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**The City of Sierra Madre  
General Plan**

**CHAPTER ONE**  
*Land Use*

**Introduction**

The Land Use Chapter of the Sierra Madre General Plan contains seven components: land use designations (state mandated land use element), historic preservation, housing (state mandated housing element), economic development, parking, design, and code enforcement.

**Statutory Requirements**

Government Code Section 65302(a) requires: A land use element which designates the proposed general distribution and general location and extent of the uses of the land for housing, business, industry, open space, including agriculture, natural resources, recreation, and enjoyment of scenic beauty, education, public buildings and grounds, solid and liquid waste disposal facilities, and other categories of public and private uses of land. The land use element shall include a statement of the standards of population density and building intensity recommended for the various districts and other territory covered by the plan. The land use element shall also identify areas covered by the plan, which are subject to flooding and shall be reviewed annually with respect to such areas.

Government Code Section 65580 and Article 10.6 state the requirements for a housing element. This is the most detailed and specific requirement of a general plan.

Government Code Section 65302(b) requires a circulation element consisting of the general location and extent of existing and proposed major thoroughfares, transportation routes, terminals, and other local public utilities and facilities, all correlated with the land use element of the general plan. The physical elements of transportation and circulation will be covered in this chapter, while the transit programs offered by the City will be addressed in Chapter Four - Community Services.

There are no statutory requirements for historic preservation, economic development, and parking strategies. These are, however, important issues in Sierra Madre and will be addressed in the Land Use Chapter.

**A. Overview of Existing Conditions**

The City of Sierra Madre contains approximately 1,958 acres (3.06 square miles). There are three distinct geographical patterns in the City – the hillside, the canyon and the foothill slope. The hillside area has experienced some development activity although this is largely individual properties rather than multi-home subdivisions. In 1992?, the City adopted a hillside ordinance to closely regulate development of hillside land and the canyons within the hillside which have not been developed. The ordinance precludes grading which impacts the natural terrain, flora and fauna. The Sierra Madre Mountains Conservancy, an organization established for the protection of hillside land, has acquired several acres of property through purchase and donation, further limiting development opportunities in the hillside area.

There is one canyon in the City which has been developed. This is known as “Sierra Madre Canyon” or “The Canyon” by locals. It has its own unique development pattern and architectural style and a more rural lifestyle, which has led to a lifestyle that is valued by its residents.

Two thirds of the area within the city limits is on the foothill slope. This is the “developable” area of the City and it is largely developed. Very few parcels are undeveloped although some are “underdeveloped” according to what would be allowed under current zoning densities.

The predominant land use in the City is residential. Ninety-three percent of the land is zoned for residential purposes. Of that, 85 percent is residential low density, one percent is medium density, and seven percent is medium/high density. The higher density housing is located around the downtown area along Baldwin Avenue, Sierra Madre Boulevard and adjacent streets.

There has not historically been an institutional land use designation, however institutional uses utilize the second greatest area of land. This includes six elementary and high schools, seven churches, the Passionist Fathers Retreat House, and City owned facilities. Institutional uses are located in both residential and commercial areas. Most institutional uses are old and well established in the community.

Four percent of the land in the City is devoted to commercial uses. All of the commercial land is in the historic downtown area of Sierra Madre along Sierra Madre Boulevard, Baldwin Avenue, and on adjacent smaller streets. This area is characterized by small “one-of-a-kind” retail businesses, branch offices of major lending institutions, medical offices, and other personal service businesses. There are also a magazine and newspaper publisher and a recording studio.

There is an old established manufacturing area in the City along Montecito Avenue. This comprises less than one percent of the City's land area. Most of the structures are old warehouse structures, garages and converted houses. Although the occupancies have changed through the years, the light industrial and manufacturing activities are active.

## **B. Urban Form**

Sierra Madre was originally developed in a traditional grid pattern in the foothill slope area and a more organic street pattern in the hillside and canyon areas reflecting the topography of the areas. Recent subdivisions of estate size properties have resulted in the existence of some cul-de-sac streets. The development pattern of Sierra Madre is distinctly different than that of the surrounding jurisdictions. Few of Sierra Madre's local streets are through streets to other jurisdictions. Even Baldwin Avenue, the primary access to the center of the city from the south passes through a small area of the City of Arcadia and then jogs to the east at the 210 freeway. The self-contained physical form of the City contributes to the sense of place experienced by its residents. Further, the architecture of Sierra Madre is eclectic. It is not uncommon to find large houses next to small houses of varying styles throughout the City.

In the language of urban design there are some distinct elements – paths, nodes, centers, districts, and landmarks – which make the City function for its residents.

### **Paths**

A **path** is a street which provides a means of vehicular and pedestrian movement and interconnects various land uses to others.

Sierra Madre Boulevard and Baldwin Avenue transect the City's urban area and establish the commercial and governmental center of town. Michillinda, Orange Grove, Grandview and Santa Anita are primary paths as they provide access from adjacent jurisdictions into the City.

Mt. Wilson Trail, Bailey Canyon (Trail?), and Santa Anita Canyon Road are important paths linking the urbanized area with the wilderness area.

### **Nodes**

A **node** is a strategically located focal point which contributes to the functions and activities in the City. Entry nodes are located at the transition points between jurisdictions or districts. Internal nodes are places where activity occurs.

The important entry nodes in the City are at the entries into the City from the south at **Baldwin and Orange Grove**, from the west at **Michillinda and Sierra Madre Boulevard**, and at the eastern entry on **Sierra Madre Boulevard at Sierra Vista Park**. These are points at which people traveling into the City from the outside realize that they have arrived in a new place –

Sierra Madre. Currently there are wooden signs at these locations as well as yellow metal signs which denote the entry node.

There are several internal nodes in the City. Perhaps the most important is at **Kersting Court**. This is a public gathering place at the center of town. The four-way stop at Sierra Madre Boulevard and Baldwin Avenue accentuate the importance of this philosophical center of town. Kersting Court is the location or start or terminus for numerous civic events. The intersection of **Lima and Sierra Madre Boulevard** is another important node as it designates the western entry into the commercial district. **Sturtevant and Woodland** is a significant node in the Sierra Madre Canyon.

### **Centers**

Centers are specific sites or clusters of sites with specific functions. There are two primary centers in Sierra Madre. **The Civic Center** comprising the City Hall, and Police and Fire Stations, and Memorial Park is an important center in Sierra Madre. The City is a major employer and numerous constituents come to City Hall in both the day and evening hours for assistance and to attend public meetings. Memorial Park is a recreational center with a bandstand, a play area for children, tennis courts and picnic tables. It is also the location for the Sierra Madre Senior Citizens Center housed in a multi-purpose structure on the park site. Concerts, festivals, and holiday activities for children in the community are among the numerous activities that take place in Memorial Park.

The other primary center in the City is **Sierra Vista Park**. The City's recreation center is at Sierra Vista Park, including a public pool and a multi-purpose recreation building which houses the City's year-round programs for children and adults. In addition, Sierra Vista Park is the location for the City's baseball diamonds and it is equipped with picnic tables.

A secondary center is the **Passionist Fathers Mater Dolorosa Retreat Center**. This is a privately owned and operated facility and it is not located centrally. However, residents of Sierra Madre recognize this as a location for special functions within the City. It is used regularly on weekends for large retreat gatherings. It is also made available to the community for special functions, and once a year, a festival is held on the site which is open to the public.

### **Districts**

A district is a geographical area in a city which has common distinguishing characteristics. It is distinct from other areas and it is apparent to someone in the district that they are in a distinctive place.

The **Downtown** District is located in the center of the City along Sierra Madre Boulevard and Baldwin Avenue. The district begins just west of Lima and continues east to the east side of Baldwin Avenue. It starts to the south of Mariposa Avenue and north of Suffolk Avenue on the south and continues up Baldwin Avenue to Highland. The Downtown district can be described

as a “village” as it is characterized by one and two-story commercial buildings with small storefronts housing quaint retail stores, unique restaurants, commercial and professional offices, service businesses, institutional and non-profit facilities, and medical facilities. Among the unique structures in downtown are the Sierra Madre Playhouse – an active live-stage theater, Old City Hall which was vacated by the City in 1977 and has been restored for offices, the former Hotel Shirley restored as offices and residences, and the Sierra Madre Hotel, which is now maintained as residences, retail business, and offices in a courtyard setting. Many of the structures were built in the early 1900s, although a few newer structures have been added in the place of fire damaged and deteriorating buildings. The pattern of development in the downtown encourages pedestrian activity which brings a liveliness to the street.

**East Montecito Avenue** is the City’s manufacturing and light industrial district. This street is locally historic in that a number of older industrial structures still exist. Some of them are being reused while others are vacant. In recent years, the district has been developed with storage facilities and incubator light industrial, mail order, and small research and development firms have been occupying some of the older structures. There is also a presence of craft related businesses including furniture making, pottery, art studios, a welder, and a seamstress.

**The Medium-High Density Residential Areas** are the Sierra Madre Boulevard corridor to the east and west ends of the commercial district on Sierra Madre boulevard and the neighborhoods which are clustered around the downtown district, providing a buffer between commercial and low-density residential uses. The streets most identified with medium-high density development are Esperanza, Mariposa from Hermosa to Baldwin, Laurel from Baldwin to Mountain Trail. The housing stock in these areas is a mixture of older apartment buildings from the 1950s through 1970s and newer apartment and condominium buildings from the 1980s and 1990s. Although multi-unit construction slowed down in the late 1980s and early 1990s, there was a steady pattern of development of these structures during that period.

**The Medium Density Residential Areas** are located adjacent to medium high density areas. These are characterized by properties with two or three units on a lot. Some of the notable medium density areas are San Gabriel and Santa Anita Courts in the southeast area of the City, Laurel Avenue and Victoria Lane. In most cases, the units look like single-family houses, but upon closer inspection it can be seen that a second unit exists to the side, rear or on the second floor of the property. The low-density appearance of these properties is important to the maintenance of the character of the neighborhoods.

**The Sierra Madre Canyon Residential Area** is located in a natural canyon in the northeast quadrant of the City. The boundaries of the Canyon extend from Mountain Trail on the west, Sturtevant and Canon on the south, and Sturtevant on the east. The Canyon was originally developed in the 1920s for seasonal housing. The lots are small and the original structures were cottages used by out-of-town visitors who came to Sierra Madre for rest, recuperation and recreational purposes. Over time, the cottages have come to be used for permanent year-round housing. Many original structures remain, but due to their age, they are in need of rehabilitation or replacement. At one time, the center of the area known as the lower canyon

was developed with commercial businesses. There was also a community plunge in this location until the 1950s. Today, there is one commercial structure. Others have been converted to year-round residential uses or have been demolished and replaced with residential structures. There is one property which provides overnight accommodations and meeting space for an international nature organization.

**The Low Density Residential Areas** comprise most of Sierra Madre. Due to the City's original rural development pattern, the urbanization of the City has taken and is still taking place over a period of one hundred years. The low-density residential pattern is not consistent from one block to the next throughout the City. Lot sizes vary dramatically as do the structures built on them. The most notable periods of tract home development occurred in the post war era of the 1940s and 50s throughout the City, development in the 1960s and 70s in the northeastern portion of the City at Liliano Drive...and in the development of two subdivisions along Orange Grove, and more recently in the 1980s and 90s with the subdivision of the Jameson Estate in the west central area of town.

**Historic Preservation Districts** also exist in Sierra Madre. These are geographically and/or thematically linked areas which have a common historic background or similar architectural style. Often properties do not have historic merit on their own, but when combined with other properties of the same period or style create a unique and definable place in the City which merits special land use consideration.

### **Landmarks**

Landmarks are reference points which help identify an area. They provide functional and visual points of reference and can easily be identified by people as to their location within the City. The following are notable landmarks in Sierra Madre: the bell tower and pepper trees at Kersting Court, the **cannon** and **band shell** in Memorial Park, **St. Rita's Catholic Church, Sierra Madre Congregational Church** and the **Old North Church, Alverno High School**, the **Wistaria Vine** on Carter Avenue, the **Pinney House** on Lima Street.

### **C. Land Use Issues**

There are several land use issues relating to the existing City form which are identified below to help "set the stage" for the goals of the Land Use Chapter:

1. The urbanized area of the City is nearly completely developed. Very few vacant parcels exist and the number of very low density properties has diminished as they have been converted to subdivision developments.
2. The development pattern of the City is established. Most replacement development will maintain or slightly increase densities.

