

rancho palos verdes

general plan goals committee

**PRELIMINARY GOALS REPORT**

september

1974

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## LAND USE

Because of its unique coastal location and physical environment, Rancho Palos Verdes is experiencing extreme population growth pressures. Continued growth should therefore be carefully controlled and directed toward making a positive contribution to all elements of the present community. Growth in Rancho Palos Verdes should be a cautious, evolutionary process that follows a well conceived set of general guidelines and specific controls. The underlying growth philosophy should be to preserve the present semi-rural residential community with abundant open space.

- A. DECELERATION OF THE CURRENT GROWTH RATE IS A REQUISITE FOR THE RATIONAL AND ORDERLY PLANNING OF RANCHO PALOS VERDES. A TIMING AND SEQUENTIAL GROWTH POLICY SHOULD BE CONSIDERED TO ALLOW ADEQUATE LEAD TIME FOR PLANNING AND QUALITY CONTROL. THIS WOULD ENABLE THE CITY TO EFFECTIVELY AND ECONOMICALLY SERVE THE DEMANDS CREATED BY NEW DEVELOPMENT. IT WOULD ALLOW SERVICES AND SCHOOLS TO EXPAND IN BALANCE WITH POPULATION INCREASE. IT WOULD SUPPLY CONTRACTORS AND DEVELOPERS WITH THE NECESSARY GUIDELINES FOR RESPONSIBLE AND PROFITABLE DEVELOPMENT. FURTHER, ADDITIONAL COSTS OF ADMINISTRATIVE SERVICES RELATED TO GROWTH WOULD BE MINIMIZED.

- I. ISSUE: What is an acceptable growth rate, and how should open land be developed?

RECOMMENDED POLICIES:

- a. Average housing density in new developments should be no more than 2.0 units per acre.
- b. A sequential growth plan and corresponding guidelines should be adopted that will allow Rancho Palos Verdes a very modest growth in population of at most 2 to 3% per year.
- c. The City should identify those areas suitable for development (not just those areas that are developable), those areas that should be retained as open space, and the standards and criteria that would govern both these areas. 50% of any new development should be devoted to parks or open space.
- d. The City of Rancho Palos Verdes is for the foreseeable future adequately served with multiple-dwelling units. Future zoning for multi-dwelling units should be discouraged. The ratio of single to multiple dwellings within the city should be restored to 90:10 and kept at that level.
- e. Spot zoning should not be allowed.
- f. All new developments should be required to have underground utilities and no canyon filling should be permitted.

- g. Sub-community committees should be consulted by the City to help determine appropriate growth and development standards for their sub-communities.
- h. A Planning Commission should be established.

- B. THE TERRAIN AND CHARACTERISTICS OF THE CITY MAKE IT UNDESIRABLE FOR INDUSTRIAL OR MAJOR COMMERCIAL CENTER USE. THE READILY ACCESSIBLE INDUSTRIAL AND COMMERCIAL CENTERS AVAILABLE IN NEARBY AREAS AND COMMUNITIES MEET THE NEEDS OF THE PEOPLE OF RANCHO PALOS VERDES FOR EMPLOYMENT, SHOPPING, AND SERVICES.

- I. ISSUE: What should be the Rancho Palos Verdes policies concerning commercial and industrial development within the City?

RECOMMENDED POLICIES:

- a. It is felt that new commercial development in Rancho Palos Verdes, in the immediate future, is not desirable and that commercial services and employment can be adequately provided at present from neighboring industrial and commercial facilities.
- b. If the needs of the people dictate that further commercial development is desirable, such development should be carefully and strictly controlled, and limited to consideration of nearby convenience service facilities.
- c. The existing topography, the scarcity of suitable vacant land, and limited road system do not enable the formation of a large center business district.
- d. A sign ordinance covering size and location, and any other points should be developed and enforced.
- e. All existing commercial developments should be made to comply with the landscape and building codes of the City.
- f. Expansion of existing commercial facilities should be carefully controlled but encouraged if they contribute to furthering the basic character and goals of the City.
- g. Marineland should be permitted to expand if it develops programs that are consistent with the community's objectives.

C. THE VARIOUS PIECES OF OPEN LAND THAT NOW EXIST HAVE THEIR OWN UNIQUE CHARACTERISTIC WHICH REQUIRES SPECIAL CONSIDERATION. A PLAN FOR DEVELOPING EACH WILL HAVE TO BE DEVELOPED.

I. ISSUE: What are the unique open land areas, and how should they be developed?

RECOMMENDED POLICIES:

- a. All slide areas and other geologically unstable land should remain open space indefinitely because of its unstable soil condition.
- b. The Nike Site should be developed as a civic center, and the rifle range as a park.
- c. The Unified School District should be consulted about open land school sites within the City. If they have no firm plans for building a school within two years, the sites should be used for agricultural or low cost recreation (e.g. a ball field, a jogging track, tether ball, horse-shoes, etc.).
- d. Large portions of the open coastal lands should be designated for agricultural use.

## CONSERVATION AND RESOURCES

It is the objective of the City to conserve its natural resources, natural beauty, historical heritage and other land and water resources. This shall be accomplished through sound planning, effective ordinances, and consistent enforcement. The ultimate objective of this effort is intended to set Rancho Palos Verdes apart from other cities as a community that felt a concern for its environment and which instituted an effective program to conserve its natural resources.

## A. NATURAL FEATURES

- I. ISSUE: What policies should the City adopt to preserve natural features such as tide pools, beaches, canyons, and land contours.

### RECOMMENDED POLICIES:

- a. The City should move quickly to adopt ordinances and enforcement techniques which will protect tide pools from casual destruction while leaving them available for enjoyment, education and study.
- b. While beaches which lend themselves to swimming oriented sports are not prevalent along the City's coastline, there is an opportunity to develop "beach like" areas which would be suitable for onshore water related sports (fishing, picnicing, swimming, sun bathing, etc.). The City should seek methods for developing such areas along the entire length of our ocean front and insure that access is provided to these areas.
- c. A special study of Abalone Cove, which has already been designated by Los Angeles County for acquisition, should be made to determine the best possible use for that area. Possible alternatives are: marine and wildlife preserve, swimming beach, picnic area, or any combination of these. The City should take the initiative in working with the County on this matter.
- d. Canyons are one of the principal sanctuaries for flora and fauna in the City and are an important part of our rural atmosphere. Planning should take these factors into account, and form the basis for ordinances which severely restrict cut and fill of canyon property and flag lot development in canyons.
- e. Much of the natural beauty of the Peninsula is due to the land contours provided by aeons of natural forces. In many cases, these contours are inconvenient to the maximum development of certain areas. Planners shall strive for developmental plans that require the minimum amount of destruction of the Peninsula's natural land contours.
- f. The City should take immediate steps to acquire the tideland.
- g. The staff of the South Coast Regional Commission recommends that remaining natural watercourses be left in their natural state. Past policies of paving channels have depleted the supply of sand which

would normally replenish beaches. The City should insist that all land development be done with care that natural surface drainage be disturbed no more than necessary. Measures should be adopted to preclude storm drains from upsetting natural surface drainage patterns and effects. The soils of the area should be protected from erosion by such ordinances as may be necessary to limit slopes, form contours, promote protective plantings, and/or use other effective means of conservation. Care should also be taken to limit pollution of our surface waters.

- h. Since marshes are the natural habitat for certain flora and fauna, such marshes as may exist on the Peninsula shall be afforded all possible protection.
- i. Though geological conditions may not be exactly classifiable as a resource, planning should not be undertaken without taking into full account such conditions as are known to exist--the slide area being a prime example.

B. WATER

- I. ISSUE: What active steps should the City take to protect the quality of our waters?

RECOMMENDED POLICIES:

- a. Water Quality - While most of the Peninsula water is imported, the City should keep in mind the importance of this resource, and they shall take care to conserve and protect water purity from any avoidable contamination.
- b. Such wells and springs as still exist shall be protected.
- c. The City should take any steps necessary to prevent pollution of the Ocean.

## C. SOILS

- I. ISSUE: Since soil types and condition bears heavily on the use of land in the City, what steps should be taken to enhance this very fundamental resource?

### RECOMMENDED POLICIES:

- a. The resource of fertile land is one to be conserved where possible. The City should offer whatever assistance possible to owners of land in agricultural use to continue the land in that use.
- b. The City should consider the possible collection and use of the manure from the Peninsula's many horses to be recycled into the land to maintain and improve its fertility.
- c. Consideration should be given to stimulating agricultural educational programs on unused school sites. This might be done directly through the School District, or in cooperation with the School District or an interested college.

## D. FLORA AND FAUNA

- I. ISSUE: What steps should be taken to protect all species of Flora and Fauna, with some exceptions in the case of those definitely harmful or dangerous beyond their contribution to the ecology?

### RECOMMENDED POLICIES:

#### a. Flora

1. Since green foliage acts to renew the desirable aspects of the atmosphere, the planting and protection of trees shall be encouraged in every way possible. Aside from the cited benefit are also the aesthetic benefits and the increase in soil fertilities brought about by the drawing up of minerals from great depths and fertilizing the surface soils as natural compositing occurs.
2. Shrubs offer considerable protection from soil erosion, as well as habitat for many types of local fauna. This resource shall be protected and encouraged with particular attention to those species having fire retardant qualities. The City should adopt policies which encourage appropriate plantings in all regions of the City.
3. Many classes of plants classified as weeds offer soil erosion protection and wildlife habitat. Though some control is obviously necessary in order to reduce fire hazard, planning shall take care that such control measures as may be taken are justified and shall avoid any type of program for the wholesale eradication of the area's plant life or parts thereof. Motorcycles present numerous hazards to flora (and fauna). This type of encroachment on our hillsides should be carefully managed by the City.
4. The City should actively support the South Coast Botanical Gardens. Consideration should be given to fostering a relationship between the Botanical Gardens and other educational programs on the Peninsula sponsored by the City and County.

