and locally grown food choices for residents.

Policy LU-8.4: Integrate green infrastructure into commercial corridors. Ensure commercial corridors are equipped with green infrastructure, such as street trees, rain gardens, or planter boxes, to promote environmental sustainability and enhance urban aesthetics.

- *Action:* Initiate a 'Green Streets' program targeting commercial corridors for the planting of additional street trees and the installation of green infrastructure elements, aimed at improving air quality and providing shade.

Policy LU-8.5: Strengthen commercial corridors and centers. Strengthen commercial corridors by clustering uses at major intersections, allowing a mix of uses between intersections, and creating Healthy Streets (see Policy LU-9.4, *Healthy streets*) to make corridors safe and attractive for pedestrians and cyclists. Prioritize street beautification where it will have the most impact on existing businesses and commercial centers.

Refer to the Economic Development Element for additional WSGVAP policies related to this topic.

VS 3 – Connected and Walkable Communities

Goal LU-9: A connected, accessible community that prioritizes safe, comfortable and sustainable active transportation options for all residents, enhancing mobility and reducing reliance on personal vehicles.

Policy LU-9.1: Enhance mobility in growth areas. Align investments in mobility with designated growth areas, prioritizing disadvantaged communities, to improve access to pedestrian pathways, public transit, and bicycle routes. In areas where sidewalk investments are not feasible, create other pathways and linkages to connect residential areas with commercial corridors.

Policy LU-9.2: Enhance signage and wayfinding. Create distinctive wayfinding and signage throughout communities to facilitate active transportation connectivity and guide residents and visitors to local services and amenities, public parks and facilities, transit stops, and commercial areas via pedestrian and cycling routes.

Policy LU-9.3: Establish pedestrian passageways through cul-de-sacs. Identify opportunities to provide pedestrian and bicycle passageways with wayfinding signage from neighborhood cul-de-sacs to arterials to provide residents greater access to services and amenities within walking distance. Access to these passageways should be ADA accessible.

- *Action:* Create a Pedestrian Plan program for WSGV communities to facilitate safe and ADA-compliant pedestrian and bicycle access to and from commercial areas or amenities. Key objectives of this program include identifying potential cul-de-sacs to connect to commercial areas, identifying potential designs by looking at precedent projects, creating a set of criteria for which cul-de-sacs should be considered, and actions within the program to achieve this objective.

Policy LU-9.4: Create streets that foster healthy lifestyles.

Transform selected streets adjacent to, or in close proximity to, residential neighborhoods into “healthy streets” integrating pedestrian-focused design, green spaces, and community amenities.

- *Action:* Develop a “Healthy Streets” program for WSGV that establishes criteria for selecting streets and provides the elements for a healthy street design. As part of the program, the County will look at other similar programs to understand precedent for this type of program and select pilot locations for the ‘Healthy Streets’ initiative. The overarching goal of this program would be to open up more public space for people to use —improving community and individual health. Community engagement will be key in developing the criteria and establishing the design process to incorporate green infrastructure, public art, and safe pedestrian zones.

Policy LU-9.5: Repurpose underutilized surface parking. In

addition to enforcing policies related to minimal parking requirements (such as AB2097) near high quality transit, encourage older developments with underutilized surface parking to repurpose spaces for higher quality community uses and temporary community events.

- *Action:* Develop an Underutilized Parking Lot program that identifies underutilized surface parking lots suitable for repurposing based on size, location, and accessibility. Evaluate the potential of these sites for community-oriented uses such

as green spaces, recreational areas, or commercial ventures and develop incentives such as tax breaks or expedited permitting processes, for developers and property owners who repurpose underutilized parking spaces.

Policy LU-9.6: Consolidate and centralize parking lots. Support community-wide parking reform through strategies that consolidate public parking areas at regular intervals along major retail and business corridors to enhance walkability, support popular community destinations, and limit vast expanses of surface parking.

Policy LU-9.7: Enable parking flexibility. Facilitate reuse of existing parking structures and support the establishment of locally-serving businesses through relaxed parking standards that allow for off-site parking, shared parking arrangements, car sharing, centralized parking structures, or other means to meet minimum parking requirements.