3. Sierra Madre remains a desirable place to live as property values have remained high even during the economic recession of the early and mid-1990s.
4. Due to the distance from highways and major arterials, there is little to no demand for new commercial and industrial development.
5. Parcel sizes in the downtown area are small and shallow, not permitting development of significant structures and their required parking.
6. Residential neighborhoods are varied throughout the City regarding lot sizes, housing sizes, age and style of structures. There is no one characteristic Sierra Madre neighborhood. However, residents are able to identify structures which “fit” in Sierra Madre versus those which do not.
7. There is a deficiency of recreational open space in the City. In order to create additional open space opportunities, it is likely that the City would have to purchase land at a market rate and develop it.
8. There are a number of historic structures in the City in all land use categories – single- and multiple-family residential, commercial, institutional, and governmental.
9. Other than City Hall and the Recreation Center at Sierra Vista park, there are no other public meeting places in the City.
10. The commercial downtown has a regular pattern of turnover with very few dramatic increases or drops in vacancies.
11. The manufacturing area is in need of revitalization due to aging and obsolete structures and low densities.

**D. Goals, Issue Areas, Objectives and Policies**

The City has established the following goals and policies for land use in the City of Sierra Madre. The implementation measures are contained at the end of the Chapter and are cross referenced at the end of each policy.

**Overview of Land Use Policy**

The fundamental principle behind the land use policy of the General Plan is to maintain the existing low-density, village character of Sierra Madre in the same urban development pattern that exists today. This provides a central business district of both local serving retail and service needs as well as boutique services and retail stores which attract visitors. This area also contains religious and educational institutions and public buildings. To the east of the downtown is a light



manufacturing area which should also be preserved or adapted to complimentary commercial and residential uses. Surrounding the central business district is a medium-high density residential zone which provides multiple family units – apartments and condominiums – in a moderate price range. The majority of land in the City is devoted to single-family residential development of varying densities. These neighborhoods occur around the periphery of the City boundaries. Parkland and open space should be preserved and expanded when possible. Hillside areas should be preserved either in their natural state or with very low density residential development which is designed to be sensitive to the environmental nature of the foothills. The City should continually recognize the connection from the urban area to the mountain wilderness by way of hillside land.

**Summary of Land Use Goals**

1. Preserve the existing street and block patterns which are currently established throughout the City.
2. Preserve and enhance the diversity in character of residential neighborhoods ensuring that new development is compatible in its design with older established development in stable neighborhoods without attempting to replicate or mass produce a style of development.
3. Achieve a balanced physical environment which provides for housing, business, service, light industrial and manufacturing, recreational, social, cultural and education needs of the residents, thereby maintaining and enhancing their quality of life while recognizing that Sierra Madre is not a self-sufficient city and many needs must be met outside the City borders.
4. Preserve and enhance the pattern of development in the downtown and balance the types of businesses and services to ensure that commercial activity can thrive.
5. Ensure that sufficient recreational open space is available to residents.
6. Preserve the hillside areas in order to protect the environment and mountain views and obtain a balance between developed areas and the hillside wilderness and establish the role of the hillside as an entry point into wilderness areas.
7. Preserve the Canyon as a predominantly single family community characterized by its rustic environs.
8. Redevelop Montecito Avenue as a vital district containing light manufacturing, commercial and residential uses.

**Distribution and Intensity of Land Use Development**

**1. General – Types and Mix of Land Uses**

**Objective L1:** Provide for the continuation of existing patterns of residential housing development.

- Policies:
- L1.1** Designate areas of the City for single-family residences on varying lot sizes and determine appropriate development standards.
  - L1.2** Designate areas of the City for the development of two units per lot and determine appropriate development standards.
  - L1.3** Designate areas of the City for the development of multiple-unit apartment, condominium, and townhouse development and determine appropriate development standards.
  - L1.4** Establish regulations for housing which meets the special needs of senior citizens and the disabled.
  - L1.5** Encourage refurbishment and upgrading of existing housing stock.

**Objective L2:** Provide for the continuation of existing and development of new commercial structures and uses.

- Policies:
- L2.1** Designate an area in the City for commercial development and determine appropriate standards and regulations for new construction.
  - L2.2** Establish regulations and standards which allow for and encourage the development of specialty retail such as bicycle and outdoor stores, toy stores, antique dealers, gift stores, book and video stores, music stores, and stores selling products of local artisans and craftsmen, art galleries, and design furnishings.

**L2.3** Establish regulations and standards which allow for the development of restaurants, bed and breakfasts, and other visitor serving uses.

**L2.4** Establish regulations and standards which encourage the development of service and retail uses which meet the needs of local business people and residents.

**L2.5** Encourage businesses that attract more people to the downtown area in the evening.

**Objective L3:** Provide for new land use development and the expansion of existing uses which is reflective of and complements the overall pattern of development, without changing the character of existing development, without changing the character of existing development, infills vacant and very low density parcels, provides clear benefits to the community while reducing impacts to the greatest extent possible.

**Policies:**

**L3.1** Allow for new developments or the expansion of existing developments or uses including integrated or reciprocal projects or projects with a common scheme of development which cumulatively comprise over one acre of land or one or more parcels only when a comprehensive plan (master plan, specific plan, planned unit development or other such mechanism) is reviewed by the Planning Commission and approved by the City Council of the City of Sierra Madre

**L3.2** Allow for flexibility in development standards for master plans, specific plans planned unit developments which provide uses which are considered to be of significant importance to the City such as municipal revenue, historical use, socially valued use, etc. when they a) provide an extraordinary benefit to the City such as improved public facilities, community centers, streetscape improvements, park facilities, social services, affordable housing, preservation of historic structures, etc.; and, b) they feature an architectural design which compensates for the flexibility and mitigates negative aesthetic impacts of the project along the sidewalk, street, and adjacent properties.

**L3.3** Require that new development mitigates impacts on the City’s open space, infrastructure, transit services, and other public needs.

Objective **L4**: Preserve the existing grid street pattern which promotes community life.

Policy: **L4.1** Prohibit the use of cul-de-sacs and require through streets in new subdivisions except when no other access is physically feasible due to property ownership, parcel location or other physical factors.

**2. Residential land use designations**

**Residential Low Density – Neighborhood Conservation (Map designation RL)**

Objective **L5**: Provide for the retention of Sierra Madre’s neighborhoods characterized by single-family dwellings.

Policies: **L5.1** Require that areas characterized by the presence of single-family detached units be restricted to one unit per lot (or one unit and a “granny unit”) in areas designated RL.

Objective **L6**: Ensure that the massing and scale of new infill construction, additions and alterations to new structures be consistent with that of the existing block.

Policies: **L6.1** Establish maximum lot coverage and floor area ratios which allow for adequate buffering from neighboring properties, usable private yard area, air circulation and light.

**L6.2** Establish a maximum floor area for ministerial approvals and require that properties which are proposed to exceed that floor area be reviewed as a discretionary project.

**L6.3** Limit new buildings in height to reflect the prevailing height patterns on the street and within the Sierra Madre community.

**L6.4** Require new residential development to be compatible with and complement existing structures including the:

- a. maintenance of front, side, and rear yard setbacks.
- b. use of compatible building materials and forms;
- c. use of landscaping to complement the design of the structure and reflect the Sierra Madre vegetation patterns.
- d. limits on paving in the front yard to the driveway apron of no more than 15 feet in width on a lot 60 feet in width or less and no more than 20 feet in width on lots greater than 60 feet in width.
- e. covered parking.
- f. no parking in the front yard.

**Residential – Canyon Area (map designations RC)**

Objective **L7**: Maintain density of the Canyon

- Policies:
- L7.1** Require that sites be limited to single-family detached units, no more than one unit per lot, except for sites which are legally developed with multiple units at the time of the adoption of this plan or which were originally built for that purpose.
- L7.2** Discourage the subdivision of large lots or the addition or new units on existing lots.
- L7.3** Establish a maximum dwelling size beyond which the Planning Commission would review plans to ensure that the structure is in keeping with the character of the canyon area.
- L7.4** Provide incentives to rebuild damaged or demolished structures to pre-existing dimensions but in conformance with the building codes for the City. Incentives may include fee reductions, permit streamlining and other similar measures.

Objective **L8**: Preserve the existing rustic atmosphere.

Policies:       **L8.1** Establish a minimum dwelling size and a lot coverage and floor area ratio which are consistent with the smaller homes in the canyon area.

**L8.2** Allow new construction to provide adequate on-site parking either covered or uncovered, tandem or prime with flexibility in design and development standards such that both parking needs and aesthetic considerations are accommodated.

**L8.3** Allow setbacks to be reduced as appropriate in certain areas of the Canyon as consistent with structures in the immediate area, but with a minimum requirement of three feet.

**L8.4** Establish development standards and minimum lot sizes which result in development with dimensions, quality, and aesthetics consistent with existing developments.

**L8.5** Provide incentives for open porches and discourage the enclosure of porches.

**L8.6** Undertake to develop guidelines which encourage the use of materials which are characteristic to existing development in the canyon area.

**L8.7** Require the conservation of natural elements such as large rocks, and indigenous plants and trees.

**L8.8** Require that new development be designed in a way which preserves the flood channel as a focal point.

Objective **L9**: Retain uses which promote a sense of community

Policies:       **L9.1** Allow for the continued use of multiple residential units and retail uses in the area where the city parking lot exists at the junction of Woodland and Brookside.

**L9.2** Allow for the continued use of facilities which allow overnight guest accommodations, group meeting space, and limited commercial activity.

**L9.3** Allow for the development of park and open space areas on a discretionary basis.

Objective **L10**: Arrest deterioration of existing housing stock

Policies: **L10.1** Provide economic assistance for the improvement of physically deteriorated and blighted structures.

**L10.2** Provide a program for educating property owners regarding methods of maintenance and upkeep of their property.

Objective **L11**: Ensure that adequate parking is available for canyon residents

Policies: **L11.1** Require new construction projects to provide on-site parking opportunities.

**L11.2** Continue to evaluate policies for public parking areas to benefit canyon residents.

**Residential Low Density – Hillside (Map designation H)**

Objective **L12**: Facilitate hillside preservation through development standards and guidelines which provide direction and encourage development sensitive to the unique characteristic found in the hillside area in the city.

Policies: **L12.1** Determine that development density of sites based on a calculation that uses slope as a primary factor, that is, the steeper the slope the more restrictive the density.

**L12.2** Ensure that development in the hillside areas is located in those areas resulting in the least environmental impact.

**L12.3** Require that all access into hillside areas is accomplished for minimum disturbance to of the natural features.

Objective **L13**: Ensure that hazards are minimized in the hillside.

- Policies:
- L13.1** Minimize the amount of grading and removal of natural vegetation allowed to prevent creation of land instability of fire hazards.
  - L13.2** Require that home sites be planned, developed and designed to:
    1. Eliminate fire hazards;
    2. Prevent exposure to geological and geotechnic hazards;
    3. Provide adequate drainage controls to prevent flooding and landslides;
    4. Prevent any other hazard or threat to the public health, safety, and welfare.

Objective **L14**: Protect the views to and from hillside areas in order to maintain the image and identity of the City as a village of the foothills.

- Policies:
- L14.1** Require the use of natural materials and earth tone colors for all structures to blend with the natural landscape and natural chaparral vegetative growth.
  - L14.2** Require that all development be designed to reflect the contours of the existing land form using techniques such as split pads, detaching secondary structures (such as garages), avoiding the use of excessive cantilevers.
  - L14.3** Require that significant features of the natural topography be preserved to the maximum extent possible, including swales, canyons, knolls, ridge lines, and rock outcrops.
  - L14.4** Require that fencing be designed of fire retardant materials.
  - L14.5** Limit the use of irrigation systems in landscaping to comply with water conservation measures and provide for natural habitat and erosion control.



**L14.6** Require that exterior lighting be directed away from adjacent properties.

**Residential Medium Density (Map designations RM)**

Objective **L15**: Provide for the retention and maintenance of densities in neighborhoods developed with two units, detached or attached, one and two story structures and in transitional areas which are characterized by high traffic patterns and/or a mix of low, medium and medium/high density structures.

Policies:       **L15.1** Allow for one or two units per lot

Objective **L16**: Maintain the massing and scale of the existing block and existing structures on sites.

Policies:       **L16.1** Require that new residential development be compatible with and complement existing structures on the block, including the:

- a.       maintenance of existing front yard setbacks;
- b.       use of compatible building materials, colors, and forms;
- c.       Limitation of front yard paving to the driveway apron no greater than approximately 15 feet in width on a lot 50 feet in width or less and no greater than approximately 20 feet in width on a lot greater than 50 feet in width.

**L16.2** Establish a floor area ratio and maximum lot coverage for single family dwellings on RM lots.

**L16.3** Establish a floor area ratio and maximum lot coverage for two units on RM lots.

**L16.4** Require that second residential structures added to properties with an existing residential structure be compatible in design.