#### b. Fauna

1. The Palos Verdes Peninsula is rich in both land and sea birds. Planning shall take reasonable measures to protect this resource. Consideration should be given to setting up a fully protected Bird Sanctuary; but at a lesser level, the entire area should be protected to offer whatever degree of sanctuary is possible.

2. Though some of our wild animal population act as predators and nuisances, there must be a balance between control measures and protection. It is in keeping with our rural atmosphere that we should consider wild animals as a part of our ecology and thereby protected.
3. With the possible exception of dangerously venomous snakes, the reptile resource of the Palos Verdes Peninsula fills a needed place in our ecology. Efforts should be made to protect those beneficial reptiles that make up the vast majority of this resource.
4. Recent heavy use of chemical insecticides has reduced the population of many of our beneficial insects, such as bees, to a dangerously low level. The City should take into consideration the value of this resource and take whatever steps are necessary to offer protection. Encouragement of Organic Gardening methods is one suggestion.

E. MINERAL RESOURCES

- I. ISSUE: Does the City possess significant mineral resources, and, if so, how should these resources be managed?

RECOMMENDED POLICIES:

- a. Sand, gravel, diatomaceous earth, and Palos Verdes Stone are the principal mineral resources of the Palos Verdes Peninsula, and shall be conserved along with whatever other mineral resources may become important.
- b. Oil may well be another resource off the coast of the Peninsula. The City should take steps, as are being taken by neighboring cities, to acquire title to the tidelands. Once this has been accomplished, measures should be taken to insure that any extraction of oil from these tidelands will offer no undue risks to the delicate ecological balance of our precious coastal waters and lands. This interest in the tidelands should be extended in an attempt to influence oil production policies along the entire California coastline with the same concerns as we have for our own tidelands.

F. HISTORICAL SITES

- I. ISSUE: Does the City possess significant historical sites, and, if so, how might they be preserved?

RECOMMENDED POLICIES:

- a. The Palos Verdes Peninsula is rich in paleontological sites; in fact, essentially all of Rancho Palos Verdes is underlain by potentially fossil-bearing sedimentary rocks. By State and Federal laws, Environmental Impact Reports are required for all construction permits. These EIRs must properly cover paleontology or may be subject to challenge with penalties applied against both City and Builder. Therefore, the City should include paleontological considerations in all EIRs on construction within the City. The requirement for Archaeological and Paleontological elements in the EIR might be expedited if the developer were to foot all or part of the costs.
- b. The Palos Verdes Peninsula contains sites of archaeological significance. The remarks under Paleontology (above) apply here as well. The City should include archaeological considerations in all EIRs on construction within the City.
- c. The City should take steps to protect sites of importance to our historical heritage. These sites include pirate coves, whale watching points, Indian grounds, and homesites of early settlers.

G. MISCELLANEOUS

- I. ISSUE: Are there other resources of the City which should be preserved?

RECOMMENDED POLICIES:

- a. Air Quality - Thanks to geographical and meteorological considerations, the Palos Verdes Peninsula suffers less from air pollution problems than many other areas of Los Angeles. This does not mean, however, that we should ignore the problem. There are a number of things Rancho Palos Verdes can do along and in conjunction with other agencies to protect the quality of our air. Some of these things are:
1. Request monitoring closer to our location than is now done.
  2. Limit additional pollution sources in our area by discouraging polluting type industry and doing what is possible to limit automobile-caused pollution by care in issuing building permits.
  3. Promote the maximum amount of green areas--trees, shrubs, etc.--possible.
- b. The concept of waste as a resource is not new, but recent years have seen a great upsurge in interest in the utilization of waste materials. There are undoubtedly limits on what one city of our size can do, but this should not lead to our ignoring the problem. One case in point is the possibility of collecting and using horse manure to be recycled into the soil for increased fertility. Rancho Palos Verdes should take an active interest in waste management and recycling programs, and offer whatever assistance possible to groups attempting to find solutions to the problem of waste.

## OPEN SPACE

The City of Rancho Palos Verdes recognizes that open space land is a limited and valuable resource, and that many of the unique characteristics and much of the atmosphere of the Peninsula depends upon it to a degree impossible to achieve elsewhere.

The residents of Rancho Palos Verdes therefore desire that highest priority be given to acquisition and other preservation of large amounts of open space within the City.

By definition, open space land shall be considered to be large acreage agricultural land or raw undeveloped land, canyons, coastline and present park sites.

## A. NATURAL RESOURCES.

- I. ISSUE: How should the City of Rancho Palos Verdes preserve open space for the protection, preservation, and enhancement of natural resources and community atmosphere?

## RECOMMENDED POLICIES:

- a. The City should designate areas of the coastline for acquisition and controlled development for public use or preservation for public benefit including, but not limited to:
1. Black sand beach west of Portuguese Bend Club.
  2. Portuguese Point and Inspiration Point.
  3. Golden Cove area.
  4. Cliffside area from San Pedro to Portuguese Bend.
- b. The City should identify and preserve canyon areas, because of their importance as wildlife sanctuaries, watersheds, and as natural population density and development barriers, and maintain them in a wilderness category.
- c. The City should identify and preserve areas of major geologic or scientific interest, as well as areas appropriate for wildlife refuge; including, but not limited to:
1. Tidepools, kelp beds and underwater parks.
  2. Fossil sites.
- d. Public and private views should be protected (see Urban Design).

B. MANAGED PRODUCTION OF RESOURCES.

- I. ISSUE. How should the City of Rancho Palos Verdes preserve open space for the managed production of natural resources?

RECOMMENDED POLICIES:

- a. The City should cooperate with other governmental agencies, private property owners, and service clubs in the area in establishing forested areas within the City, with special attention given to terrain not suitable for other uses.
- b. The City should use zoning and taxing powers to retain and reestablish areas devoted to agricultural uses.
- c. The City should encourage 4-H or FFA use of lands currently or potentially in agricultural use.
- d. The City should regulate extractive industries and activities.
- e. The City should encourage establishment or reestablishment of such areas as:
  1. Abalone or kelp beds.
  2. Shrimp beds in warm water areas.
- f. The advantages and disadvantages of commercial extraction of marine life should be carefully studied.

C. OUTDOOR RECREATION.

- I. ISSUE. How should the City of Rancho Palos Verdes create and preserve open space for outdoor recreation?

RECOMMENDED POLICIES:

- a. The City should acquire large parcels for parks.
- b. The City should create a system of pocket parks in developed areas, as well as requiring inclusion of provision for such parks in any future development.
- c. Access to the shoreline should be insured.
- d. Areas of known value as public scenic vistas should be identified. Such areas should be protected by restrictive and limiting ordinances and their use enhanced by improving access and providing facilities for their enjoyment.
- e. The City should preserve the scenic value of existing drives around the Peninsula. (See Scenic Highways and Urban Design).
- f. Use of the Quimby Act should be studied.

D. PUBLIC SAFETY.

- I. ISSUE: How should the City of Rancho Palos Verdes provide for the community safety by the designation and preservation of open space?

RECOMMENDED POLICIES:

- a. Identify and define that the City policy towards areas of known geologic instability or fault should be that no development will be permitted.
- b. The City should identify and establish standards which restrict or severely limit development of areas where the terrain requires substantial alteration of the natural contours of the land.
- c. The City should adopt open space ordinances which protect the public health and safety, such as High Fire Risk Areas Ordinances.
- d. The City should restrict uses of slide areas to those defined (e.g., trails, wildlife refuge, etc.).

E. COMMUNITY DEVELOPMENT PATTERNS.

- I. ISSUE: How should the City of Rancho Palos Verdes use open space to channel urban growth?

RECOMMENDED POLICIES:

- a. The City should require any commercial developer to establish and maintain green belts contiguous to and surrounding or buffering his property. This would apply to shopping centers, apartments, condominiums, etc.
- b. Economic Studies should be made which determine the overall costs to the community of preserving open space versus permitting development.
- c. Open space should be used as a method of preservation of land for future uses which have economic benefit to the community.
- d. The City should assume consistency of zoning, grading, and building ordinances or codes with any adopted open space ordinances and restrict grading of open space areas.
- e. The City should consider the cluster concept of housing with a view to increasing open space in new residential housing.

## URBAN DESIGN

The City should develop policies which will ensure that the unique character and natural environment of the Palos Verdes Peninsula with its shoreline and rolling hills, be enhanced and preserved.

- I. ISSUE: What criteria and steps should be followed by the City to assure a high level of design quality with emphasis on maintaining and enhancing the aesthetic qualities of the City and maintaining its semi-rural character?

RECOMMENDED POLICIES:

- a. A committee should be established to study the advantages and disadvantages of an Architectural Review Commission. Such a committee would gather information from other municipalities which have such commissions or art juries. Recommendations to the City Council could range from 1) no commission to 2) review of commercial development or 3) review of all development.
- b. A precise plan and design should be submitted to include a schematic layout of any structure or building: showing height, conforming setbacks, relationship to other structures, landscaping, parking, utilities, materials used, signs, color scheme, and a topography plot plan and elevations of the structure with its land form and any other data needed to fully evaluate the planned structure or development.
- c. The City should establish a citizen's development standards committee to review and propose amendments to the zoning ordinance, subdivision ordinance, and Building Code to continue to meet community standards for environmental quality.
- d. New Residential Development:
  1. Housing design shall reflect a proper relationship of structure to the landscape and to existing structures.
  2. Open space shall be designed to provide the greatest utility to residents.
  3. Developments shall include plans for open space such as parks, walkways, bicycle paths. Where appropriate, horse trails should be included.
  4. Large setbacks and height limitations should be required to create the appearance of open space and low density and to protect views.
  5. Separation of pedestrian walkways from roads should be encouraged. Safe access to local schools should be a factor.