- *Action:* Amend the zoning code to facilitate and incentivize shared parking with standards that allow for the shared use of parking facilities located within a quarter mile of a use.

Policy LU-9.8: Enhance parking lots. Facilitate the development of bioswales, trees, dedicated walkways and traffic calming measures in parking areas to help enhance visual appearance, pedestrian experience, and support groundwater recharge.

- *Action:* Create specific design guidelines for parking lots. Mandate the inclusion of green infrastructure elements in all new and redeveloped parking lots, specifying requirements for bioswales, tree planting, pedestrian pathways, and ensuring compliance with the county code Chapter 22.126 tree planting requirements. Specifically, for new or expanded uncovered surface parking lots with 15 or more spaces, a shade plan must be created to ensure at least 50 percent shade coverage within 15 years of planting.

Policy LU-9.9: Use public spaces as connectivity hubs.

Incorporate support for the use of transit and active transportation into public spaces and provide amenities such as bike racks, repair stations, and real-time transit information.

Refer to the Mobility Element for additional WSGVAP policies related to this topic.

VS 4 – Strong Social and Cultural Cohesion

Goal LU-10: A cohesive built environment that nurtures community well-being, inclusivity, and a shared sense of belonging among all residents.

Policy LU-10.1: Employ crime prevention through environmental design. Promote crime prevention through environmental design (CPTED) ensuring that pedestrian infrastructure, down cast lighting, and urban greening are designed to enhance visibility and safety while limiting potential light pollution.

Policy LU-10.2: Maintain the public realm. Support additional funding and resources to maintain public spaces and infrastructure to deter deterioration and promote a sense of community identity and safety.

Policy LU-10.3: Foster gathering spaces. Establish a “Community Hub” initiative to fund and develop multipurpose gathering spaces within walking distance of residential areas, incorporating features that support diverse uses and accessibility for all age groups. Potential community hub sites could include schools, parks, or community centers that are well served by transit and active transportation. This initiative would support the accessibility of these spaces for residents of all ages to ensure they are a focal point of community identity, gathering, culture, leisure, and recreation.

Policy LU-10.4: Foster community safety initiatives. Support the formation and operation of neighborhood watch groups to foster community-led safety initiatives that enhance neighborhood security and cohesiveness through collaboration with local law enforcement and community organizations.

Policy LU-10.5: Improve safety and ambiance through lighting. Improve street and public space lighting to enhance safety after dark. Ensure that lighting is down caste to avoid light pollution and designed to contribute to the distinct character of the community.

- *Action:* Identify key areas in need of enhanced lighting and deploy energy-efficient, aesthetically pleasing down cast lighting solutions that improve nighttime visibility and contribute to the area's identity.

Refer to the Public Services and Facilities Element for additional WSGVAP policies related to this topic.

Goal LU-11: Local community character is strengthened and celebrated through design standards and practices that reflect community values, enhance neighborhood compatibility, and promote functional and aesthetic cohesion.

Policy LU-11.1: Facilitate well-designed neighborhood transitions. Require that new housing development provide well-designed transitions in design, massing, and landscaping between new construction and the surrounding neighborhood character, especially in growth areas that border single family neighborhoods.

- *Action:* Develop a 'Good Neighbor' design guideline for new developments adjacent to single-family zones, detailing how transitions in scale, massing, and style should be managed to harmonize with existing neighborhood contexts.

Policy LU-11.2: Reduce parking frontage. Encourage placement of new parking lots or stalls behind storefronts and away from street frontages.

- *Action:* Amend the Zoning Ordinance to require developers to place new parking facilities behind buildings or underground, enhancing street aesthetics and the pedestrian experience.

Policy LU-11.3: Adapt parking lots for community events.

Enhance the utility and multi-functional potential of large parking areas by transforming them into flexible spaces suitable for both vehicle parking and the hosting of community events like festivals and farmers' markets.

Policy LU-11.4: Integrate community identity markers. Integrate distinctive community identity markers, public art, and signage that reflect the unique history and character of each community within the Planning Area.

- *Action:* Collaborate with Department of Arts and Culture and local artists and historians to design and place community markers at key entry points and gathering spaces, celebrating local heritage and enhancing neighborhood pride.