**L16.5** Require that the front elevation of a property developed with two units maintain the appearance of a single family structure.

**L16.6** Require that two-unit structures have design elements which provide visual interest and avoid flat, planar like surfaces, such as balconies, recessed or projecting windows, sloping roofs, landscaped courtyards, etc.

**L16.7** Require that a minimum of approximately 50 percent of the street-facing façade of the building at the graded elevation be designed as occupiable space and entries.

**L16.8** Require that entries occur at the lowest habitable level.

**L16.9** Prohibit subterranean parking.

Objective **L17**: Ensure the safety of individuals in RM neighborhoods

Policies: **L17.1** Require that the primary entrance of a front unit be accessed from and oriented toward the street.

**L17.2** Require that perimeter fencing and landscaping be kept low for visual clearance to the street.

**Residential Medium/High Density (Map designations RH)**

Objective **L18**: Allow for the continued development of multiple family units in areas which are characterized by multiple family structures.

Policies: **L18.1** Allow for densities of approximately 13 units per acre.

**L18.2** Allow for greater densities on properties which are designed for congregate care or senior units.

Objective **L19**: Ensure that new development is compatible in scale and character with existing development.

- Policies:
- L19.1** Require that new residential development be compatible with and complement existing structures on the block, including the:
    - a. maintenance of existing front yard setbacks.
    - b. use of compatible building materials, colors, and forms.
    - c. Limitation of front yard paving to the driveway apron no greater than approximately 15 feet in width on a lot 50 feet in width or less and no greater than approximately 20 feet in width on a lot greater than 50 feet in width.
  - L19.2** Require that building siting maximize the privacy of residents through placement of windows, balconies, landscaping, and design of outdoor spaces.
  - L19.3** Require that buildings be oriented to face the street, avoiding views from the street of parking garages and alleys.
  - L19.4** Require that buildings include useable common open space in addition to private patios and balconies.
  - L19.5** Encourage the retention of existing mature, specimen trees.
  - L19.6** Require that a minimum of 50 percent of the street-facing façade of the building at the graded elevation be designed as occupiable space and entries.
  - L19.7** Encourage multi-unit residential structures incorporate architectural design details and elements which provide visual character and interest, avoiding flat planar walls and “box-like” appearances. These may include the use of courtyards, balconies, offset plans, deeply recessed or projecting windows, sloping roofs, and extensively landscaped yards.

Objective **L20**: Ensure the safety of individuals in RH neighborhoods

Policies: **L20.1** Require that the primary entrance of a front unit be accessed from and oriented toward the street.

**L20.2** Require that perimeter fencing and landscaping be kept low for visual clearance to the street.

### **3. Combined Uses Designations**

#### **Residential High Density – Entrepreneur (Map designation RE)**

Objective **L21:** Provide an opportunity for small entrepreneurial businesses, service and professional offices in addition to residential uses near the downtown area where transit opportunities exist and where a mix of uses already exists.

Policies: **L21.1** Allow for residential densities of up to 13 units per acre and limited offices and entrepreneurial businesses, where the total site density does not exceed a floor area ratio of 1:1.

**L21.2** Establish zoning districts which contain classifications of permitted and conditionally permitted uses allowed on a block by block basis.

**L21.3** Prohibit business uses which would generate traffic substantially greater than residential uses would generate.

**L21.4** Prohibit the demolition and replacement of residential structures with development which contains commercial uses only.

**L21.5** Require Planning Commission review (appealable to the City Council) when a change of use occurs from residential to business and office uses.

**L21.6** Provide incentives for preserving existing homes in the areas designated RE such as “as of right” office use when combined with residential use, shared parking, etc.

**L21.7** Provide incentives for locating professional office uses in areas appropriate for such uses so that these uses are limited in prime commercial storefronts.

Objective **L22**: Ensure that new development is compatible in scale and character with existing development.

- Policies:
- L22.1** Require that new development be compatible with and complement existing structures on the block, including the:
    - a. Maintenance of existing front yard setbacks.
    - b. Use of compatible building materials, colors, and forms.
    - c. Limitation of front yard paving to the driveway apron no greater than approximately 15 feet in width on a lot 50 feet in width or less and no greater than approximately 20 feet in width on a lot greater than 50 feet in width.
  - L22.2** Require that building siting maximize the privacy of residents through placement of windows, balconies, landscaping, and design of outdoor spaces.
  - L22.3** Require that buildings be oriented to face the street, avoiding views from the street of parking garages and alleys.
  - L22.4** Require that buildings include useable common open space in addition to private patios and balconies.
  - L22.5** Encourage the retention of existing mature, specimen trees.
  - L22.6** Require that a minimum of 50 percent of the street-facing façade of the building at the graded elevation be designed as occupiable space and entries.
  - L22.7** Encourage multi-unit residential structures incorporate architectural design details and elements which provide visual character and interest, avoiding flat planar walls and “box-like” appearances. These may include the use of courtyards, balconies, offset planes, deeply recessed or projecting windows, sloping roofs, and extensively landscaped yards.

Objective **L23**: Ensure that new development is designed to be compatible with the existing residential appearance in order to maintain the City's village setting.

Policies:           **L23.1** Require that new development be designed to match existing residential appearance.

Objective **L24**: Preserve the residential feel of east and west Sierra Madre Boulevard and South Baldwin.

Policies:           **L24.1** Allow for existing structures to be converted to limited office and business use, but require that any new development (construction) include residential uses or both residential and limited business uses.

**L24.2** Require that the construction of any new primary structures on a property designed RE be reviewed by the Planning Commission.

#### **Commercial (Map designation C)**

Objective **L25**: Provide for infill development in the downtown area to create a uniform and consistent pattern of development.

Policies:           **L25.1** Permit a maximum building area, excluding parking, expressed as the ratio of building area to lot size (floor area ratio), of 1.5 and height of 30 feet.

**L25.2** Require that new commercial development have a front setback consistent with existing adjacent setbacks to allow for outdoor dining and sales uses, landscaping, and/or decorative paving.

Objective **L26**: Provide for the upgrading and recycling of existing structures.

Policies:           **L26.1** Allow for the reconstruction of existing non-conforming structures which must be replaced due to deterioration or hazard (fire and earthquake).

Objective **L27**: Ensure that the commercial area be designed to enhance pedestrian activity, preserve historic patterns of development and foster community values.

- Policies:
- L27.1** Require that the ground floor elevation of a commercial space (storefront or professional) facing the sidewalk must be visibly and physically penetrable placing windows and doorways at the street elevation.
  - L27.2** Encourage professional and personal service businesses and other non-retail uses to locate on second floors or to the rear of commercial properties allowing for retail uses along the street frontage.
  - L27.3** Encourage the use of awnings, overhangs, porticoes, trellises, and other design elements which provide protection to pedestrians.
  - L27.4** Encourage the use of architectural design elements such as showcase windows, cornices, and columns to provide interest along the sidewalk.
  - L27.5** Require that front elevations be designed to mimic small individual storefronts even if one tenant intends to use the space. This may be accomplished using vertical design elements to break up the façade.
  - L27.6** Encourage the use of traditional building materials such as tile, textured concrete, color tinted concrete, decorative masonry (brick, slump stone, river rock), wood siding, and stucco.
  - L27.7** Encourage the development of outdoor spaces for dining, flower stalls, kiosks, etc.
  - L27.8** Require that landscaping be designed with form and function in mind – that the plant materials be low maintenance as well as attractive.
  - L27.9** Require signage to be designed as part of the overall architectural design theme through the use of similar materials and colors, as well as proportionate size and location.

Objective **L28**: Establish greater linkage between off-street parking areas and commercial uses.

Policies: **L28.1** Provide incentives for the enhancement of rear entrances to existing businesses.

**L28.2** Require that new construction adjacent to a parking area be designed to have access from the parking area as well as the street.

Objective **L29**: Provide for a mix of uses which accomplishes a healthy balance of local services and visitor attraction while maximizing the City's revenues from property and sales taxes.

Policies: **L29.1** Limit institutional uses in the commercial business district.

**L29.2** Accommodate a diversity of commercial uses intended to meet the needs of local residents, including retail, offices, food sales and service, general merchandise apparel and accessories, dry goods, home improvement, gardening, financial services, personal services, entertainment and cultural uses.

**L29.3** Accommodate commercial uses intended to attract visitors such as gift shops, specialty shops, antiques, retail sales and rental of outdoor and recreational equipment, art galleries, sales of local art and crafts.

**L29.4** Allow for residential uses at the rear and above the first floor on commercial properties.

Objective **L30**: Create unique development opportunities on sites which can accommodate greater square footage due to either the obsolescence of the existing structure or a large parcel size.

Policies: **L30.1** Permit an increase of floor area ratio to 2.0 and additional height of 10 feet for the redevelopment of sites which bring a new desirable use and possibly, opportunities for revenue enhancement to the City.

**Artisan Mixed Use (Map designation AMU)**

Objective **L31**: Intensify the use of Montecito Avenue as a district which would have market appeal to local residents as well as visitors to the City where artisans can work and live, where craft related manufacturing can take place, and where affordable residential opportunities are created.



Policies: **L31.1** Adopt a redevelopment and/or specific plan for Montecito Avenue containing an inventory of parcels, structures, and property ownership and a strategy for new or improved parking opportunities and Agency participation in new construction and adaptive reuse projects.

**L31.2** Promote the redevelopment and/or specific plan to local and regional developers and real estate brokers.

**L31.3** Provide financial incentives, such as low interest or deferred payment loans, land write-downs, administrative assistance to developers of projects meeting the goals contained in the General Plan.

Objective **L32**: Allow for complimentary commercial uses, residential uses, and artisan related manufacturing uses on Montecito Avenue in the historically industrial area.

Policies: **L32.1** Create standards for reuse of existing manufacturing properties to accommodate different land uses.

**L32.2** Accommodate light manufacturing uses which are supportive to design furnishings and other design related industries, provided that they are compatible with adjacent uses and yield no unacceptable impacts to noise, air quality, water quality and traffic.

**L32.3** Accommodate a full diversity of craft related businesses including but not limited to furniture making, pottery, and art studios.

**L32.4** Accommodate a full diversity of entertainment and specialty stores including bookstores, galleries, boutiques, performance art venues, cafes and breweries.

**L32.5** Accommodate professional offices.

**L32.6** Accommodate live/work space by providing opportunities for artists to have studios in concert with residential units.

**L32.7** Accommodate housing units on the second level or higher, or to the rear of buildings provided that the residential and commercial spaces are fully separated (except for artist's lofts), and the impacts of noise, odor, and other adverse characteristics of commercial activity can be adequately mitigated, and a healthy, safe, and well designed environment is achieved for the residential unit(s).

**L32.8** Provide incentives for the consolidation of lots for developments which meet goals for the reuse of certain properties.

**L32.9** Add street trees to make the area less industrial and more attractive.

**L32.10** Allow buildings to utilize outdoor display space closer to the street to show wares.

**Objective L33:** Provide for infill development in the manufacturing area to create a uniform and consistent pattern of development.

**Policies:** **L33.1** Unless specified otherwise pursuant to a redevelopment plan, permit a maximum building area, excluding parking, expressed as the ratio of building area to lot size (floor area ratio), of approximately 1.0 and height of approximately 20 feet for structures designed for the intended use of light manufacturing.

**L33.2** Permit a maximum building area, excluding parking, expressed as the ratio of building area to lot size (floor area ratio), of approximately 1.5 and height of approximately 30 feet for structures designed for general commercial use.

**Objective L34:** Create unique development opportunities on sites which can accommodate greater square footage due to either the obsolescence of the existing structure or a large parcel size.

Policies: **L34.1** Unless specified otherwise pursuant to a redevelopment plan, permit an increase of floor area ratio to 1.5 and additional height of 10 feet for the redevelopment of sites which include a combination of creative arts – fine arts, crafts, furniture and other desired uses.

Objective **L35**: Protect existing and create new affordable housing for Sierra Madre residents according to the need established in the City’s housing element.

Policies: **L35.1** Direct housing rehabilitation funds towards existing housing in this area.

**L35.2** Give priority to sites within the AMU district for the creation of new affordable housing opportunities.

**4. Institutional Land Uses**

**Institutional (Map designation I)**

Objective **L36**: Provide for the development of private institutional uses in areas where institutional uses currently exist and ensure that they are compatible with and complement adjacent land uses.