6. Cluster zoning should be considered as a means of increasing the amount of open space available to the residents of a development.
  7. Extensive landscaping should be required with new construction.
  8. All efforts should be made to preserve the natural topography. All aspects of a development such as layout, roads and siting of structures should provide for the highest possible visual quality.
  9. Adequate off-street parking should be provided.
  10. All possible means should be taken by the City to encourage the maintenance of existing housing and the rehabilitation of any deterioration.
  11. Codes should be flexible enough to incorporate technological changes.
- e. Commercial development:
1. Further commercial development should be very limited and geared to the needs of the City's residents.
  2. The possibility of combining community and social needs with commercial development in such areas as Miraleste Plaza should be studied.
  3. Spot commercial zoning should be eliminated.
  4. Height limitations and buffer zones with extensive landscaping should be required for aesthetic reasons and to minimize the impact of the development on the environment.
  5. Restrictions on signs with respect to design, size, lighting, etc., should be established.
  6. Billboards should be prohibited.
- f. The City's Building Code should include requirements which will ensure a high quality of construction. Safety measures, such as the use of fire retardant roofing and paint, and energy saving measures, such as insulation, should be included.
- g. Hillside development:
1. A stringent hillside development ordinance should be adopted.

2. Where development is to occur in hillside areas, it should have a low profile with a minimum disruption of the natural contours of the land.
- h. Major emphasis should be placed on the protection of scenic vistas and views from any encroachment. Criteria for a "partially obscured view concept" should be developed and applied throughout the City.
- i. Grading:
1. All future grading projects should be viewed as detrimental and development should be designed to fit into existing topography with an absolute minimum of grading.
  2. The stairstep housing pad concept is not acceptable.
  3. Prior to the issuance of a grading permit, the developer or his agent shall submit to the City an inventory of all the natural characteristics of the site (canyons, creeks, slopes, vegetation, vistas, etc.) and their locations. The City should then determine which features are worthy of preservation.
  4. Developers should show in what ways physical plans have mitigated the effect of development on the natural environment. Three dimensional models are one excellent method of doing this.
- j. Landscaping:
1. A committee should be established to develop a master plan for the beautification and landscaping of all streets, parks and public lands. Alternative methods of funding should be explored.
  2. Plans for streets presently unlandscaped such as Hawthorne Boulevard should be developed.
  3. The Master Plan should include types of trees, shrubs, and flowers which do well with a minimum of maintenance.
  4. The visual impact of the planing on the passerby and the resident should be considered.
  5. Extensive and early landscaping should be required of developers.
  6. Existing residential areas with landscaped entrances and other features should be encouraged to maintain and upgrade, if necessary, these features.

7. All planting and landscaping plans should take into consideration the need for erosion control or fire retardation where relevant. In open areas such as parks or canyons, the preservation of the natural wildlife should be a factor.
- k. Underground utilities and sewers:
1. All new power lines and telephone lines should be undergrounded and programs implemented to place existing lines underground.
  2. A committee should be established to study alternative methods of financing the undergrounding of overhead lines in existing residential areas. The City should take all reasonable steps to facilitate undergrounding by homeowners.
  3. Sanitary sewers should be required in any new developments. Programs for the phasing out of existing septic tanks should be implemented in areas where septic tanks create a hazard or health problem.

## HOUSING

The City of Rancho Palos Verdes should endeavor to preserve and enhance the community's quality living environment; to maintain and improve the visual character and physical quality of all existing neighborhoods; and to encourage a modest amount of high quality development of a carefully controlled variety of new housing to adequately serve the needs of all present and future residents of the community. The desirability of Rancho Palos Verdes as a place to live will continue to result in a demand for quality housing which will exceed the supply.

- A. THERE IS A NEED TO ESTABLISH A COMMUNITY IDENTITY TO DEVELOP A FEELING OF PERSONAL COMMITMENT, COMMUNITY PRIDE, CONCERN - A SENSE OF BEING ABLE TO IDENTIFY AND DISTINGUISH THE COMMUNITY FROM ANOTHER. IDEALLY, EACH SUB-COMMUNITY OF THE CITY WOULD POSSESS ITS OWN DISTINCTIVE CHARACTERISTICS. RANCHO PALOS VERDES AND ITS SUB-COMMUNITIES HAVE A COMMON AND DISTINCTIVE TOPOGRAPHY AND A SENSE OF PLACE IN THE BEAUTIFUL ROLLING HILLS, SHORELINE AND OCEAN VISTAS.

- I. ISSUE: How should the community identity of Rancho Palos Verdes be strengthened?

RECOMMENDED POLICIES:

- a. The overall identity of Rancho Palos Verdes should be consistent with its ocean oriented atmosphere, rolling hills, its serenity, and its clean air.
- b. The City should take advantage of its distinctive natural landmarks insuring that they be preserved and specify areas where future landmarks should exist to preserve community identity.
- c. The City should take advantage of the dominant topographic forms and existing road patterns to create a series of definable "sub-communities."
- d. Each sub-community should be encouraged to enhance its own existing individual, distinct identity, related to the land forms, within the semi-rural, single family oriented life style of Rancho Palos Verdes.
- e. Through appropriate use of open space and landmarks, a distinctive entrance motif for each access street of Rancho Palos Verdes and each sub-community should be created.
- f. The City should develop guidelines covering all signs including sub-community identity signs and including the type, style, size, color, and placement of any signs. Use of signs should be restricted by ordinance.
- g. Each sub-community should be encouraged to establish at least one park designed for the use of the residents of the community and to encourage community pride, use and identity.
- h. The City should enhance the sub-community concept by encouraging development of adjoining vacant land for various density patterns that would respond to the individual geographical conditions and would add interest and individuality to the development while not creating a stark contrast with the existing community.

- i. Sub-communities should capitalize on the potential for hillside development, areas of scenic vistas, changes in vegetation patterns, varying wildlife habitats, to give each sub-community an identity of its own while providing a variety of housing types.
- j. Sub-community committees should take an active role in maintaining a high quality of housing in their areas.

B. THE CITY SHOULD ENDEAVOR TO PRESERVE ITS OPEN PASTORAL APPEARANCE AND BEAUTY THROUGH A COMPREHENSIVE GENERAL HOUSING PLAN.

- I. ISSUE: What type of residential community should be developed in Rancho Palos Verdes?

RECOMMENDED POLICIES:

- a. The City should strive to preserve its semi-rural atmosphere.
  - b. The major orientation of residential development should be towards a low density community.
  - c. New residential development should only occur where adequate public services and facilities exist.
  - d. New housing development should be prevented in areas subject to hazards (e.g., flooding, slide areas, fault lines).
  - e. New housing starts shall be coordinated with other affected jurisdictions including school districts.
  - f. The City should explore the possibility of some mixture of residential units and commercial in certain specified areas where it has been determined that commercial use is needed.
  - g. Public access into residential areas should be designed to limit non-local traffic.
  - h. There should be an equitable distribution of public services in residential areas.
  - i. Approval of plans for new developments should give strong consideration to the need to maximize open space.
  - j. Residential use of mobile homes should not be permitted.
- II. ISSUE: How shall the City retain the present predominance of single-family residences throughout the community while continuing to provide for a variety of housing types, a diversity of housing needs and properly develop open land?

## RECOMMENDED POLICIES:

- a. On the Land Use Plan, the major undeveloped land areas that are designated for residential use should be zoned for Planned Community Development at the densities permitted.
- b. Under Planned Community Development zoning, some variety of housing types can be permitted and considered. Quality developments of attached and detached single-family homes, including townhouses and 'clustered' housing, could be considered by allowing "density-averaging" of units in direct relation with designated "green area" for open space and parks. This would assure that most of the new housing would be single-family.
- c. To assist the City in monitoring progress toward the housing goals and objectives of the General Plan, a Citizens' Housing Commission should be established. This Commission should establish an Information System to monitor housing development and needs.
- d. The City should make development guidelines, zoning ordinances, subdivision regulations, housing and building codes, strong enough to bring about the high quality community it wants but also flexible enough to respond to the special needs of different types of development.
- e. The City of Rancho Palos Verdes should develop, adopt and enforce an "open housing" ordinance which will prohibit discrimination in the sale or rental of housing.
- f. The City should cooperate with the county, state and federal agencies, monitoring all housing programs offered, and studying their viability of implementation within Rancho Palos Verdes' environment.
- g. The City should work with other communities and the County Housing Authority in developing viable housing programs to serve low to moderate income families' needs.
- h. An inventory of existing deed restrictions within the various developments of the City should be made. An effort should be made to incorporate the compatible features within the general community residential development standards.
- i. Guidelines should be established indicating minimum landscape requirements for new residential developments.

- j. A current inventory should be maintained of housing types (multi-family, single-family, cluster housing and condominiums), location, value, standards of construction, quality of maintenance, density, mix, income levels of occupants, and undeveloped land including applicable restrictions on use, slide area, topography, deed restrictions. Utilizing the results of the inventory as a foundation, a general housing plan should be designed to fit the estimated future needs of the citizens.
- k. Any new developments with new streets should provide adequate right-of-way widths for possible future needs to provide for traffic patterns necessary for future growth.
- l. No canyons should be filled to permit additional housing to be built, and homes on hillsides should fit into the natural terrain without extensive land movement to create housing pads.
- m. Guidelines should be developed for any housing where amenities, such as storage, trash deposit, etc. are shared.

III. ISSUE: What action should the City take to ensure acceptable architectural design, proper construction practices and housing maintenance?