Policy LU-11.5: Activate public spaces. Activate public spaces with amenities and programming that encourage community use and enjoyment, tailored to the unique needs and preferences of each community.

- *Action:* Implement a 'Public Space Activation' grant program for community groups to propose and execute projects like pop-up parks, outdoor reading rooms, or temporary art installations in underutilized public spaces.

Refer also to the Historic Preservation Element and the Public Services and Facilities Element for additional WSGVAP policies related to this topic.

VS 5 – Resilient and Sustainable Built and Natural Environment

Goal LU-12: Resilient and sustainable communities that are adapted to climate change and provide equitable access to essential resources, thereby securing a healthy, vibrant and sustainable future for all residents.

Policy LU-12.1: Upgrade and innovate critical infrastructure.

Support the implementation of infrastructure improvement projects that enhance water, energy, and transportation system resiliency to withstand climate hazards. Prioritize communities identified to be highly vulnerable to climate change impacts.

Refer to OurCounty: Los Angeles Countywide Sustainability Plan and the 2045 Climate Action Plan for further direction, policies, and actions related to climate change vulnerability and resilience.

Policy LU-12.2: Expand community greening.

Promote and incentivize additional community tree plantings to improve air quality, mitigate pollution, and increase shading in the public realm. Prioritize tree plantings in communities adjacent to sources of pollution, including industrial areas, freeways, and major corridors.

Policy LU-12.3: Promote heat-resilient urban design. Mandate the integration of heat resilience measures in all new developments and significant redevelopment projects, through specific requirements for cool roofs and pavements, increased pervious surfaces, shading, optimized building orientation, and the incorporation of landscaping features designed to mitigate heat.

- *Action:* Implement a zoning amendment that requires new and redeveloping projects to adhere to heat resilience guidelines, including the use of reflective materials, strategic shading, green roofs, among other measures.
- *Action:* Create a financial incentive program for existing developments to incorporate heat mitigation features such as shade structures, increased vegetation, and reflective surfaces in their design.

Policy LU-12.4: Prioritize communities highly vulnerable to climate change. Prioritize resources and resiliency programs for climate change resiliency adaptation and mitigation for WSGV communities and neighborhoods identified as high climate vulnerability per the LA County Climate Vulnerability Assessment.

Policy LU-12.5: Provide community cooling centers. Ensure the provision of cooling centers in areas highly vulnerable to climate hazards that have limited access to such facilities, including in South Monrovia Islands, East Pasadena-East San Gabriel, South San Gabriel, West Altadena, and Montrose.

Policy LU-12.6: Ensure flood-attenuated sites. Support the identification and conservation of key flood attenuation and water infiltration sites, such as on undeveloped or underutilized sites with gentle slopes, to mitigate future increases in flood hazards and minimize flood risk. Prioritize areas in the San Gabriel Mountain foothills, along the San Gabriel River, and the valley areas. These sites can be developed as multi-benefit open spaces for public use, flood attenuation, water infiltration, water quality improvements, and habitat.

Policy LU-12.7: Use informed projections for addressing inland flooding. Support resources for preparing climate informed projections of inland flooding and extreme precipitation to assess climate hazards and risks to WSGV communities.

Policy LU-12.8: Provide support for climate-vulnerable workers. Support public facilities and parks to operate as spaces of refuge from high heat for outdoor workers, offering hydration, sanitation, shade, and cooling among other health-supportive features. Prioritize access for neighborhoods in WSGV communities with vulnerable outdoor workers, including South El Monte Islands, South San Gabriel, La Crescenta-Montrose, East Pasadena-East San Gabriel, South Monrovia Islands, and Altadena.

Policy LU-12.9: Provide employment facilities with cooling and air filtration. Support the inclusion of air conditioning and air filtration systems in indoor work environments to support employee health and well-being, particularly in WSGV communities where indoor workers may be vulnerable to heat and air quality concerns, including South Monrovia Islands and East Pasadena-East San Gabriel.

Policy LU-12.10: Strengthen urban ecosystems. Require new development to use drought tolerant, locally native plant species in private and public landscaped areas to enhance urban ecosystems and biodiversity and provide support for the conversion of existing private and public landscapes.