Policies: **L36.1** Require that private institutional uses are compatible with adjacent land uses, in the following ways:

- a. Building, siting, massing, and scale shall be consistent with adjacent uses;
- b. Structures should be designed to a high level of architectural quality, being a visual asset in the area in which they are located;
- c. Landscaping should be incorporated with the building’s design and reflect the overall visual character of the district which surrounds it.
- d. Building and sites shall be designed to enhance the pedestrian character of the City, by opening directly onto sidewalks, providing walkways, other pedestrian linkages, and other amenities and incorporating public open activity spaces.

**L36.2** Allow for the expansion of existing institutional sites, including height and density beyond that allowed in adjacent commercial and residential areas, provided that a comprehensive master plan is approved by the City which demonstrates that the project:

- a. Contains activities and functions which will be a significant asset for the City.
- b. Adequately mitigates all impacts attributable to the increase in floor area ratio and height.
- c. Conveys the village theme in its siting of structures, massing, scale, use of open space and architectural character.
- d. Preserves historic structures to the maximum extent possible.
- e. Provides additional benefits to the community above those which can be exacted to account for the developments direct impacts. Such benefits would include making available parking to the public when not needed for the use, dedication of on-site recreational space or parkland, facilities for public meetings, day care available to the public, contribution to park site acquisition, offsets impacts to historic structures with monetary contribution to a preservation fund.

**L36.3** Allow for the re-use of existing institutional properties as appropriate for the following:

- a. Relocation of large institution.
- b. Retreat center, healing spa or other such uses operated by religious, non-profit or health organizations.

- c. Housing for institutional uses such as dormitories.
- d. Parkland, open space, and public recreation facilities.
- e. School.

**L36.4** Allow for the re-use of large institutional properties (over 20 acres), recognizing that such parcels in urban areas are unique and shall be considered eligible for future conversion to other uses including, but not limited to, public recreational facilities and low density housing, subject to appropriate regulatory and zoning processes.

**Municipal Government (Map designation G)**

Objective **L37**: Provide for the development of public institutional uses such as civic buildings, educational facilities, libraries, etc., in locations where these uses already exist and ensure that they are compatible with and compliment adjacent land uses.

Policies: **L37.1** Allow for the development of a governmental agency or services building (administrative, police, fire) in areas designated for public use and easily accessible to residents and other users.

**L.37.2** Retain all school sites that are needed to meet future educational needs and determine the appropriate use of surplus school property in context of the city’s open space and recreation needs.

**L.37.3** Allow for the development of resident-serving public cultural facilities, such as libraries, museums etc. in areas designated for public use.

**6. Open Space Uses**

**Open Space (Map designation OS)**

Objective **L38**: Preserve improved recreational open space areas for the enjoyment of residents and visitors to Sierra Madre.

Policies: **L38.1** Allow for the installation and maintenance of recreational equipment such as ball fields, fire rings, bridges, nature trails, picnic tables, and other equipment in existing park areas.

**L38.2** Encourage the use of open space areas for the purposes of educating individuals and groups about the local environment. This may include informational gatherings, information kiosks, and other methods of public outreach.

Objective **L39:** Preserve unimproved open space areas for ecological and environmental purposes.

Policies: **L39.1** Support the purchase of hillside property by the Sierra Madre Mountains Conservancy.

**L39.2** Require adequate environmental analysis prior to the installation of any improvements for any purpose on existing unimproved hillside land.

## **Section Two – Historic Preservation**

### **A. Overview of Existing Conditions**

Prior to the arrival of the first Europeans in the 16<sup>th</sup> century, the Los Angeles Basin was occupied by two major Native Californian cultures: the Gabrielino and Chumash. A records search indicates that no historic archeological sites have been identified in the City to date. The more recent history of Sierra Madre dates to the 1880s when the area was first settled by eastern and midwestern families who moved to the Los Angeles basin and purchased land from Nathaniel Carter.

Due to the incorporation of Arcadia and Pasadena to the east, south and west, the growth of Sierra Madre has been limited to three square miles. The development pattern was established early with the commercial area being located in the south central portion of the City and the residential neighborhoods around the outside of the core. Sierra Madre has remained a “small town” due to its size and development pattern. This is a quality that is cherished by the Sierra Madre community. The preservation of many original structures has led to a strong sense of place.

The Sierra Madre Historical Society as well as the Cultural Heritage Commission have strived to maintain the City’s historical records and work with property owners to preserve historic landmarks within the City. In 1988, the City adopted a preservation ordinance which formalized the process for designating historic properties and reviewing requests for alterations and demolitions of those properties.

Although a formal survey of historic properties according to the guidelines of the State of California has not yet been conducted, 73 properties have been designated as historic landmarks by the City of Sierra Madre.

The Cultural Heritage Commission intends to become a Certified Local Government under the State Office of Historic Preservation. This would enable the City to obtain funding from the State for training and education.

### **B. Classifications of Historic Properties**

The following criteria may be used to identify historic resources:

**Historic**: It was the site of or is associated with local, state, or national cultural, social, economic, political, or natural history, events and/or persons significant to the history of Sierra Madre, or, it reflects significant geographical patterns, including those associated with different eras of settlement and growth, particular transportation modes, or distinctive examples of park or community planning.

**Historic Districts.** It contributes to the significance of an historic area, being a geographically definable area or thematically related grouping of historic, architectural or scenic properties which contribute to each other and are unified aesthetically by plan or physical development.

**Architectural.** It is representative of the work or is one of a few remaining examples of a notable builder, designer, or architect, or, it embodies distinctive characteristics of a style, type, period, or method of construction, or, is a valuable example of architectural achievement or innovation such as the use of indigenous materials or craftsmanship.

**Scenic.** It has a unique location or singular physical characteristics or is a view or vista representing an established and familiar visual feature of a neighborhood, community, or the City of Sierra Madre.

### **C. Preservation Issues**

There are several issues which help to identify the importance of historic preservation in Sierra Madre.

1. The preservation of historic structures act to revitalize and stabilize residential neighborhoods thus leading to improved maintenance and increased property values.
2. The Sierra Madre community will realize a greater civic and neighborhood pride and a sense of identity as it gains a greater understanding and appreciation of the City's historic past.
3. The presence of individual historic landmarks as well as historic districts attract visitors to the City thereby stimulating business and industry.
4. Cultural and historic resources can be linked to cultural and recreational activities of the community, such as the use of the Richardson House and Lizzie's Trail Inn at the head of Mt. Wilson Trail and the viewing of the historic Wistaria Vine each March.
5. The reuse of existing structures helps to conserve building materials and energy resources and helps to reduce construction waste which occurs when structures are demolished.

### **D. Goals, Issue Areas, Objectives and Policies**

With the adoption of a preservation ordinance in 1988, the City established historic preservation as a goal in the City of Sierra Madre. Goals and policies of the preservation program are included in this section. The implementation measures are contained at the end of the Chapter.



**Overview of Historic Preservation Policy**

Historic preservation is desirable in Sierra Madre to ensure the City's unique sense of place. Preservation will be used as a tool for the stabilization of neighborhoods. The City will strive to educate property owners about the benefits of preserving historic structures.

**Summary of Historic Preservation Goals**

1. Complete and utilize a comprehensive survey of Sierra Madre's significant historic resources according to the four criteria identified above.
2. Complete the installation of designated landmark plaques.
3. Obtain Certified Local Government status from the State Office of Historic Preservation.
4. Remove constraints on the use of historic structures by allowing for adaptive reuse of historic properties, waiving development standards, and through other appropriate means.
5. Fund staff support for the preservation program.
6. Develop public information materials and programs such as brochures and tours regarding local resources.
7. Develop an information base of preservation techniques and economic incentives for the benefit of historic property owners.
8. Maintain a historic preservation ordinance which has as its purpose the voluntary participation of property owners in the preservation of historic resources.

**Objectives and Policies**

Objective **L40**: Identify and encourage the preservation of significant architectural and historical resources.

Policies:           **L40.1** Complete a historic resources survey to identify potential historic resources.

**L40.2** Compile and maintain an inventory (historic register) of those architectural and historical resources within the City which are identified as significant.

**L40.3** Establish special zones or districts characterized by the presence of architectural or historical structures.

**L40.4** Develop guidelines for rehabilitation and new construction, demolition control, and regulation of uses in designated structures.

**L40.5** Ensure that if and when landmarks are renovated by the property owner, that they are done so according to guidelines which accomplish the following:

- a. Preservation of the distinguishing features or character of the property and its environment;
- b. Compatible uses which allow for the maximum appreciation of the resource;
- c. Renovations which complement the neighborhood or historic context within which the resource exists.

**L40.6** Require that new construction within historic districts be compatible with the distinguishing features of the district.

Objective **L41**: Provide incentives to achieve long-term preservation of significant architectural and historical landmarks and districts.

Policies: **L41.1** Encourage property owners to submit applications to qualify appropriate properties and building on the National Register of Historic Places and/or the State Register.

**L41.2** Consider the relaxation of current building and zoning codes, as necessary, to preserve significant structures, while ensuring that basic health and safety goals are met.

**L41.3** Support tax incentives, protective covenants, preservation easements, code modifications, and other methods deemed mutually agreeable by the City and the property owner which will help to preserve historic resources.

**L41.4** Allow for adaptive re-use of significant architectural and historical structures provided that the use is compatible with the neighborhood in which it is located and with the approval of the Planning Commission.

**L41.5** At such time any loans or grants are made available through public or private agencies for the purpose of renovating landmarks, assist in obtaining the grant or loan on behalf of the property owner.

Objective **L42:** Promote community awareness and education concerning the unique and special historical and architectural history of Sierra Madre.

Policies: **L42.1** Make information available to property owners who are interested in research, rehabilitation, and maintenance of their significant resource.

**L42.2** Promote preservation through the development of brochures, tours and other public information tools.

## **Section Three – Housing**

### **A. Introduction**

This Housing Element is a section of the Land Use Chapter of the Sierra Madre General Plan and is one of seven required elements of the Plan. It contains a comprehensive list of information regarding housing needs and the existing housing stock in Sierra Madre. Further, it describes local constraints on housing, housing programs which will be implemented and quantified objectives for the 1989-1996 planning period. The following excerpt from the California Government Code, Section 65580-65589 explains the state mandate for this document:

The housing element shall consist of an identification and analysis of existing and projected housing needs and a statement of goals, policies and quantified objectives and scheduled programs for the preservation, improvement, and development of housing, including rental housing, factory-built and mobile homes, and shall make adequate provision for the existing and projected needs of all economic segments of the community.

The State of California has a comprehensive housing plan. Local governments are required to assist in the implementation of the plan through the preparation of a housing element that is consistent with state goals and mandates.

#### **1. Public Participation**

Residents of Sierra Madre take a great deal of interest in the residential growth of the community. Residential development constitutes ninety percent of the land use in Sierra Madre. The development pattern in the City was established decades ago as evidenced by one of the oldest housing stocks in the region. Considerable effort was made to involve the community in the development of this plan.

Housing was highlighted in the introductory community forum that took place in the City on July 25, 1994. A special community forum on the Housing Element took place on September 12, 1994, to provide information regarding the City's obligations, but primarily to get feedback from the community on policy options.

The General Plan Steering Committee identified various segments of the population which were representative of the diverse economic segments of the community. These included seniors, the disabled, city employees, volunteer firefighters, students, children of homeowners, and single-parent households. Therefore, it was important to identify methods of outreach to the general and targeted populations. Fortunately, there is a local newspaper in the City which reaches many households. In addition, information was placed on the cable channel, a letter from the

mayor inviting participation was distributed to the seniors at their lunch. The most widespread notification was a notification that went to all households in the City in two ways – one included in the fall recreation brochure and a second in the quarterly City newsletter. Approximately forty residents attended the meeting in addition to five steering committee members and four council members. Another housing meeting was held in June 1995 to discuss a proposed housing policy to legalize unlawful rentals. The policy was subsequently removed based on community concerns.

**B. Review of Previous Element**

Section 65588(b) states that an analysis of the objectives and results of the previous housing element, and, implications of these in the new element “should be included in the updated housing element.” In so doing, the City should examine 1) the appropriateness of the housing goals, objectives, and policies in contributing to the attainment of the state housing goal, and 2) the progress of the City in implementation of the housing element.

**1. This section is an evaluation of the 1973 Sierra Madre Housing Element.**

Nine goals were listed:

**1. Maintain the small, friendly, residential character of sierra Madre, with a variety of income levels.**

Since 1973, the total number of housing units has increased but the population has not. The variety of income levels still exists in the City. The median income was higher in the City in 1990 than the County, however thirty-six percent of 1989 Sierra Madre households fell below the County median.

**2. Limit the population to no more that 15,000.**

The influence of demographics has been more influential in Sierra Madre than any attempt to limit growth. The total number of housing units has increased while the population has remained virtually unchanged. The increasing number of senior and other non-family households has had an impact in this regard.