RECOMMENDED POLICIES:

- a. If it is determined feasible, as a result of the study mentioned in Urban Design, the City should establish an Architectural Commission to work with the Planning Department to approve the design of any new structure or proposed modification to an existing structure.
- b. The height of any structure should be strictly limited so that it has a minimum visual impact on its surroundings, does not interfere with views, and relates compatibly with neighboring structures and land forms within its sub-community environment.
- c. The guidelines and restrictions should ensure every citizen in Rancho Palos Verdes, when building or buying a home, that his neighbor will create an attractive structure.
- d. Rancho Palos Verdes should encourage energy saving concepts and construction economies while maintaining high quality development.

- e. The City should try to control and prevent deterioration of established residential areas through sub-community committees keeping the City advised on any housing maintenance problems that may develop.
- f. The City should use sub-community committees to set up public meetings at which suggestions for neighborhood improvements will be solicited. This could include public improvements (streets, sidewalks, trees), code enforcement and new ordinances for protection of neighborhood quality.
- g. The City should encourage proper maintenance by setting and maintaining high standards of cleanliness and upkeep for sanitation service, parks, streets and city facilities.

## PUBLIC FACILITIES

Rancho Palos Verdes should develop, in appropriate priority sequence, the necessary public facilities to meet the political, social, cultural, and recreational needs of its citizens, either by city government action, contractual arrangement with other governmental agencies, or by encouraging private profit or non-profit development.

The City will develop "facilities used by all" to give the most for the least cost; and will encourage development of "facilities desired by many", always with a concern for maintaining and enhancing the physical environment, providing optimum efficiency in location, access (scope of services sufficient) and allowance for expansion.

A. THERE IS NEED FOR THE BUILDING OF A CIVIC CENTER FOR THE PURPOSE OF HOUSING THE CITY GOVERNMENT AND AUXILIARY SERVICES.

I. ISSUE: What offices and facilities should be included in a civic center?

RECOMMENDED POLICIES:

- a. There should be ample space for operations of all departments of city government.
- b. There should be representative "desks" or branch offices of other governmental agencies supplying services the residents of Rancho Palos Verdes have need of: social services such as family counseling, health department, animal control, fire and police protection liason.
- c. Meeting and conference rooms for the mayor and council, all city departments, and civic and community groups should be provided.
- d. A study of the feasibility of combining it with a community and cultural center at one site should be initiated.

II. ISSUE: What architectural plan should be developed for future City buildings?

RECOMMENDED POLICIES

When and if new buildings are constructed, they should all be of the same type of architecture, and they should exhibit the following:

- a. They should have a "theme" in their plan.
- b. The theme should be reflective of California generally, and the Peninsula specifically, (Example: Spanish, ranch, contemporary)

III. ISSUE: Where should a civic center be located?

RECOMMENDED POLICIES:

- a. Acquisition of a site as centrally located as possible is desirable.
- b. It should be on major arterial roadways.

- c. It should be on a site large enough to provide ample parking with green belt area around it.
- d. Current pursuit of the purchase of federal and/or school district lands should be continued, since they meet the above recommendations, and would be acquired at the least cost.

- B. COMMUNITY AND CULTURAL CENTERS SHOULD BE PLANNED FOR RANCHO PALOS VERDES BECAUSE THE EXTREMELY HIGH LEVEL OF EDUCATIONAL AND CULTURAL ASPIRATIONS ON THE PENINSULA REQUIRE PERFORMANCE AND PARTICIPATION OPPORTUNITIES.

I. ISSUE: What should community centers include?

RECOMMENDED POLICIES:

- a. Facilities for indoor cultural and recreational needs of all age groups should be included.
- b. A large auditorium, seating capacity from 300 to 500, suitable acoustically for musical, as well as dramatic performances and lectures should be included.
- c. A child care center should be included (see Social and Community section).
- d. Information and Volunteer Community Affairs Center should be included (see Social and Community section).
- e. Consideration should be given to developing a community center with the civic center, especially in case a large site such as the Nike base and/or Fort MacArthur rifle range prove to be obtainable.

II. ISSUE: What manner of financing should the City consider for community centers?

RECOMMENDED POLICIES

- a. Many alternatives should be considered:
  1. Encourage private or community non-profit development by making available information and giving assistance through expertise and publicity; and through tax incentives.
  2. Work to finance intergovernmentally through cooperation with other Peninsula cities.
  3. Directly publicly finance the project from capital funds or bonds.

- C. IN ACCORDANCE WITH THE EDUCATIONAL NEEDS OF IT CITIZENS, THE CITY OF RANCHO PALOS VERDES SHOULD CONTINUE TO MAINTAIN CLOSE WORKING LIASON WITH THE PALOS VERDES PENINSULA UNIFIED SCHOOL DISTRICT, THE PALOS VERDES LIBRARY DISTRICT, AND ALL OTHER EDUCATIONALLY ORIENTED CIVIC GROUPS, SUCH AS THE OCEANOGRAPHIC SOCIETY.

- I. ISSUE: Should library branches be developed for sections of Rancho Palos Verdes?

RECOMMENDED POLICIES:

Since libraries are used by all school children and by adults in all communities in the City, the City should work with the library district in developing guidelines for providing branch services in areas where studies indicate needs for:

- a. Branch buildings or
- b. Branch bookmobiles.

- II. ISSUE: What role should the City play in the development of a museum which would house information and artifacts relating to flora, fauna, and geology of the Peninsula?

RECOMMENDED POLICIES:

In its role of supervising the use of the land in Rancho Palos Verdes for obtaining the best land use, it follows that to insure this, the City should play a role in educating the public on the nature of the land. Therefore, the City can and should encourage such a museum through any of the following ways:

- a. Obtain a site and build such a museum, if the public approves.
- b. Encourage Los Angeles County, or other large metropolitan agency to create such a facility.
- c. Encourage private citizens in their endeavors to create such a facility.
- d. Work with the school board or library board in creating such a facility.

## PARKS AND RECREATION

The City of Rancho Palos Verdes shall endeavor to provide, develop, and maintain parks and recreational programs of various types to provide a variety of activities for persons of all age groups and in all areas of the community.

As part of its recreational policy, the City shall play a leading role in an effort to establish a peninsula-wide Parks and Recreation District to remove arbitrary boundaries which tend to disunite communities of common recreational interests.

Early attention shall be given to the acquisition of lands (federal, school district, others) which will be lost for public use if the City fails to acquire them for recreational and other uses. These lands may ultimately be the key to meeting the goals of this report.

- A. A SIGNIFICANT ASPECT OF RECREATION IN OUR COMMUNITY IS THE OPEN SPACE WHICH REMAINS WITHIN THE CITY. WHETHER USED FOR FREE CREATIVE PLAY AND LEARNING EXPERIENCES BY OUR CHILDREN OR FOR ITS AESTHETIC BEAUTY, AS MUCH LAND AS POSSIBLE SHOULD BE KEPT FREE FROM EARTH MOVING OR BUILDING.

- I. ISSUE: How can open space provide a significant portion of the recreational program of the City?

RECOMMENDED POLICIES:

- a. The City should undertake to acquire undeveloped lots or parcels within tracts or developed neighborhoods. These lots should be used for local play areas to be developed at the option of local neighborhood groups.
- b. The City should attempt to acquire as much open space as practicable:
  1. Unused school sites
  2. Surplus federal lands
  3. Land in the slide area
  4. Parcels of coastal lands
  5. County lands.
- c. The City should provide access and use of by citizens of small plots of open space lands for use as small horticultural projects and gardens.
- d. Agriculture should be preserved as a significant aspect of the City's open space plan, in part for the scenic recreational beauty afforded by this type of land use.

B. THERE ARE PRESENT AND GROWING NEEDS WITHIN OUT COMMUNITY FOR THE EXPANSION OF CENTERS OF CULTURAL AND COMMUNITY ACTIVITIES THROUGHOUT THE CITY. THERE IS A NEED FOR PLACES FOR TEENAGERS AND YOUTH GROUPS, AS WELL AS ADULTS, TO GATHER FOR MEETINGS, EDUCATION, MUSIC, DANCE, ARTS AND CRAFTS, ETC. BEYOND THOSE PROVIDED BY THE SCHOOL DISTRICT OR LIBRARY. THE SERVICE PROVIDED BY THE SCHOOL, LIBRARY, AND SUCH OTHER GROUPS AS COMMUNITY ARTS, ASOC, PEP, PENINSULA SYMPHONY, ETC., HAVE MANY LIMITATIONS CREATED BY GEOGRAPHY, SPACE, OR TIME AVAILABILITY. THE CITY SHOULD ACTIVELY SUPPORT THE PROGRAMS OF THESE GROUPS, AND PROVIDE LEADERSHIP IN CREATING NEW PROGRAMS AND FACILITIES TO MEET THE CULTURAL NEEDS OF ITS CITIZENS.

I. ISSUE: How should the City of Rancho Palos Verdes play a leading role in the development of centers for cultural and community activities throughout the City?

RECOMMENDED POLICIES:

- a. The City should support increased use of school facilities under Civic Center Act by:
  1. Sponsoring after-school program for children;
  2. Help make schoolgrounds and portion of school facilities available;
  3. Provide meeting facilities and sponsor cultural programs for adults.
- b. The City should support the development of cooperative programs with the library district.
- c. The City should support the establishment of one or more youth centers.

C. THE COMMUNITY HAS A NEED FOR A NUMBER OF MAJOR RECREATIONAL FACILITIES WHICH WILL REQUIRE A SUBSTANTIAL OUTLAY OF CAPITAL FOR LAND ACQUISITION, FACILITIES DEVELOPMENT, AND MAINTENANCE OF FACILITIES AND PROGRAMS.

I. ISSUE: How should the City approach the development of a system of public parks, ocean front facilities, and athletic facilities?