Policy LU-12.11: Expand and support community gardens. Ensure the preservation of existing community gardens and identify opportunities to expand community garden and urban farming programs as key elements of a sustainable, resilient community.

Policy LU-12.12: Facilitate urban agriculture. Support and facilitate the use of public easements, rights-of-way, underutilized or vacant County land, utility corridors, schoolyards, or other public land for community gardens and urban agriculture to increase access to local healthy food options.

Policy LU-12.13: Foster residential-scale urban agriculture. Support community education and access to resources on urban agriculture and growing food sustainably on residential properties.

Policy LU-12.14: Incentivize food gardens and multifamily housing. Support and incentivize the inclusion of resident-managed food gardens and urban agriculture in multifamily residential property developments.

Policy LU-12.15: Increase community emergency preparedness. Support increased access and funding for education and trainings in emergency preparedness and response through community programs like Community Emergency Response Teams for town councils, neighborhood associations, and community-based organizations (CERT), prioritizing high fire hazard communities.

Policy LU-12.16: Equip community facilities for emergency response. Support resources for community facilities, such as libraries, community centers, and parks facilities, among other public facilities, to be equipped to function as centers for emergency response, providing access to drinking water, sanitation, showers, kitchens, with back up energy capacity in each community.

Refer to the Conservation and Open Space Element for additional WSGVAP policies related to this topic.

VS 6 – Equitable Decision Making

Goal LU-13: Land use decision-making is inclusive, equitable, and responsive to the diverse needs and voices of the WSGV community, promoting environments where all residents can thrive.

Policy LU-13.1: Prioritize diversity, equity, and inclusion. Pursue strategies that increase diversity, equity, and inclusion (DEI) in land use patterns and decision making in the Planning Area. Potential strategies may include sharing information about the exclusionary history of planning with residents and initiating DEI training for planning staff.

Policy LU-13.2: Ensure equitable and accessible community engagement. Expand community engagement efforts to reach a wider range of participants, including working parents, people with disabilities, and communities of color, and solicit public feedback and participation from community members that might otherwise not participate. Examples of potential efforts include advertising events and surveys on social media, posting public flyers throughout neighborhoods, and using video and call-in options for community engagement events.

Policy LU-13.3: Support community development agreements. Establish a **Community Development Agreement (CDA)** program to ensure that local communities benefit from large-scale projects proposed in their community. Ensure these programs include a key feature to focus involvement in historically disadvantaged communities.

Policy LU-13.4: Ensure multilingual outreach materials. Distribute community engagement and outreach materials for discretionary development projects, large-scale investment projects and County-led projects in multiple languages, including English, Spanish, Chinese, and Korean, the top languages spoken by residents of the WSGV area.

Policy LU-13.5: Improve community outreach. Conduct community engagement and outreach early and often in the development of private and public projects and in the preparation of policy documents.

Policy LU-13.6: Require Project presentations for community groups. Require that Applicants for discretionary development projects present proposed projects early in the application process to the appropriate community group(s), as directed by DRP, to inform and receive feedback from community members informed on potential projects. Direct Applicants to present proposed projects on multiple occasions as needed.

- *Action:* Create a resource guide for applicants that includes a list of key CBOs, stakeholders, and community leaders in the WSGV area to contact in their project development process and to present projects undergoing DRP review.

Policy LU-13.7: Establish partnerships for a variety of engagement methods. Partner with community groups, local community-based organizations (CBOs), and public agencies to support community-led programming and arts-based engagement and education initiatives as part of the planning and project development and engagement process. Support CBOs by providing technical and financial resources whenever possible.

CDA's are designed to ensure that large-scale investments and projects deliver benefits to local communities. Specifically CDAs help explain how communities will benefit from local projects and provide opportunities for community members and local stakeholders to negotiate with developers to include features in projects that address the needs of the local community.

SOURCE: J. Loutit, J. Mandelbaum, and S. Szoke-Burke, Emerging practices in community development agreements, *The Journal of Sustainable Development Law and Policy* (Columbia University Center on Sustainable Investment) 7, no. 1 (2016): 64–96.

Community Development Agreements (CDAs)

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