**3. Maintain single-family character of the City.**

The land use pattern has not changed at all in the twenty years since the 1973 element was written.

**4. Certain public services should be provided in residential areas including: underground utilities, “subdued” street lighting, parkway planting, a “minimum” of pavement, and sidewalks on “select system” streets.**

Although the City continues to recognize the values associated with the undergrounding of utilities, no work has been completed on this issue due to limited financial resources.

The City contacted Southern California Edison in 1994 and requested a complete review of the street lighting system. Edison will be looking at both residential and commercial areas and will evaluate the need for increased and/or reduced lighting for the respective areas.

In order to preserve and increase the amount of trees and landscaping within the City, the City Council created a Tree Preservation Commission. The Commission's primary "charge" is to protect the quality and beauty of our urban forest.

**5. Create additional vest pocket parks in the City.**

No additional parks have been created in the City of any size. Park land was removed in order to accommodate the new City Hall building. Adjacent residential neighbors of suggested pocket parks have been opposed and no vest pocket parks have been approved.

**6. Rezone some of the R-3 to R-1.**

The General Plan map reflected this desire. However, the zoning map was never amended to be consistent with the General Plan goal. Ironically, this inconsistency between the Housing Element and the zoning ordinance has led to the construction of moderate income housing that might not have been built if the zoning ordinance had been made consistent.

**7. R-3 Development needed to improve the City's financial position should occur on less land than is currently zoned R-3.**

See above.

**8. R-3 construction should be high quality, imaginative, sophisticated, and should improve the tax base. The following measures are recommended alone or in combination to ensure this goal: rewrite zoning and building ordinances to ensure high quality, use conditional use permit process, consider a precise plan ordinance, create an architectural control committee.**

The zoning ordinance contains a density bonus provision for high-quality multi-unit housing. A conditional use permit is required for all multi-unit developments.

**9. Protect hillside areas to limit cut and fill to needed roads, build to fit the contours of the land, build in clusters rather than one house per lot.**

A Hillside Ordinance was adopted which requires extensive planning and environmental information prior to the City making a decision and specifies development standards to ensure sensitivity to the terrain.

In addition to these nine goals, the 1973 element identifies rehabilitation as a goal. A site survey revealed that 329 units were in need of repair. Demolition and replacement of these units, and the use of Community Development Block Grant funds have been used to address the issue of rehabilitation.

**2. Community Development Block Grants.**

Beginning in 1987 and until 1994, Sierra Madre used Community Development Block Grant funds to assist with housing rehabilitation. During the first two years, 1987-88 (the 12<sup>th</sup> and 13<sup>th</sup> of the CDBG program), \$100,004 was spent on upgrading 16 homes. In 1988-89, \$47,704 was spent on 7 homes and in 1988-90, \$70,902 was spent on 12 homes. In 1990-91, \$58,118 was used on the rehabilitation of 9 homes. Nine homes were also the benefit of CDBG funds in 1991-92, receiving a combined total of \$55,487. In 1993 the City assisted in the rehabilitation of 11 homes at a cost of approximately \$46,000. (All figures include consultant fees). On the average, \$6,000 was allocated for each home (contingent upon available funds) – an amount higher than in many communities.

Sierra Madre has made the rehabilitation of homes under the auspices of this program its housing priority. Many of the housing units in the City have been improved in the last 20 years but the age of the stock and the City's commitment to historic preservation suggests that rehabilitation will be an on-going need.

**3. New Construction 1989 – 1994.**

During the planning period for this housing element, some residential construction has taken place despite constraints and inadequacies in the City's requirements.

The following table lists net single- and multiple-family units constructed:

<b>Year</b>	<b>Single-Family</b>	<b>Multiple-Family</b>	
1989	24	0	
1990	2	6	
1991	-1	0	
1992	8	0	
1993	0	0	
1994			
<b>TOTAL</b>	<b>33</b>	<b>6</b>	<b>39</b>

**Table L-1**

RHNA requirements    86 (upper)    30 (mod)    32 (low)    26 (very low)

Remaining units        53 upper        24 moderate    32 low        26 very low

It is assumed that the single-family houses are above market rate and that the multiple-family are moderate or above-market rate.

There were no subsidized low- and very-low-income projects between 1989 and 1994.

**4. Relationship between 1973 and 1996 Housing element**

In 1994, residents of Sierra Madre brought to the attention of the City the need to have a Housing Element which complied with State Housing Law. The mayor appointed a committee to oversee this task. In addition, the City’s first ever Director of Development Services (including planning) was hired to provide professional assistance with this project. It was discovered that not only was the Housing Element out of compliance, but the 1973 General Plan was internally inconsistent. Also, it had never been implemented fully with amendments to the zoning map and adoption of implementing ordinances.

The City did not adopt a Housing Element in 1989. Therefore, until now, the City has not addressed the necessary implementation measures to encourage the development of housing to provide for the City’s share of the regional housing need as defined by the 1988 Regional Housing Needs Assessment prepared by the Southern California Association of Governments (SCAG).



The Sierra Madre community recognizes the need to adequately plan for future housing demand and to be involved in regional policy regarding housing. The community is aware of local residents who have special needs that could be accommodated with the implementation of this element. Local community groups are becoming educated about local environmental constraints which affect the City's ability to grow. In addition, the City is keeping apprised of regional policy development by participating in the development of a regional plan.

During the coming year, in the period that revised housing numbers are being developed, the City will become more involved in the dialog with other cities and the regional agencies about the allocation of housing need. The Growth Management chapter of the Regional Plan indicates a continuing population and housing growth through the year 2015 in the San Gabriel Valley. The City of Sierra Madre will be examining carefully growth opportunities and constraints to assist in determining the City's allocation in the next planning period. A revised Housing Element will be prepared at that time.

### **C. Housing Needs Assessment**

Section 65584(a)(2) of the Housing Element Law states that the housing element must contain an "analysis and documentation of household characteristics, including level of payment compared to ability to pay, housing characteristics, including overcrowding, and housing stock condition."

#### **1. Population Characteristics**

Census figures for 1970 list of population of Sierra Madre as 12,140. In 1980, the population went down by 11 percent to 10,837. The City's population, according to the 1990 census is 10,762, an almost inconsequential (<-1%) change over the past decade. The 1994 Department of Finance summary of population and housing estimates lists the number 10,947 as the predicted population for the City in 1994, again an inconsequential (+ 2%) change. This is uncharacteristic of the San Gabriel Valley where the population has increased by 12 percent from 1980 and 1990 and by 14 percent between 1980 and 1993. Los Angeles County experienced a 21.7 percent increase in population from 1970 to 1988, a figure even lower than other Southern California counties. Several factors contribute to the difference in Sierra Madre.

Age and lifestyle of residents. There is a smaller percentage of youth (under 18 years of age) and a greater percentage of senior citizens (65 and over) except in Arcadia, in Sierra Madre than its neighboring cities, the City and County of Los Angeles, and the State of California. The median age is also higher and the persons per household is lower.

	<b>Sierra Madre</b>	<b>Arcadia</b>	<b>Pasadena</b>	<b>Los Angeles City</b>	<b>Los Angeles County</b>	<b>State of California</b>
Age 0-17 (%)	19	21.6	22	25	26.2	26
Age 18-64 (%)	65	62	64.7	65	64	63
Age 65+ (%)	15	16.1	13.2	10	9.7	10.5
Median Age	38.2	39	32.7	30.7	30.7	31.5
Persons per Household	2.3	2.6	2.5	2.8	2.9	2.8

Table L-2

The age characteristics of Sierra Madre point to a need to address the senior population. Another notable aspect of this analysis is tenure. According to the Census Bureau, (American Housing Brief, 1992, "Housing Profile: Los Angeles-Lon Beach, California"), there has been a rise in the total number of elderly homeowners in this area, but no percentage change in the number of elderly renters. The home ownership rate among the elderly increased from 60 percent in 1985 to 65 percent in 1989.

Table L-2 above also illustrates that the number of persons per household in Sierra Madre is less than in the other jurisdictions listed. In Sierra Madre, 66 percent of the population lives in households of only one or two persons. Thirty-nine percent of the households in the City are "non-family" households. This indicates that age and changes in family make-up (e.g. couples with fewer or no children) are leading to smaller sized households. Therefore, while the number of housing units has increased in the past twenty years, and the population has gone down. By providing housing alternatives for non-family households, more of the existing housing stock could become available for families.

Goal H3 in Section 6 of this document is to "Develop supply and demand side programs to ensure housing affordability and availability for all income levels giving special consideration to housing for senior citizens, the disabled, single parents and first time home buyers." Policy H3.1 addresses a series of programs targeted toward seniors and the disabled. Among these are density bonus provisions for senior units, parking requirement reductions, and a second unit ordinance which is currently part of the Sierra Madre Municipal Code. With the exception of the existing second unit ordinance, it is unlikely that these programs will be in place during this planning period. However, it is hoped that two units would be developed under the density bonus ordinance within a year of its adoption and that four second units would be granted per year.

**2. Income characteristics**

In 1990, the median household income in Sierra Madre was \$46,502. This was above the county median of \$34,965. However, as shown in the table L-3, the dispersion of incomes within the population is great. A little over five percent of the population was living below the poverty level in 1989. Of these, 16 percent were over the age of 65, 55 percent were 18-64 and 29 percent were under the age of 17.

Although approximately 2,452 (53%) of the households are of a moderate (120% of county median - \$41,958) or above, there are similarly 2177 (47%) of the households which fall below that level.

**3. Employment Trends**

A majority of the residents of Sierra Madre now, as they have in the past, work in other parts of metropolitan Los Angeles. A mixed-use commercial and manufacturing area within the city of only 38.80 acres guarantees this. Employment opportunities have increased though. The number of job sites and employees working increased over a 10 year period from 1976 to 1986, according to a study prepared for the city by Economics Research Associates. The number of job sites increased 83% from 126 to 231 while the number of employees working at those sites increased 56% from 1257 to 1959. ERA has been very specific about what kind of growth can also be expected in the future:

1. It is unlikely that major retail chains requiring modules of 30,000 square feet or more will locate in Sierra Madre. Most such firms look for the synergy of other large-scale activity generators.
2. The City should not expect additional financial services offices (banks and savings and loans) in the near future, given the consolidation of the industry which continues.
3. As auto fuel sales and auto repair activities also consolidate, there are fewer expected new site openings, and those are occurring at regional concentration locations.
4. Eating and drinking places, especially dinner house restaurants, are under-represented in Sierra Madre, given both the purchasing power of the residents and the rising patronage of restaurants in all of urban Southern California.
5. There appears to be opportunity for additional localized neighborhood and community scale specialty shops (not "boutiques").

Source: "An Economic Development Strategy For The Central Business District Of The City of Sierra Madre, California" Prepared by Economics Research Associates.  
December 1989

This would seem to indicate that employment opportunities within the city remain limited. Surrounding communities such as Arcadia and Pasadena may show more potential for employment growth because of their economic bases and stimulate more associated regional housing demand. While Sierra Madre had per capita taxable retail sales of \$907 in 1988, Arcadia had \$7,658 and Pasadena's was at \$8,571. (Source: ERA report).

<b>HOUSEHOLD INCOME IN 1989</b>	
Less than \$5,000.....	123
\$5,000 to \$9,999.....	232
\$10,000 to \$12,499.....	128
\$12,500 to \$14,999.....	128
\$15,000 to \$17,499.....	148
\$17,500 to \$19,999.....	113
\$20,000 to \$22,499.....	179
\$22,500 to \$24,999.....	99
\$25,000 to \$27,499.....	178
\$27,500 to \$29,999.....	122
\$30,000 to \$32,499.....	151
\$32,500 to \$34,999.....	9
\$35,000 to \$37,499.....	142
\$37,500 to \$39,999.....	103
\$40,000 to \$42,499.....	175
\$42,500 to \$44,999.....	120
\$45,000 to \$47,499.....	154
\$47,500 to \$49,499.....	177
\$50,000 to \$54,999.....	177
\$55,000 to \$59,999.....	228
\$60,000 to \$74,999.....	407
\$75,000 to \$99,999.....	635
\$100,000 to \$124,000.....	343
\$125,000 to \$149,999.....	127
\$150,000 or more.....	174

**4. Regional Housing Needs Assessment (RHNA)**

The State Housing Law requires the Southern California Association of governments (SGAG) to identify existing and future housing needs for the region every 5 years. The 1988 RNHA identifies each jurisdiction's Existing Housing Need, as of January 1, 1988, and Future Housing Need for the July 1, 1989 to July 1, 1994 period. These numbers constitute the identification of housing needs for the City's General Plan Housing Element of 1989. In 1994, the State

Legislature deleted funding for the housing need calculations for the 1994 Element and granted a two-year extension to cities of the use of the 1988 numbers. The RHNA was not funded by the state in 1995 either, thus delaying the housing element cycle once again.