RECOMMENDED POLICIES:

- a. The City should seek to acquire between 5 and 10 park sites throughout the City over the next 10 years.
- b. The City should acquire all public lands which may become available, thereby preventing them from being used eventually as development sites.
- c. The City should acquire school sites if such sites are sold off by the school district.
- d. The City should seek to influence the development of Friendship and Shoreline Parks since they are within the city limits. The City should establish use, access, parking, and aesthetic requirements.
- e. The City should establish aesthetic and access requirements for Abalone Cove beach. Standards should include minimal parking at the beach to discourage destructive excessive usage. However, pedestrian access should be permitted.
- f. The City should acquire all surplus Federal Lands in the City. Usage of these lands should be encouraged by:
  1. Development, use, and maintenance by the City of buildings and land for public purposes.
  2. Space provided to public non-profit organizations.
- g. The City should develop 2 or 3 sites as major athletic field complexes. These sites should be developed to be compatible with needs for local recreation programs. The site should provide outlets for:
  1. Local organized youth programs;
  2. Teen centers;

3. Playgrounds;
  4. Open areas for free usage.
- h. Planning and development should make maximum utilization of resources and talents of community organization and local citizens.
  - i. The City should develop these sites to require minimum maintenance.
  - j. The City should provide access, parking, landscaping, sanitation, and utilities to minimize nuisance value and assure that parks will be an asset and not a liability.
  - k. The City should provide public tennis courts in diverse locations. An alternative might be to assist the school district in building tennis courts at elementary school sites. These courts could also be equipped for such activities as volleyball and basketball.
  - l. Space should be provided for outdoor exhibits, carnivals, fairs, festivals, or other assemblages of people.
  - m. The City should assure the availability of playground facilities in various locations around the City. Playgrounds should be within easy access to all families. In areas where school sites and parks are a distance away, the City should acquire small parcels of land and establish local playgrounds.
  - n. Picnic areas should be provided at a number of locations around the City.
  - o. Considerations should be given to acquisition of the slide area for use as a campsite for overnight outings by groups such as the Scouts.
  - p. Actions should be taken to re-acquire access to the waterfront which has been blocked along the entire length of the coastline by a fence.
  - q. A system of small pocket parks should be developed--primarily for use by small children. Consideration should be given to creating cul-de-sacs in conjunction with pocket parks by closing through streets. This would provide an added safety margin.

- r. Traffic access to Palos Verdes Park should be improved, with a view toward creating a greater safety margin. The open land adjacent to it should be used to expand the park and improve the parking.

II. ISSUE: What privately operated recreational facilities should the City encourage?

RECOMMENDED POLICIES:

- a. The City should support the development of private commercially operated tennis, swimming, and golf clubs within the City.
  - 1. Encourage membership priority to citizens of Rancho Palos Verdes;
  - 2. Require green belts or other separation from residential areas to minimize nuisance value and enhance aesthetic appeal.
- b. The City should support and encourage the expansion and development of commercial recreation facilities in areas that do not interfere with residential developments, such as:
  - 1. Amusement parks;
  - 2. Skating rink;
  - 3. Bowling alleys;
  - 4. Stables.

Since Marineland is an on-going recreational business in the City, the City should take all reasonable steps, consistent with its overall plan, to insure that this business is a success.

- c. The City should establish building, parking, and access criteria which meet recreation and business requirements while conforming with the environmental and aesthetic desires of the community.

D. THE CITY SHOULD IDENTIFY, MARK, PRESERVE, AND PROTECT LOCAL SITES OF NATURAL, GEOLOGICAL, ARCHAEOLOGICAL, AND HISTORICAL, OR AESTHETIC MERIT.

I. ISSUE: How should the City provide easy access to unique natural, geological, archaeological, and historical sites, a wide variety of which exist within the City?

RECOMMENDED POLICIES:

- a. The City should protect these sites and provide suitable access for people to view and enjoy them. Descriptive markers, benches, and receptacles for litter should be provided.
- b. The City should institute special zoning measures for these areas.
- c. The City should be given first right of purchase to preserve these sites.
- d. Unique sites of geologic value (i.e. site off Forrestal Drive) should be set aside for use by students of schools and colleges.

E. THE CITY SHOULD PROVIDE FOR AN ALTERNATE TRANSPORTATION SYSTEM OF TRAILS AND PATHS.

- I. ISSUE: How should the City improve citizen mobility and recreation options through the development of a system of trails and paths.

RECOMMENDED POLICIES:

- a. The City should acquire easement for:
1. Foot and bicycle pathways linking neighborhoods with shopping areas, schools, and recreational sites.
  2. Bicycle paths for purely recreational use (along coastline).
  3. Hiking trails or paths along the south shore providing access to the coast and for sport in areas where the terrain is rugged.
  4. Horse trails (linking recreational areas and the trails of our sister cities).
  5. Additional access should be provided for fishing along the coast.
- b. To the maximum extent possible, trails and paths should link recreation areas. Such a linkage with bicycle, horse, and foot paths can provide great leverage and versatility and effectiveness of these recreation areas. Care should be taken in the acquisition of easement for linking trails and paths to minimize uncomfortably steep grades, where such grades would detract from usage.
- c. Easements should be acquired at the top of the bluff along the entire coastline (except where this land is already in residential use) to provide for a system of trails, view points, and access areas to the water. Consideration should be given to bordering this easement on the inland side with a street for easy access from Palos Verdes Drive South.
- d. Consideration should be given to the development of a public or private equestrian center within the City. Miraleste's Georgette Canyon, already in heavy equestrian use, may present a unique opportunity for such a facility.

F. THE CITY SHOULD PROVIDE A WIDE RANGE OF RECREATIONAL ACTIVITIES TO MEET THE NEEDS OF ITS CITIZENS.

- I. ISSUE: What programs should the City support for recreational activities at parks, schools, and other sites within the City?

RECOMMENDED POLICIES:

- a. The City should sponsor after-school recreation programs at all public school sites within the City.
- b. The City should continue to sponsor recreation programs at Palos Verdes Park. The City should also establish organized recreation programs at at least two other locations within the City which will provide a distribution of this service to all areas.
- c. The City should support and promote local, public non-profit youth recreation and cultural activities which provide outlets for citizens on a non-discriminatory basis.
- d. Where programs require fees for support of programs, differential fees should be assessed favoring residents of this City.

G. THE CITY SHOULD STUDY ALL THE POSSIBLE METHODS OF FUNDING RECREATIONAL FACILITIES AND DETERMINE THE BEST METHODS.

I. ISSUE: How should the City seek to fund recreational facilities?

RECOMMENDED POLICIES:

- a. The City should require builders and developers to provide lands or funds for the acquisition of lands.
- b. The City should apply to county, state, and federal agencies for funds or sharing funds to acquire lands.
- c. The City should encourage land holders to contribute lands to the extent possible.
- d. The City should encourage developers and land holders to preserve land as open space and further to opt for usage or development that comes closest to recreational or open space usage to the maximum extent. I.E., it should be a city policy that when alternatives exist, that which approaches a recreational use would be given preference.
- e. The City should consider a bonded indebtedness for financing acquisition of lands.
- f. The City should apply the Environmental Excise Tax to the development of park and recreation facilities and programs.
- g. The City should encourage the appropriate expansion of the Marineland area as a major commercial/amusement/recreational/cultural area.
- h. The City should work through the state, federal government in support of legislation resulting in governmental acquisition of all coastal land.
- i. Additional revenue from expansion of the Marineland area, lease/franchise recreation facilities and revenue from recreation facilities should be applied to maintain the recreation facilities and programs.
- j. The City should charge fees for use of recreation facilities where practical, appropriate and fair.

- k. The City should encourage local citizens groups to participate in the planning, development, and maintenance of recreation facilities to the maximum extent possible.

## TRANSPORTATION AND CIRCULATION

The City should seek to provide a safe and efficient transportation system. Emphasis should be placed on the creation of a non-vehicular network to increase the mobility of the residents. All parts of the circulation system should be made visually attractive.

- I. ISSUE: What measures should be taken to improve traffic flow and street safety?

RECOMMENDED POLICIES:

- a. Additional main streets or widening of main streets is not desirable. Development should be controlled so that the existing circulation system will be adequate.
- b. Improved traffic flow on Hawthorne Boulevard can be achieved by phased traffic signals and with cooperation with Rolling Hills Estates.
- c. The City should exert all possible efforts to resolve the safety problem on Hawthorne Boulevard between Silver Spur and Torrance.
- d. Traffic flow will be improved if future developments do not have direct access to arteries. Problems such as that created by the access to Los Verdes Park from Hawthorne should be avoided. Service roads should be part of any future development.
- e. Access to and from future residential areas should be from one artery only to eliminate through-traffic on residential streets (e.g., if open land around the south and west sides of the Los Verdes Golf Course is to be developed, a new access road from Hawthorne Boulevard should be built).
- f. Existing cul-de-sacs and barriers which prevent through traffic should be maintained. The creation of additional barriers to eliminate through traffic or to discourage speeding should be studied.
- g. The City should provide crossing guards at schools where a traffic hazard exists.
- h. Sub-community committees should bring local safety problems to the City's attention and participate in developing solutions.

- II. ISSUE: What policies should be adopted in developing a bicycle path and walkway network?

RECOMMENDED POLICIES:

- a. A network should be developed to connect different neighborhoods with one another and with recreational areas and other points of interest.

- b. Canyons should be used and easements acquired to achieve this purpose.
- c. The integration of the City's network with existing or planned walkways or bicycle paths elsewhere should be a major consideration in developing the plan for the network.
- d. Pedestrian access for children to schools should be a prime objective (e.g., in Golden Cove area between Avenida Altissima and Via Borica).
- e. Existing streets may offer space for such paths but separation of paths from vehicular traffic is desirable where practical.
- f. New developments should include bicycle paths and walkways as part of the subdivision plan.