Existing need is evaluated based on overpayment by lower income households (SCAG has used the figure 30% or more of income) and the need to raise vacancy rates in the jurisdiction to a level at which the market would operate freely.

The methodology used to determine the future need took into consideration the growth in number of households expected, the need to achieve ideal vacancy rates, and compensation for anticipated demolition. Then, an “avoidance of impactation” adjustment was done. This is done to avoid further concentration of low income units in jurisdictions that have more than the regional average.

The City must use the numbers allocated under the RHNA to identify measures (policies and ordinances) which are consistent with meeting these new construction goals. They are not meant to be a quota for development. In other words, the City must make it possible for units to be built but is not obligated to build any of the units.

Sierra Madre’s 1989 – 1994 planning period allocation is as follows:

26	VERY LOW INCOME:	Household income is less than 50%of the county median family income.
32	LOW INCOME:	Household income is between 51% and 80% of the county median family income.
30	MODERATE INCOME:	Household income is between 81% and 120% of the median.
86	HIGH INCOME:	Household income is greater than 120% of the county median family income.

Income limits are established by the U.S. Department of Housing and Urban Development (HUD) annually and published by the State Office of Housing and Community Development. The most recent income limits were established on January 18, 1996 and the LA County numbers are as follows for a four person household:

VERY LOW INCOME:	up to \$25,650 per year
LOW INCOME:	between \$25,651 and \$41,050 per year
MODERATE INCOME:	between \$41,051 and \$61,550 per year
UPPER INCOME:	greater than \$61,551 per year
MEDIAN:	\$46,900

**5. Sierra Madre 1990 Housing Profile****Lower Income Households Overpaying**

A major indicator of housing need is the relationship of household income to housing costs. The standard rule of thumb as stated in the Statewide Housing Plan is that low income households should pay no more than 30 percent of their gross incomes for housing costs. This figure is higher for other households because the cost of other necessary goods becomes a small percentage of the total income.

According to the 1990 Census, 557 (61%) of all renter households in Sierra Madre with incomes of less than \$35,000 per year are paying more than 30 percent of their income for housing.

Comparatively 223 (or 39%) of all owner-occupied households with incomes of less than \$35,000 per year are overpaying.

To address the need for rental payment assistance, the City is participating in the Section 8 rent subsidy program. The Section 8 Housing Assistance Payments Program (HAPP), is administered by the Los Angeles County Community Development Commission/Housing Authority. It is a program that links landlords with tenants eligible for rental assistance. HAPP guarantees landlords fair market rent while providing subsidies for tenants in rental properties. HAPP tenants are those elderly, handicapped or low income families needing help to secure decent housing. Sierra Madre will be participating in this program that encourages landlords to accept section 8 vouchers or certificates, and will be on the list of cities participates in the rent subsidy program can choose from.

**Overcrowded Households**

Another indicator of housing need is to be found in the area of overcrowding. The Census has determined that incidences of overcrowding take place when there are units with greater than 1.01 persons per room, excluding bathrooms, hallways and porches.

1990 Census figures show that Sierra Madre has a total of 4,659 households. Of these, 107, or 2.3% are overcrowded. Overcrowding occurs both in rental and owner-occupied housing at the same rate. There are 39 overcrowded rental units (2.3% of all rental units) and 65 overcrowded owner-occupied units (2.2% of all owner-occupied units). It should be noted that Sierra Madre has the lowest incidence of overcrowding in the San Gabriel Valley.

**Housing Rehabilitation and Replacement Needs**

While overcrowding may not be of major concern to the City of Sierra Madre, immediate needs are present in the area of housing rehabilitation. This is in part because of the geography and partly because of the age of the housing stock.

The City was settled in 1883 and incorporated in 1907. There are numerous houses still standing which date from those early years. It is a stated City goal to preserve older structures as evidenced by the establishment of a cultural heritage preservation commission. The canyon area of the City also has special characteristics. Its foothill setting proved to be a popular site for the development of bungalows that could be used as weekend retreats. Many of these small homes still stand today. The typical canyon house is constructed of river rock foundations and simple wood structures. There is a desire to preserve the older structures, but the maintenance costs are higher due to the temporary, short-term nature of the original structures.

Throughout the past 80 years, the city has been limited in its growth by its natural borders and is today a city of only 3 square miles. Most undeveloped, virgin land is in the hillside area. It is costly to develop in the area, making development suitable for only high end, single-family housing which is sensitive to environmental constraints. There are some “under” developed parcels in the City which, over time, could be subdivided for additional single- and multi-family housing.

The City of Sierra Madre has made the rehabilitation of existing housing a top priority. Windshield surveys done for the 1973 housing element showed that there were 282 deteriorating houses and 47 dilapidated ones existing at that time. A similar survey conducted in 1991 showed that the number had greatly decreased to a combined total of 115. In 1995, the Building Inspector conducted a reconnaissance survey and identified 106 homes in need of repair. Individual initiative and the use of Community Development Block Grants (CDBG) have helped. In previous years, the CDBG program has been used to assist with home improvement for applicants that meet the income guidelines.

The problem of deteriorating housing is not one that is likely to go away in the near future. 1990 Census figures clearly indicate that the age of Sierra Madre’s housing stock should be of primary concern, as fully 31% of the City’s housing structures were built prior to 1940. Related Policy: The City intends to use CDBG funds and/or redevelopment set aside funding to implement a rehabilitation program.

<b>Age of Sierra Madre's Housing Stock (Year-Round Units)</b>				
<b>Year Structure Built</b>	<b>TOTAL</b>	<b>TOTAL OCCUPIED</b>	<b>RENTER OCCUPIED</b>	<b>%</b>
1980-1990	391	364	152	8.1
1970-1979	439	400	183	9.0
1960-1969	685	666	249	14.1
1950-1959	1233	1191	411	25.3
1940-1949	608	565	171	12.5
1939 or earlier	1512	1443	644	31.1
<b>TOTAL</b>	<b>4868</b>	<b>4629</b>		

Table L-4

**6. Special Needs**

The state has encouraged individual cities to look at special demographic groups to determine if other needs exist that may require the formulation of separate housing programs.

**The Elderly:** As is the case in many well-established suburbs, the number and percentage of the elderly population is growing. Table L-5 lists the population figures by age of those residents over the age of 55 and over the age of 65 during a twenty year period. It also shows that the percentage of elderly in the overall population is increasing. Fifteen percent of the 1990 population is above the age of 65 (1,627) and 26% above the age of 55 (2,762).

<b>PATTERN OF AGING IN SIERRA MADRE POPULATION</b>			
	<b>1970</b>	<b>1980</b>	<b>1990</b>
Total Population	12,140	10,837	10,762
Population 55+	2530 (21%)	2593 (24%)	2762 (26%)
Population 65+	1390 (11%)	1418 (13%)	1627 (15%)

Table L-5

These figures indicate that there was an overall decrease in population of 11%, yet there was an increase in the percentage of the population over the age of 65 of 4 percent.



In 1990, the incidence of poverty was higher among the population over 65 years of age (5.7%) than it was for the population between the ages of 18 and 64 (4.4%). Seventy-nine persons over the age of 65 were receiving public assistance in the same year.

Tenure plays a role in addressing the needs of seniors. The percentage of seniors living in owner-occupied-housing is 78 percent, versus a figure of 61 percent for the population at large. Those over the age of 65, even with assets such as a house, are likely to face the difficulties of a fixed income. This translates into a lack of ability to make often greatly needed housing repairs. A more senior population living in an aged housing stock leads to a need for both rehabilitation programs of existing units and the creation of desirable housing alternatives.

**City Employees/Volunteer firefighters:** The community of Sierra Madre has identified that many City employees would have a difficult time finding affordable housing in the City of Sierra Madre. The range of employee salaries in the City for non-management employees is \$23,952 to \$41,460<sup>1</sup>. The mean income is \$29,733 and the median is \$27,744. This is well below the median income for the City, but more importantly, well below the County median as well. Of course, not all of the employees are in single-income households, however, sixteen employees would fall within the lower income category as a single-person household based on the May 31, 1994 income limits established by HUD for Los Angeles County.

Statistics are not available regarding the incomes of the current volunteer firefighters. However, affordability of housing in Sierra Madre has been an obstacle when recruitment takes place for these volunteer positions.

Related Policy: Provisions for first-time home buyers. The City intends to seek participation in the Mortgage Credit Certificate Program offered by Los Angeles County. In addition, the City will apply for participation in the BEGIN and HOME programs.

**Large families:** According to the 1990 Census, 203 or 7 percent of the City's owner-occupied households are occupied by large families (five or more persons). Comparatively, 77 or 4 percent of renter households are occupied by large families.

The median household size is 2.3 people per household, with the largest number of households having only 2 persons (1590 out of a possible 4521). The next largest group was actually single person households (1,420 out of 4,629).

The low percentage of large families combined with the low incidence of overcrowding indicates that there is not as great an existing need for assistance for large families.

**Disabled Citizens:** According to the 1990 Census, 153 or 2.1 percent of persons between the ages of 16 to 64 are reported as having a mobility or self-care limitation.

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<sup>1</sup>This is based on Step E for each of 35 positions in 20 salary ranges, 1995.

For persons 65 years of age or more, 273 or 17.6 percent are reported as having a mobility or self-care limitation.

**Families with Female Heads:** single parent, and particularly female-headed households, may experience a variety of housing needs. Because the earning power of women is generally less than that of men, single mothers with lower incomes often experience difficulties in finding affordable rental housing large enough to meet their needs.

Such households also have a greater need for housing with convenient access to child care facilities, public transportation, and other public facilities and services.

According to the 1990 Census, 42 (10%) of the City's female-headed households are classified as living below the poverty level. It may be assumed that most of these households are overpaying for housing (i.e. more than 30 percent of their income), or are experiencing other unmet housing needs.

**Farm Workers:** According to the 1990 Census, 96 persons of the 6,642 in the labor force are employed in farming, forestry or fishing occupations. The State Employment Department stated that in Los Angeles County this category includes primarily farm workers, nurseries, delivery truck drivers (produce and flowers, etc.) horticulture, landscaping, tree trimming and lawn gardening. Currently, there are 14 business licenses in Sierra Madre issued to tree, landscape and gardening services alone. None of these businesses occupy commercial space and they are all billed to local residential addresses. There are also several nurseries in town. The Employment Department lists a total of 19 small firms in this category. While the 96 persons in this category may not solely be employed in businesses within the limits of Sierra Madre, it is likely that they are employed in similar businesses elsewhere. It is unlikely that any of these numbers are farm workers given the lack of nearby agricultural areas.

**Emergency Shelter:** there are no emergency shelters within the City of Sierra Madre. At one time, one of the local churches operated a food distribution program and numerous individuals participated in that program. The church felt that it could not sustain the operation and discontinued it. Those individuals and families are not known to have been homeless or Sierra Madre residents. According to the Police Department, there are approximately five homeless individuals known to reside within the City limits. They find shelter in the Sierra Madre Canyon and at other non-permanent locations in the City.

There are seven shelters in the City of Pasadena, within six miles of downtown Sierra Madre – Casa Maria (for women and children), The Door of Hope (for families), Haven House, Hestia House, Hill House, (for addicts and alcoholics), the Salvation Army, and Union Station. It is possible for homeless individuals who are from Sierra Madre, or who pass through Sierra Madre to use one of these shelters. A representative from Union Station stated that, while the demand for emergency shelter remains high, they are generally able to either accommodate individuals or find a place for them at one of the other facilities.

**Related Policy:** (cross-reference). A provision will be added to the zoning ordinance to allow existing institutional facilities to apply for a conditional use permit to provide emergency shelter for two-week increments and not to exceed six weeks in a given location. Transitional housing will be listed as a conditionally permitted use in the mixed use and institutional zones.

#### **D. Resources**

Government Code Section 65583(a)(3) requires that an inventory of residential land be provided. In addition to the land resources, this section describes other opportunities for residential new construction and preservation.

##### **1. The urban pattern in Sierra Madre**

The general land use patterns in Sierra Madre are those which were established as the City was developing in the late 1800s. Historically, the intersection of Baldwin and Sierra Madre Boulevard (formerly “Central”) forms the center of the business district. There are some manufacturing uses in this part of the city also. Higher density housing is located on the periphery of this area with single-family houses dominating the land use around the outside borders of the City.