III. ISSUE: What policies should be adopted with respect to Public Transportation?

RECOMMENDED POLICIES:

- a. The City of Rancho Palos Verdes should, together with the other Peninsula cities, undertake a feasibility study of public transportation needs on the Peninsula and the methods and costs of meeting those needs.
- b. The City should work with the SCRTD and with neighboring communities to improve transportation between the Peninsula and the larger community.
- c. The City should work with the SCRTD and with neighboring communities to study the feasibility of establishing a Park-and-Ride facility in the area.

IV. ISSUE: What steps can be taken with respect to streets and traffic which will improve the environment?

RECOMMENDED POLICIES:

- a. All streets should be landscaped and planted to maintain the semi-rural character of the City.
- b. Scenic turnouts should be provided where views are prominent to reduce the traffic hazards as well as for the satisfaction of the public.
- c. The parking problem along the coast should be studied, taking into consideration access, present traffic congestion, disturbance to residents, and protection of the environment. Parking meters should be considered.

- d. Road access to the shoreline should be within walking distance of the bluffs but not on the bluffs. Access for emergency vehicle only should be provided.
- e. Adequate off-street parking should be required as part of the plans of any proposed development.
- f. Parking requirements should be established for recreational vehicles.
- g. Motorcycles should not be permitted on bicycle paths or walkways or in fire-hazard areas.

V. ISSUE: What should the City's policy be toward private roads?

RECOMMENDED POLICIES:

The respective responsibilities of the City and of the residents in those areas with private roads should be studied.

## SCENIC HIGHWAYS

The 14-mile coastline of the Palos Verdes Peninsula is graced with vistas which can only be compared with those found along the Mediterranean Sea. It is also endowed with unique tidepool areas, coves with beautiful surf action, and resurgent kelp beds--all of which have led to its being declared a marine preserve area. It is the responsibility of the City of Rancho Palos Verdes to act as steward of this magnificent creation, to enhance the natural beauty and resources, to preserve those resources for the public benefit, and to provide and maintain access for public enjoyment, while not promoting additional traffic into Rancho Palos Verdes.

A. THE CITY OF RANCHO PALOS VERDES SHALL PREPARE A SCENIC ROUTE PROGRAM (SEE DEFINITIONS IN APPENDIX), DESIGNED AND CONTROLLED ONLY BY THE CITY, TO PRESERVE, PROTECT AND ENHANCE SCENIC RESOURCES. THIS PROGRAM SHOULD MEET ALL THE SPECIFICATIONS APPLYING TO THE STATE SCENIC HIGHWAY PROGRAM.

I. ISSUE: Under what conditions should Rancho Palos Verdes participate with the State and/or County in the development of scenic highways/routes/corridors?

RECOMMENDED POLICIES:

- a. The State Scenic Highway Plan currently is not beneficially applicable to Rancho Palos Verdes. Federal, State or County Funds are not available with one possible exception. The Federal Highway Beautification Program Fund #701 may offer financial assistance for the study of potential scenic purposes.
- b. Rancho Palos Verdes should discourage activities which might lead to the dedication of State or County scenic highways or routes within the City boundaries.
- c. Rancho Palos Verdes' policy should remain silent with regard to the dedication of scenic highways or routes in adjacent communities.

- II. ISSUE: What type of scenic route program should the City of Rancho Palos Verdes provide to preserve and protect scenic resources?

RECOMMENDED POLICIES:

- a. The City of Rancho Palos Verdes should systematically establish an exhaustive inventory of its scenic resources, both existing and potential, in order to protect, to gain access to, and/or usage areas so identified for the public benefit. Maximum citizen participation should be used in identifying these areas.
- b. City ordinances should be enacted to support this program to provide broad and flexible powers containing unique characteristics:
  1. Apply to all zonings, because any specific scenic corridor could contain lands zoned differently.
  2. Allow for diversity of scenic resources and the varied means necessary to protect them, considering that what might be appropriate at one site could be rejected at a different site.
  3. Provide the means for the City to establish scenic routes and scenic corridors and to exercise the land use controls essential to achieve the objectives of the program.
- c. The cost effectiveness of inaction as well as action should be considered in all deliberations about the City's Scenic Route Program.

III. ISSUE: How can public access be provided to the natural beauty of Rancho Palos Verdes at the same time that this resource is preserved and enhanced?

RECOMMENDED POLICIES:

- a. The Rancho Palos Verdes scenic route program should be designed to encourage the preservation and enhancement of the local natural beauty. Specifically, this program should be used to highlight specific spots or zones of general interest with the intent of attracting the bulk of public excursion traffic to controlled locations.
- b. The controlled locations, such as roadside viewpoints, should include parking areas, rest rooms, public safety measures, identification of the local characteristics of interest, and local special access routes.
- c. Local special access routes should be established as part of the overall scenic route system. These should include footpaths, bike paths, and bridle paths. By such means, access should be provided to otherwise inaccessible or potentially hazardous points of interest such as tide pools, geological formation, and indigenous vegetation. (See Recreation)
- d. Controlled locations should be selected to avoid incursion into the normal zones of activity of local residents, and they should be landscaped to enhance the local beauty.
- e. While the City should not join, engage in cooperation with or encourage any group, organization or body whose aim is to increase traffic, it should not discriminate against anyone seeking access to, or enjoyment of any publicly accessible views within or from the City.

## DEFINITIONS

### The Scenic Highway

The function of a scenic highway is to provide for visual enjoyment of natural or man-made environments by the motoring public, cyclists, or pedestrians. The scenic corridor through which the roadway passes may contain unique natural or man-made features, flora and fauna, geological formations, recreational, historical or cultural sites affording pleasure or instruction to the viewer.

### The Scenic Route or Scenic Road

The scenic route is identical to the Scenic Highway except that the roadway is a city or county road, and not part of the numbered State Highway System.

### The Scenic Corridor

The scenic corridor is the visible land area adjacent to the scenic highway right of way which requires protective measures to ensure the perpetuation, preservation, or enhancement of the scenic attractions.

## SAFETY

It is the goal of the City of Rancho Palos Verdes to provide for the maximum protection of life and property from both natural and man-made hazards within the community through the development of an acceptable general plan and the effective implementation of programs. These programs include law enforcement, fire protection, animal control, traffic control, geologic hazard evaluation and regulation, and emergency preparedness.

A. IT SHALL BE THE OBJECTIVE OF THE CITY OF RANCHO PALOS VERDES TO PROVIDE FOR THE MAXIMUM PROTECTION OF LIFE, PROPERTY, AND THE MAINTENANCE OF PUBLIC ORDER THROUGH EFFECTIVE LAW ENFORCEMENT AND FIRE PROTECTION PROGRAMS.

I. ISSUE: What goals, organizational structure, and policies shall be developed to meet the community's law enforcement requirements?

RECOMMENDED POLICIES:

- a. The community's law enforcement program and policies should be achieved in accordance with the following standards and considerations:
  1. Promote an attitude of professional law enforcement as a part of a cooperative community effort, rather than as property protectors outside of the community interests;
  2. The law enforcement administration shall maintain a continuing contact with the community in order to evaluate views, attitudes, and desires so that the proper priorities and considerations shall be reflected in the law enforcement program and policies.
- b. Thorough consideration should be given to the various forms of law enforcement organizational structures available to the community. Such structures include:
  1. Contract directly with the Los Angeles County Sheriff's Department;
  2. Contract with an existing law enforcement agency from a neighboring city;
  3. Joint Powers agreement with other cities;
  4. Area-wide law enforcement;
  5. City law enforcement agency;
  6. City law enforcement agency and provide contract services to other communities.

- c. The City should be directly responsible to the community for the provision of the necessary law enforcement services:
    - 1. Such services should include the optimum required protection of life, property, and maintenance of public order;
    - 2. Additional services and protection should be taken into consideration based upon the community's interests and requirements consistent with budgetary constraints.
  - d. The law enforcement organization should recognize and utilize sound management concepts in applying resources in order to achieve the stated goals. Operations and performance shall be evaluated by the City.
  - e. The law enforcement program should include methods of utilizing and encouraging community participation. Such participation may include:
    - 1. Community crime prevention programs;
    - 2. Programs for maintaining a positive relationship between the law enforcement organization and the community;
    - 3. Methods for the participation of the community in law enforcement policy determinations;
    - 4. Possible direct community participation through auxiliary organizations;
    - 5. The development of a reserve law enforcement organization under proper administration and training supervision.
- II. ISSUE: What policies and organization should be adopted to deal with the safe, convenient, and economical transportation of persons and goods within the city?

RECOMMENDED POLICIES:

- a. A study should be conducted of traffic and related matters, including the effect of laws and regulations relating to traffic control, traffic accidents, congestion, lighting and conditions affecting the safe and convenient use of streets and other public ways for travel.

- b. The City should establish authority and control over the location, installation and maintenance of all signs, signals, pavement parkings, speed zones, and other traffic parking control devices.
- c. The City should ensure the adequate lighting of all public property including streets.
- d. Organizational consideration should be given to the various alternatives available. Such alternatives include:
  - 1. City department;
  - 2. Contracting with Los Angeles County;
  - 3. Contracting with other cities.

III. ISSUE: What goals, organizational structure, and policies shall be developed to meet the community's fire protection requirements?

RECOMMENDED POLICIES:

- a. The community's fire protection program and policies shall be achieved in accordance with the following standards and considerations:
  1. Promote an attitude of professional fire protection and as a part of a cooperative community effort, which shall include a balanced concern for fire protection, cost, and community interests;
  2. The fire protection administration should maintain a continuing contact with the community in order to disseminate proper fire protection information, develop long-range planning for protections, and maintain proper priorities and considerations in the fire protection program and its policies.
- b. Thorough consideration should be given to the various forms of fire protection organization structures available to the community. Such structures include:
  1. Los Angeles County Fire Protection District;
  2. Contract with another city.
  3. Area-wide fire protection district;
  4. City fire protection;
  5. City fire protection agency and provide contract services to other communities.
- c. The City should be directly responsible to the community for the provision of the necessary fire protection services:
  1. Such services should include the optimum required protection of life, property, and maintenance of public order;

2. Adequate protection should include the maintenance of proper water pressure, as well as the proper geographical location of fire stations, hydrants, call boxes, fire and access roads, and other fire prevention requirements;
3. Adequately trained personnel should be available to provide, not only the normal fire protection, but the following:
  - (a) Rescue and paramedic services;
  - (b) Fire prevention training, consultation, and enforcement;
  - (c) Fire prevention construction guidelines and existing structural rehabilitation;
  - (d) Regional communication and coordination systems.
- d. The fire protection organization should recognize and utilize sound management concepts in applying resources in order to achieve the stated goals. Operations and performance should be evaluated by the City or its designated agents.
- e. The fire protection program should include methods of utilizing and encouraging community participation:
  1. The application of appropriate resources to fire protection;
  2. Proper individual fire protection systems and methods should be required and encouraged;
  3. Cooperation with the fire insurance underwriters should be facilitated;
  4. The development of a reserve fire protection under proper administration and training supervision.
- f. The fire protection program should include the following specific elements:

1. Develop stringent site criteria for construction in areas with fire problems, and prohibit construction if these criteria are not met.
2. Develop effective codes or ordinances pertaining to the fire hazard, particularly in brush fire hazard areas.
3. Require all new development and selected existing development to comply with the fire codes and standards.
4. Before the approval of any new development, the approval of the local fire authority should be obtained regarding the accessibility for fire equipment, as well as the approval of building design and materials, building locations and house number system.
5. Promote the expansion of public education programs pertaining to the fire hazard.
6. Support the development of new technology in the prevention and suppression of fires.

- IV. ISSUE: What is the most effective, efficient, and humane method of providing the community's requirements for domestic and wild animal control?

RECOMMENDED POLICIES:

- a. The animal control program and policies should be achieved in accordance with the following standards and considerations:
  1. The City should regulate the activities, types, kinds, and numbers of animals as they relate to the safety of persons and property and should balance both the interests of animal owners and persons whose welfare may be affected by maintaining animals (domestic or wild) within the city limits.
  2. In determining the appropriate animal regulations, due consideration should be given to the rights of individuals, densities of population within the various areas of the community, and the requirement for property, health and sanitary control;
  3. Animal regulation activities should be conducted in liason with other city departments affected thereby.
- b. Consideration should be given to alternative controls and methods of enforcement. Such alternatives include:
  1. Existing Los Angeles County agencies;
  2. Private companies, or sector of the community;
  3. Establish a City agency.

B. THE CITY OF RANCHO PALOS VERDES SHOULD DEVELOP AND ENFORCE HEALTH AND SANITATION, EMERGENCY COMMUNICATIONS, AND DISASTER PREPAREDNESS PROGRAMS TO ENSURE THE OVER-ALL HEALTH AND SAFETY OF ALL CITIZENS IN THE COMMUNITY.

I. ISSUE: What goals, organizational structure, and policies shall be developed to meet the community's health and sanitation requirements?

RECOMMENDED POLICIES:

- a. The Community's health and sanitation program and policies should be achieved in accordance with the following standards and considerations:
  1. It should be the City's responsibility to insure that the necessary services are provided in order to deal appropriately with public health and sanitation problems;
  2. Adequate medical care, personnel, and facilities are a requirement of any community. To the extent that existing facilities are not available or are inadequate, the community should consider the development of emergency treatment, paramedia teams, and transportation.
  3. State, county, and federal safety, health, and sanitation laws should be vigorously enforced.
- b. Thorough consideration should be given to the development and maintenance of liason with other local, state, and federal agencies. Such consideration should include:
  1. Being an integral part of an overall area plan;
  2. Keeping abreast of developments and joining with appropriate organizations within the field;
  3. All new development, building, residences, or facilities must be subject to the regulations for health and sanitation adopted by the community.

- II. ISSUE: What goals, organization structure, and policies should be developed to meet the community's emergency and disaster requirements?

RECOMMENDED POLICIES:

- a. The community's disaster and emergency situation program and policies should be achieved in accordance with the following standards and considerations:
1. Provide the maximum degree of safety and protection from riots, war, nuclear attack, epidemic, fire, injured or lost persons, or other emergency problems involving the community.
  2. Contingency plans and preparations should be developed which provide for the allocation of available personnel and resources in the event of such major catastrophes;
  3. A plan should be adopted for the maximum protection of the community in the event of such major catastrophes;
  4. A provision should be made for an effective emergency stand-by communication system so that the community's resources may be mobilized in the event of such emergency situations.
- b. Thorough consideration should be given to the development and maintenance of liason with other local, state, and federal disaster agencies. Such consideration should include:
1. Being an integral part of an overall area plan;
  2. Keeping abreast of developments and joining with appropriate organizations within the field;
  3. Providing emergency equipment, supplies, and material for use in the event of a major catastrophe within, or to neighboring communities.

- C. IT SHOULD BE THE OBJECTIVE OF THE CITY TO STRIVE TOWARD THE PROTECTION OF LIFE AND PROPERTY, AND THE REDUCTION OF ADVERSE ECONOMIC, ENVIRONMENTAL, AND SOCIAL IMPACTS RESULTING FROM ANY GEOLOGIC ACTIVITY.

- I. ISSUE: What policies should be developed to meet the community's requirement for the protection from flooding and earth movement?

#### RECOMMENDED POLICIES

- a. The City should develop proper codes which implement the community's concern for these problems;
- b. The City should secure advise as to what protective measures are necessary with respect to dangers identified;
- c. All new development, building, residences, additions, or facilities should be subject to the ordinances adopted by the City.
- d. Developments which threaten to disturb or alter natural drainage, flood plain areas, groundwater supplies, coastline areas, or other natural features should not be permitted.
- e. Cutting and filling in order to facilitate development should generally not be permitted and especially without adequate engineering geologic study by a licensed engineering geologist, which contains a risk analysis which assesses the probabilities of failure.
- f. Restriction of development within know geologic hazard areas.
- g. An inventory of known or suspected hazardous geologic or soils conditions are to be identified on hazard maps as zones which require:
  1. Detailed studies by qualified experts in advance of planning and development, and
  2. Submission of these findings, along with measures on how to protect against hazardous conditions.

II. ISSUE: What should the City do to minimize the risk of a disaster due to earthquake?

RECOMMENDED POLICIES:

- a. The City should provide for a detailed expert study which sets forth:
  1. A thorough development of the geologic condition including:
    - (a) General distribution of earth materials;
    - (b) Regional fault patterns, age, and mechanics;
    - (c) Identification of potential earthquake caused hazards, such as land slides;
    - (d) Geohydrologic environment;
    - (e) Dynamic characteristics of various soils and earth material classification to seismic activity.
  2. Seismic hazard maps;
  3. A means for performing a seismic impact analysis based upon the hazard potential and the risk of failure for:
    - (a) Various types of private buildings;
    - (b) Critical public buildings and;
    - (c) Critical public works or utilities.
- b. The City should prepare, adopt, and implement a building code which contains design and construction considerations based upon risk and the earthquake hazard as set forth in the seismic safety element.
- c. The City should develop an emergency preparedness, response and recovery plan which includes inter-jurisdictional coordination.
- d. The City should develop greater public awareness and understanding of potential seismic risk through community programs and advocating improved seismic safety programs for schools.

## NOISE

It shall be the goal of the City of Rancho Palos Verdes, through proper land use planning and regulations, to provide for a serene residential community with a minimum of restriction on citizen activity.

A. IT IS THE OBJECTIVE OF THE CITY OF RANCHO PALOS VERDES TO DEVELOP A NOISE ABATEMENT AND PROTECTION PROGRAM WHICH WILL PROTECT THE HEALTH AND WELFARE OF THE COMMUNITY THROUGH ELIMINATING UNACCEPTABLE NOISE LEVELS IN NOISE SENSITIVE AREAS AND PREVENTING THE INTRUSION OF NOISE INTO EXISTING QUIET AREAS.

I. ISSUE: What goals, organizational structure and policies shall be developed in order to ensure a serene residential community?

RECOMMENDED POLICIES:

- a. The City should develop and adopt an enforceable ordinance to control noise levels within the community. The ordinance should contain a concise policy statement, easily understood by the citizens.
- b. The noise ordinance should be integrated with other city ordinances, such as building codes and zoning. Compatible land use criteria shall be a major factor in the ordinance integration.
- c. The ordinance should contain specific noise standards consistent with health and quality of life goals and employ effective techniques of noise abatement, as well as a standardized procedure for measuring noise levels. Those specific noise levels not permitted in the City shall be clearly set forth.
- d. The City should establish a Community Task Force and Appeals Board to assist in the setting of noise standards and to review cases of citizen complaints.
- e. Areas contiguous to major arterial traffic corridors should be buffered through the use of appropriate controls.
- f. In conjunction with development of the ordinance, a noise study should be conducted which will categorize and describe the major noise sources within the community, e.g. motorcycles, amplifying systems, airplanes, etc.

- g. The City should provide for an educational program to inform the public as to why and what the City government is doing to combat the noise problem, and to promote increased public awareness concerning the effects of noise.
- h. The City should encourage the use of noise abatement measures, which will also enhance the aesthetic qualities of the environment.
- i. The City should coordinate with other local governments in standardizing the noise ordinances so as to prevent unwanted noise intrusion.
- j. It should be the policy of the City to protect areas that are presently quiet from future noise impact.