At one time Sierra Madre was rural. A number of the residential properties were estates. These are slowly being divided up into subdivisions of single-family housing. A unique development pattern occurred during the 1920s and 30s in Sierra Madre Canyon. This area was subdivided into several hundred lots and developed with modest, cabin-like houses for use as vacation properties. Since that period, these have become permanent year round housing for many Sierra Madre residents. Canyon dwellers maintain a desire to preserve the character of the canyon by keeping housing sizes to a minimum. Over time, the City, although low-density, has become urbanized. There is little vacant land remaining. Most development opportunities are in-fill development on existing sites. The vacant land is primarily in the hillside area.

**Development potential.** There are approximately 634.69 undeveloped acres in the City. This land is located primarily in the hillside where development constraints have made development unattractive due to physical and financial constraints. There are approximately six privately owned properties in the City over an acre in size which could be redeveloped in the next twenty years. Infill development and redevelopment of existing sites has occurred. This has been realized in the replacement of single-family houses with new single-family houses, some new subdivisions of land and a few multi-unit projects.

**Limited growth factors.** The City of Sierra Madre is isolated from regional transportation corridors. The commercial development pattern in the City has been historically limited to small commercial and manufacturing businesses that do not have a regional draw.

**2. Residential development opportunities**

There are five districts of residential zoning in Sierra Madre – R-1, R-2, R-3, R-P and H. The Land Use Element of the 1996 General Plan establishes land use designations to correspond with the zoning districts –RL, RM, RH, RE, and H and one new land use designation of R-C which will correspond to the Sierra Madre Canyon Area. The 1973 General Plan identifies only two residential land use designations – Residential Low-Density and Residential Medium Density.

**Residential Low-Density – RL (R-1 zoning)**

Residential Low-Density constitutes 85 percent or 1620.84 acres of land in Sierra Madre. The sizes of lots in the current R-1 zone range from 2,500 square feet in the Canyon area to approximately 45 acres, the largest undeveloped parcel under one ownership. For the purpose of new subdivisions of R-1 land, the zoning ordinance and map contain minimum square footage designations to indicate the required minimum lot size for any future lots created in the zone. The minimum lot sizes fall into the categories 7,500, 9,000, 11,000 and 15,000 square feet.

As shown below, there are approximately 82 acres of land, where the property is one acre or greater in size, held under one ownership and underdeveloped. It is possible that during the next twenty years, these properties could be developed. It is not likely that all of the properties will be developed during that time. This does not include property in hillside wilderness areas which are not likely to be subdivided due to constraints listed later in this chapter. In addition, the “Passionist Father’s” property is receiving an Institutional land use designation which will likely require a zone map amendment. If the property is developed with housing in the future, a General Plan amendment would be required. Also, a portion of the “Ward” property is being redesignated RM which would permit two units per lot rather than one.

Presently, there are 7 vacant RL properties. While Sierra Madre has very few vacant parcels, there are a number of low density and historic properties.

**Residential Medium Density- RM (R-2 zoning)**

There are relatively few lots with an R-2 zoning. Only one percent, or 13.21 acres of the City’s land area is zoned R-2. The current minimum lot size for a new R-2 lot is 7,500 square feet. The only land available in the proposed RM area that would qualify for further subdivision is a portion of the Ward Estate and this would result in only one or two new parcels.

There are currently 20 lots with single family homes that are zoned for medium density residential use, with average lot sizes of 8,100 square feet. These properties have the build out potential for an additional 20 single family units.

<b>VACANT OR Very low density PARCELS ZONED R-1</b>			
<b>Property Name</b>	<b>Zone Designation (pre-1996 Plan)</b>	<b>Size (acres)</b>	<b>Maximum Lots</b>
Passionist Fathers	R-1-15 (15,000)	44.93	130
Heflin Estate (non-hillside portion-numbers approximate)	R-1-15 (15,000)	17.06	51
Colvin Estate	R-1-15 (15,000)	3.06	9
Ward Estate	R-1-11 (11,000)	2.89	11
Krafft Estate	R-1-11 (11,000)	2.50	10
Vacant	R-1		7
Willis Estate (non-hillside portion-numbers approximate)	R-1-15 (15,000)	11.2	32
<b>Total</b>		<b>81.6</b>	<b>387</b>

Table L-6

**Residential Medium/High Density – RH and Residential-Entrepreneur – RE (R-3 and R-P zoning)**

Seven percent of 131.51 of the City’s land area is zoned R-3 or R-P. Traditionally, R-3 has been a medium-density designation. The number of additional units permitted beyond one house is based on the size of the lot. For example, 9,000 square feet is required for two units and an additional unit is allowed for each additional 3,000 square feet. There is a “good design” density-bonus which allows two units on 7,500 square feet and an additional unit for each 2,500 square feet. The land use designations of RH and RE allow 13 units per acre.

One policy change in this update is the redesignation of R-3 properties that were changed to “residential low density” in the General Plan of 1973. That document reduced the density on several blocks of R-3 zoned property. This General Plan has reestablished certain lots as Residential Medium-High Density and others as Residential Medium Density.

The RP zone is located in two places on the Sierra Madre Boulevard and Baldwin corridors. The purpose of RP is to allow either medium-density development as prescribed under the RP zone, and/or to allow for a mix of commercial uses and residential uses on these properties. This serves as a transitional area from commercial to residential uses and provides land use flexibility.

Residential use is also being added as a permitted use to the commercial land use designation of this General Plan that has not before been implemented in the City. This encourages the development of affordable housing units at the rear (i.e. 50 feet or further from the right-of-way) or above the first floor of commercial or manufacturing properties.

There are currently 60 properties that are zoned R-3, for high density residential use, with a single family home on each lot. The average lot size of these R-3 properties is 8,200 square feet with a build out potential for an additional 60 single family units. There are two vacant R-3 properties in the City which would allow six new units.

<b>VACANT AND UNDERUTILIZED POTENTIAL</b>		
<b>Zoning District</b>	<b>Number of Properties</b>	<b>Potential Additional Dwelling Units</b>
RL – Residential Low	7	387
RM – Residential Medium	20	20
RH – Residential High	66	66

Table L-7

**Densities for the Accommodation of Affordable Housing**

The City of Sierra Madre recognizes that a density of 13 – 16 units per acre is not adequate for the provision of affordable housing. Therefore, policies will be adopted to allow for density bonuses on RH, RE, C, I and AMU sites which are developed for affordable housing. These are identified in program 1.2.1 of Chapter 6 of this element.

**Assisted housing developments**

The City does not have any assisted housing developments or subsidized housing projects.

**3. Financial Resources**

There are several valuable housing finance opportunities in Sierra Madre. First, the Community Redevelopment Agency has twenty percent housing set aside funds from redevelopment tax increment financing. In 1995, the Agency purchased a property intended for the development of affordable housing. At the time of adoption of this element, the Agency has a balance of under one \$1 million. These funds could be used to fund a joint public-private partnership between the

Community Redevelopment Agency and a non-profit housing assistance organization to construct units for one of the special needs populations. There are possibilities for mixed-use residential and commercial which would help reinvest the funds in the project area. Another option would be to renovate existing large, historic properties which could be subdivided into additional units. The Sierra Madre Community Redevelopment Agency has waived its right to eminent domain therefore no housing units will be lost to redevelopment.

There are several federally funded programs available including the Section 8 program and Community Development Block Grants (CDBG). Only one resident in Sierra Madre has benefited from the Section 8 program. The City has used CDBG funds in the past to rehabilitate the homes of low and moderated income residents. This "Handy Worker" program was temporarily discontinued so that funds could be spent bringing the sidewalks and park spaces into conformance with the Americans with Disabilities Act. However, future use of the funds could be directed back to housing.

Another housing program made available to the City is the Mortgage Credit Certificate program. This provides a federal income tax credit of up to 20 percent of the annual interest which is due on the applicant's mortgage. This is a program for first-time home buyers and there are income limits and maximum purchase prices.

#### **4. Historically significant housing stock**

To date, 79 sites and structures have been researched and identified to be historic landmarks or potential landmarks in the City of Sierra Madre. The Cultural Heritage Commission is aware that there are numerous additional properties which meet the criteria for historic significance, but which have not been identified and researched. It is the intent of the Commission to conduct a historic resources survey to identify all of the properties which may be considered resources.

Additionally, the Commission has identified historic preservation overlay zones (HPOZ). An HPOZ is a contiguous area which includes a number of related historic properties. Not every property in an HPOZ is a contributing building to the zone.

The historic properties in the City vary from good to poor condition. The intent of the preservation ordinance is that properties should be maintained in habitable condition to prolong their life. Therefore, there are several benefits offered to historic property owners for this purpose. First, building permit fees are waived. Second, the City allows the use of the State Historic Building Code which does not require historic properties to be remodeled to existing codes, thus allowing for cost savings during remodeling. Third, the City participates in the Mills Act program. This is a property tax reduction implemented by the Los Angeles County Assessor's Office. A proposed revision of the preservation ordinance would also allow additional incentives – change of use, allowing a historic property to be used for other uses than those allowed by zoning, and waiver of development standards to accommodate additional appropriate development on historic sites, and others.

All of the benefits offered under the preservation program can be defined as local subsidies for property maintenance. A significant majority of the properties on the City’s register are residential. There are currently examples of historic properties in a residential low density land use designation being used for multi-family purposes. It is expected that other properties might take advantage of this opportunity as well. These properties would likely provide additional affordable units in Sierra Madre.

**E. Constraints**

Section 65583(a) requires that housing elements analyze “potential and actual nongovernmental constraints upon the maintenance, improvement or development of housing for all income levels, including the availability of financing, the price of land, and the cost of construction.” The element must also contain “potential and actual governmental constraints upon the maintenance, improvement, or development of housing for all income levels, including land use controls, building codes and their enforcement, site improvements, fees and other exactions required of developers, and local processing and permit procedures.”

**1. Hillside Development – Constraints due to geographical conditions**

Most raw land in Sierra Madre is located in the hillside areas. There are several reasons that the City is careful about the future development of hillside areas – preservation of open space, environmental protection of raw land, seismic safety and increase in the development of high cost housing.

The following table identifies the hillside land within City boundaries by ownership and use.

<b>DIVISION OF LAND IN THE HILLSIDE</b>	
Private Developed	21.27 acres
Private Vacant	392.95 acres
LA County Flood Control	25.18 acres
City Flood Control	34.87 acres
Public Vacant	160.42 acres
<b>Total</b>	<b>634.69 acres</b>

Table L-8

**Maintaining public open space**

The guidelines regarding open space and conservation state that “discouraging premature and unnecessary conversion of open-space land to urban uses is a matter of public interest and will



be of benefit to urban dwellers because it will discourage noncontiguous development patterns which unnecessarily increase the costs of community services to community residents. “(Section 65561 b). This section also states that “the anticipated increase in the population of the state demands that cities, counties and the state at the earliest possible date make definite plans for the preservation of valuable open-space land and take positive action to carry out such plans by the adoption and strict administration of laws, ordinances, rules and regulations as authorized by this chapter or by other appropriate methods.” (Section 65561 c).

Of the 160.42 acres of vacant land belonging to the City, 120 are set aside as part of an 1100 acre wilderness area (the remaining acreage is beyond the City’s boundaries) and the rest is divided among park land, reservoirs and other small parcels. The protection of this open space, diminishing all too quickly elsewhere, is a priority of the City and it reflects an emphasis placed on preservation by the state.

#### **Environmental protection of raw land**

The hillside areas exist in their natural environment. Very little grading has taken place on hillside properties that have not yet been developed. The terrain is rugged, flora and fauna live in the hillside areas.

#### **Seismic Safety**

Sierra Madre sits atop several active known faults. The San Andreas fault is located in the San Gabriel mountains forty kilometers from Sierra Madre. The Sierra Madre fault and Raymond fault traverse the City. Most recently, the Clamshell-Sawpit fault has been active. This was the fault on which the 1991 Sierra Madre earthquake took place.

While development may continue to take place in the hillside area, for geological reasons, the development should be low occupancy.

#### **Development Cost**

Development of the hillside area is costly due to the cost of grading and the public services that must be provided to these areas. Some of these include water for both consumption and fire prevention, further provision of flood control structures for flash floods and stricter standards for construction because of the threat of earthquakes and landslides. In addition, public and private access to hillside sites is expensive to construct and maintain.

For the above mentioned reasons, it is not within the City’s ability to provide incentives for hillside development in either the low or market rate categories.

**Recommended Policies to address constraint**

There are no policies recommended in this element to increase the residential development potential of the hillside area.