SOCIAL, CULTURAL  
AND  
COMMUNITY DEVELOPMENT

The City of Rancho Palos Verdes needs comprehensive programs to involve the citizens of the community in meeting the social service, cultural, human, recreational, and advanced educational requirements of the community. The citizens care what is happening, and want to be able to influence the future direction of their sub-communities, and the City as a whole.

- A. THERE IS A NEED TO PROVIDE COMPREHENSIVE PROGRAMS TO ATTACK THE SENSE OF ISOLATION AND POWERLESSNESS FELT BY MANY INDIVIDUALS AND TO SUBSTITUTE FOR IT A SENSE OF COMMUNITY INVOLVEMENT AND ACTION.

- I. ISSUE: What programs, services and facilities should be provided?

RECOMMENDED POLICIES:

- a. The City should be broken down into meaningful geographic groupings and sub-community committees should be established to work with the citizens, the City staff, and the Council.
- b. Once these areas are identified, they should be made to feel like a community by tying the developments together through walkways from one development to another, neighborhood communication centers, coffee house "rap session" type facilities and neighborhood recreation facilities.
- c. In addition to enhancing mobility within the neighborhood, mobility within the City, the Peninsula, the South Bay, and the Los Angeles Basin needs to be improved. Dependence solely upon the private automobile is not satisfactory. A comprehensive statement of transportation needs is included in the Circulation Element.
- d. Citizens and their skills should be utilized to the maximum extent possible in civic action groups.
- e. All age groups and minority groups within the City and the neighborhoods should be represented on the sub-community committees and other civic action groups. At the same time, there should be no programs developed that will isolate any group.
- f. The needs and desires of every citizen, neighborhood, minority group, and age group should be heard and respected by all members of the community and in particular the leadership of the City.

- g. Special attention should be given those who are isolated because they need help, such as the elderly, the alcoholic, the shut in.
- h. There should be an annual Citywide event.
- i. The use of town meetings and forums should be encouraged within the neighborhoods and the City to address local, regional, state and national issues through such means as lectures, and research and study groups.
- j. Efforts should be made to provide job opportunities for youth within the City.
- k. Efforts should be made to encourage older citizens to remain in the community by providing meaningful opportunities for them in such fields as recreation and social services, and work actively for those who desire it.
- l. A community center and/or satellite centers should be developed.
- m. A centralized civic information bureau should be developed to serve as a focal point for communicating what is going on to the citizens.
- n. The news media should be encouraged to carry community issues.
- o. The City should encourage the activities of such organizations as the Coordinating Council, Welcome Wagon, and Switchboard.

B. THE RESIDENTS OF RANCHO PALOS VERDES DESIRE COMPREHENSIVE PROGRAMS FOR RECREATION, SOCIAL SERVICE, CULTURAL, AND EDUCATION ENRICHMENT.

- I. ISSUE: What programs, services, and facilities should be provided to meet the recreational needs of individuals and families?

RECOMMENDED POLICIES:

- a. Specific recreation needs are addressed as part of that element therefore the social aspects of this issue only have been addressed here. The needs of the people individually and in groups can only be met by developing long-range programs that have carefully assessed and addressed recreation needs in their full meaning--all ways of refreshing the mind and body through non-work related activity.

- II. ISSUE: What programs, services, and facilities should be provided to meet the social service needs of individuals and families?

RECOMMENDED POLICIES:

- a. Rancho Palos Verdes has a need for using the social services provided by private and other public agencies. Ways should be found to match the needs of the community with the services.
- b. The first step towards meeting such a need could be through a City staff coordinator with volunteer assistance to identify the needs of the community and the services that are available-- a Social Service Commission.
- c. Through such an agency the community could be kept informed about what services are available and needs for new services could be identified.
- d. Some of the kinds of services to be included are free clinics, probation, social security, children services, family counseling, mental health and day care centers.
- e. Initially, this coordinating effort may be sufficient but eventually a multi-service facility within the City may be required.

III. ISSUE: What programs, services, and facilities should be provided to meet the cultural and education needs of individuals and families?

RECOMMENDED POLICIES:

- a. Existing programs should be encouraged and expanded, for example: Marymount College, Harbor College, Art Education Council, Peninsula Symphony and Theatre Groups.
- b. Existing courses offered by educational institutions should be encouraged and expanded, for example: adult education, early childhood education, fine arts and vocational education.
- c. The needs of the community should be identified through a City staff coordinator and volunteer groups who can track the available cultural and educational programs and encourage development of new programs and facilities--a Cultural-Educational Commission.
- d. A Civic Auditorium Facility should be developed to house local cultural and educational enrichment programs and attract appropriate cultural and educational programs from other areas.

- C. THERE IS A NEED TO DEVELOP INTERACTION AMONG THE FOUR CITIES OF THE PENINSULA AND BETWEEN THE PENINSULA AND ITS SURROUNDING COMMUNITIES TO SOLVE COMMON PROBLEMS THAT ARE A RESULT OF: (1) LACK OF COMMUNICATION, (2) FEELINGS OF HOSTILITY, AND (3) LACK OF COORDINATION OF PROBLEM SOLVING SERVICES.

- I. ISSUE: How can communication be improved, hostility lessened, cooperation be encouraged, and services coordinated among the Peninsula and South Bay communities?

RECOMMENDED POLICIES:

- a. South Bay, Harbor, and Peninsula cities should be encouraged to share in the identification of problems and the development of solutions and services.
- b. The South Bay, Harbor, and Peninsula cities should be encouraged to exchange ideas.
- c. Dialogue should be encouraged between the professional city employees of the four cities.
- d. Rancho Palos Verdes should take leadership in the formation of a four-city Peninsula commission.
- e. An attitude of mutual respect should be encouraged between communities.

## FISCAL POLICIES

The City of Rancho Palos Verdes needs to develop an effective means of measuring the cost and benefit to the community of the services provided by city government. All means of raising revenue must be carefully examined. All ways of spending the taxpayer's money have to be carefully evaluated to make sure the community and its citizens receive the maximum possible benefit for the least possible cost.

I. ISSUE: How can effective means of measuring cost versus benefit be developed?

RECOMMENDED POLICIES:

- a. Each service and facility should be measured in terms of: (1) Dollar impact on the City and the citizens; (2) Degree of Community benefit; and, (3) Per capita or household costs in other nearby communities.
- b. Every request for appropriations whether capital or operating should be measured in terms of its net cost, after any fee income, per household for a range of home values from the least expensive to the most expensive.
- c. Every request for appropriation whether capital or operating should be measured in terms of the benefit to be derived. One possible way to measure the benefit is by the percentage of the population or households that will be affected. Another way to project the potential benefit might be to ask other communities that have the service or facility what benefit they have derived from it.
- d. Comparison of costs with other nearby communities should enable the City to determine if the degree of service and the cost are in line. A standard approach should be developed using similar cities.
- e. The relative financial impact of various land uses (e.g., Commercial, Single Family Housing and Parks) should be carefully studied and cost revenue and benefit estimates made before final decisions on land use are made.

II. ISSUE: What should be the tax policy of the City?

RECOMMENDED POLICIES:

- a. The City should not feel itself irrevocably bound to a specific tax rate.
- b. Given the high rate of property tax that exists for other governmental units, the City should try to keep the property tax to a minimum and seek other tax sources.
- c. In the case of special benefit services, specific fees or taxes should be paid by the user of a service.

- d. Revenues created by growth should be sufficient to cover the costs of services related to growth.
- e. Revenues from growth related taxes (e.g., bedroom tax) must not become so important that they could result in encouraging growth.

III. ISSUE: What alternative or new sources of revenue are available to the City?

RECOMMENDED POLICIES:

- a. The City should explore the possibility of sharing in the tax revenue from Peninsula Center, possibly through encouraging a state/legislative change to distribute sales tax dollars based upon population, not point of collection.
- b. An admissions tax on major tourist attractions within the City should be considered.
- c. A study should be undertaken to assess what revenues are available for what purpose from county, state and federal government. In conducting such a study the full impact on the community of accepting such revenue should be assessed. For example, will local control be lost if the revenue source is tapped? Also, revenues from other levels of government should not be viewed as "free."
- d. The revenue potential from carefully controlled commercial growth should be studied (e.g., expansion of Golden Cove, expansion of Marineland, a well designed office park development).

IV. ISSUE: What policies can be followed to obtain a superior financial control performance?

RECOMMENDED POLICIES:

- a. Involve citizens in both operating and capital fiscal decision making activities - a Fiscal Commission. Such a Commission should review all operating and capital budget requests and performance against budget.
- b. Ask all Commissions or City staff units that develop budget requests to include estimates of capital expenditures, operating costs, and benefits to the community.
- c. Continue the kind of thoughtful well-prepared budget that was prepared by the City staff for its first full fiscal year.

- d. Allocation of general funds for special purposes (i.e., earmarking) should not be encouraged because fixed allowances get set which reduce the City's control over the annual budget.

- V. ISSUE: How can the City best evaluate subcontracting for services versus in-house services.

RECOMMENDED POLICIES:

- a. Evaluate the benefits of in-house staffing which should be better control, greater responsiveness and higher quality.
- b. Contrast these with the benefits of subcontracted service which are likely to be lower cost and, if requirements change, more easily reduced cost because all the cost is variable.
- c. Evaluate quality of service in terms of what is required, not what would be nice to have.
- d. Do not create an in-house service that is now being subcontracted without thorough analysis which demonstrates significant benefits.

- VI. ISSUE: What special considerations should be evaluated that could have a significant fiscal impact on the City?

RECOMMENDED POLICIES:

- a. Special risks that need careful study are: (1) The slide area, and (2) Inverse condemnations suits arising from down zoning.
- b. A special subject that deserves careful study is the possible integration of services among the four cities to reduce costs and increase benefits.