**2. Environmental and Infrastructure Constraints**

The residents of Sierra Madre have taken an active interest in researching environmental and infrastructure constraints to growth in the City.

**City limits.** The City is bound by the City of Pasadena on the west, and the City of Arcadia on the south and east. The area to the north of the City limits is the Angeles National Forest. The City boundaries provide the primary constraint to growth in the City of Sierra Madre.

**Hillside.** See above

**Geological.** See above

**Open Space.** The City of Sierra Madre has set aside two areas of open space: 120 acres of land is part of an 1100 acre Historical Wilderness area that stretches beyond the boundaries of the City into the Angeles National Forest and the 60 acre Bailey Canyon Wilderness.

**Water.** As required by Section 65589.7 and in particular since water limitations may prevent the City from accommodating its regional housing needs during the planning period, the Housing Element has been reviewed by the Water Department – sole purveyor of water in the City of Sierra Madre. When allocating or making plans for the allocation of available and future water resources, the water department is required to grant a priority to proposed housing developments which will help meet the City’s need for lower-income households identified in the Element.

**Infrastructure.** The City of Sierra Madre has an aging infrastructure of streets, sewers, storm drains, and water lines. In order to ensure that new developments do not exacerbate the condition of these facilities, they are required to provide all necessary on-site infrastructure and to pay a development impact fee for the wear and tear of these facilities throughout the City.

**Recommended policies to address constraint.** The City will initiate a Capital Improvement Program for the upgrade of water distribution, sewer systems, and streets to provide adequate and safe public infrastructure to meet the demands of new and existing development. The policies for addressing infrastructure constraints are contained in the Community Services Chapter of the General Plan, section six, titled “Public Services.”

There are no infrastructure limitations on the City’s ability to accommodate its regional share of affordable housing. Further, there are no infrastructure constraints on the sites identified in the inventory.

### 3. Nongovernmental Constraints

**Availability of Financing:** According to Rod Gains of First Interstate Bank (March 13, 1995), there are currently no restrictions on property in Sierra Madre. There are no areas which are underserved. Difficulties which property owners may have faced more than two years, such as difficulty in obtaining mortgage insurance and credit constraints, have loosened up a great deal. In 1995, they feel that they can finance anything. Due to the recession, lenders have become more competitive and more willing to take risks on home purchases.

Further, First Interstate Bank has become aggressive in providing funds for affordable and minority financing. They are partnering with jurisdictions who participate at second trustee deeds using public funding sources.

**Price of Housing/Land:** In a 1994 TRW real property report, there has been a downturn in the price of homes in the City since a high sales price of \$213.53 per square foot and median home price of \$364,830 in 1985. In the first six months of 1994, the per square foot cost was \$173.75 and the median home price was \$301,022. A recent R-1 property 20,000 square feet in size intended for single-family redevelopment on Grove Street in Sierra Madre sold for \$275,000. This equals \$13.75 per square foot of R-1 land.

Although few multi-unit properties are sold in Sierra Madre, three developed multi-unit properties have been sold in the one year period between July 1994 and June 1995. A two-unit property was sold for \$238,000, a three-unit property was sold for \$240,000, and a four-unit property was sold for \$310,000. This averages \$92,000 per unit for multi-unit properties. In addition, one R-3 property currently developed with a vacant house sold in January 1995 for \$262,000 or \$13.79 per square foot.

From June 1993 to January 1995, three developable vacant properties have been sold. The first vacant property of 18,554 square feet in size sold for \$19.67 per square foot. This property has a development potential for 6 single family units. The second vacant property of 19,158 in size sold for \$14.09 per square foot. Six condominium units were recently constructed on this property. They are being sold for a list price of \$315,000 each. The most recent sale of vacant property of 19,000 square feet in size sold for \$13.79 per square foot. This property is currently under review for the construction of 6 units.

The price of property is the primary nongovernmental constraint to housing in Sierra Madre.

**Construction and Labor** According to figures supplied by the Construction Industry Research Board (using data reported by Marshall Valuation Service), residential construction costs have steadily increased in the past ten years. There was a sharp increase in 1989, but then a period of stability until 1992 when the increase turned up once again until present.

**Recommended policies to address non-governmental constraints**

There are four policies listed in Section 6 of this Housing Element to address financial constraints. These are stated in Goal H-3: “Develop supply and demand side programs to ensure housing affordability and availability for all income levels giving special consideration to housing for senior citizens, the disabled, single parents and first time home buyers.”

**4. Governmental Constraints**

**Zoning of Available Land:** The City has approximately 1,764 acres of residential land. Of these, only 72 acres are significantly underdeveloped and attractive for residential redevelopment. A majority of the acreage has historically been zoned R-1.

**Housing Element Compliance:** one of the constraints is the current lack of an adopted Housing Element. This has prevented the City from qualifying for certain government sponsored housing programs such as the Mortgage Tax Credit Certificate program which provides tax relief to first-time home buyers.

**Land Use Controls:** Residential uses are permitted by right, only in residential zones. The conversion of a commercial structure in a commercial zone to residential use requires a conditional use permit. Further there is no provision for new construction of residential uses in the commercial zone. The City has a mixed-use zone – “R-P” – which allows for professional office in the medium-density residential zone.

Table L9 below indicates buildable lot area and dwelling unit size based upon residential zoning designation. These are described below in more detail in the text.

**RL (R-1 zoning)**

Ninety-two percent of the land is R-1. One unit is permitted per lot in R-1. The minimum lot size for new R-1 development is 7,500 square feet. In addition, newly created lots are required to have a minimum width at the front yard setback line of 60 feet. However, there are areas where 9,000 square feet and 70 foot width, 11,000 square feet and 80 foot width, and 15,000 square feet and 90 foot width represent the minimums.

There are incentives in the zoning ordinance to construct structures under 4,000 square feet (including all enclosed structures) in an effort to minimize “mansionization” in the City. In addition, floor area ratios are limited to 35 percent of the lot area. A minimum unit size of 1,250 square feet is required. These size parameters direct development to housing affordable for upper- middle income families.

A further restriction on existing land, is a policy that in order to untie parcels which have been tied for a single development in order to develop the parcels individually, sewer permits must have been issued to each parcel in the past.

**R-C (R-1 zoning)**

The R-C designation is a single-family designation specifically for the Sierra Madre Canyon. This is not a low-density designation as the lot sizes are much smaller than the typical lot size in the City. The purpose of establishing an R-C designation is to lessen the constraints on housing development in the Canyon Area while ensuring that the quaint and unique character of the area is maintained.

**Development Standards**

<b>Zoning District</b>	<b>General Plan Density (du/ac)</b>	<b>Min. Lot Size (s.f.)</b>	<b>Max. Lot Cov.</b>	<b>Max. Building Height</b>	<b>Front Yard (feet)</b>	<b>Side Yard (feet)</b>	<b>Rear Yard (feet)</b>	<b>CUP?</b>	<b>Parking</b>
R-1 and RC	2-5	7500	40%	25 feet and 2 stories	25 min.	Total of 30% of lot width (min. 5' on one side, 10' on the other)	15	Yes for homes over 4,000 sq. ft.	2 spaces per dwelling
R-2	11	7500	45%	30 feet and 2 stories	25	10% for each side with a min. of 5'	15	Yes	2 spaces per dwelling
R-3	13 – 16	12,600	55%	30 feet and 2 stories	25	15	15	Yes	2 spaces per dwelling
R-P	13 – 16	12,600	55%	30 feet and 2 stories	25	15	15	Yes	2 spaces per dwelling
Residential in C zones	1.5 FAR	3,750	80%	30 feet and 2 stories	5	None	15	Yes	2 spaces per dwelling

**Table L-9**

**Hillside Ordinance (H)**

The Hillside Ordinance limits building on hillside acreage according to slope/density standards. Four categories limit the number of units per acre. The range is 2.9 units per acre in category 1, which has a slope percentage of 0 – 14.9 to 0.01 units per acre in category 4, which has a slope percentage of greater than 25 percent. The ordinance limits grading and excavation to no more than 2000 cubic yards per site. Actual numbers of units are further constrained by requirement to keep a distance of 100 feet from ridge lines and riparian sites and not to alter the natural topography. Protective measures in place call for drainage and landscaping and site specific biological assessments. Hillside Ordinance standards are designed to achieve land use patterns and intensities that are consistent with the natural features of the hillside areas. As described above, the hillside area is too costly to develop for affordable housing, even if the densities were greater.

**RM (R-2 zoning)**

R-2 development accounts for only 13 acres, or one percent of the City's residential land. This land use designation calls for a 7,500 square foot minimum with a 45% maximum lot coverage. The creation of new R-2 lots is limited to those with a minimum 60 foot width at the front setback line and an average width of 40 feet. The requirements for placement of buildings are specific – 20 feet from the rear yard and distance between buildings of twice the side yard requirement.

Setbacks in the front yard are 25 feet and in the rear are 15 feet. The minimum distance between structures is 10 feet. Maximum lot coverage is 45 percent of lot area.

The use of R-2 lots is limited to a duplex, or two detached units on properties with pre-existing detached units. When the lot abuts a commercial or manufacturing zone, three or four units may be constructed but the above listed development standards apply.

**RH and RE (R-3 and R-P zoning)**

R-3 is the highest density residential land use designation in the City. A minimum lot area of 9,000 square feet is required for 2 units, although this is reduced to 7,500 square feet to provide a density bonus for superior construction design. Each additional unit added requires 3000 square feet of lot area or 2,500 under the density bonus. There is also a 25' setback limitation and a 60% maximum allowable lot coverage. A special site area requirement has also been enacted limiting future R-3 sites to 12,600 square feet of usable land. Pre-existing parcels are exempt from this.

**Lack of incentives for development of housing:** There are currently no provisions in the Municipal Code to encourage the provision of affordable housing or housing for special needs groups such as seniors and the disabled. Such provisions include density bonuses, reduced development standards (such as parking), increased height, and others.

**Building and Fire Codes:** Fire sprinklers are required by the city in all residential structures. This increases the cost of housing construction. Throughout the city, wood shingles are prohibited unless treated for the purpose of fire resistance.

**Enforcement:** TO date, enforcement has not been a significant barrier to the legal, or illegal construction or conversion of residential units. Due to limited resources, the City has not instituted an active abatement program of illegal and non-conforming units.

**Processing and Permit Procedures:** The City’s permitting procedures are not a barrier to housing development. Requests for single-family homes are processed within three months of application. Multiple family projects are brought to the Planning Commission within three months of the date that the application is determined complete. Plan check may take up to six weeks.

The City does not have a design review procedure for residential development. The parking requirements have not been an impediment to the development of housing. The open space requirements for multi-family development can easily be accommodated within the prescribed density limits.

**Fees and Exactions:** Planning fees are quite low relative to other jurisdictions. Building plan check and permit fees are consistent with Los Angeles County. The City has recently adopted a park and open space exaction fee pursuant to the Quimby Act. These fees are consistent with those imposed by other jurisdictions in the region. A development impact fee of one dollar per square foot is charged for impacts to the city infrastructure network.

<b>Planning Application</b>	<b>Fee</b>
Conditional Use Permit – multiple family	\$470.00 + \$30 per unit
Conditional Use Permit – single family	\$470.00
Variance	\$275.00 + \$137.00 for each additional variance
Minor Variance	\$220.00
Zone Review with Building Permit	\$110.00
Minor Zone Review	\$55.00
Environmental Review	\$165.00
Parcel Map	\$235.00 + \$40.00 per lot
Tentative Tract Map	\$470.00 + \$40.00 per lot
General Plan and Zone Text Amendments	\$532.00

**Table L-10**

**On and Off Site Improvement Requirements:** Improvements that are typical for subdivisions and development of raw land are the installation of sewers, curbs, gutters, and streets. For infill development on existing streets, there are typically no dedication or easement requirements. Most of the new construction projects in Sierra Madre take place on existing, recycled lots. There are certain areas in the City, namely the Sierra Madre Canyon and Orange Grove Avenue where there are no curbs. It is not likely that improvements would be required on these streets.

**Recommended policies to address governmental constraints**

There are three policies in Section 6 which address governmental constraints. These are stated in Goal H-1: “Establish policies intended to maintain the existing stable residential development patterns while balancing residential, commercial, institutional and industrial land uses in order to provide a diverse economic base.”



**Goals, Policies and Programs**

It is the intent of the City to maintain high quality residential neighborhoods, promote the production and maintenance of housing in order to satisfy the housing needs of its residents, and accommodate a fair share of the region’s future housing needs for all income levels. Within this overarching objective, the Housing Element establishes the following goals, policies and programs to address development, maintenance and improvement of housing in the community consistent with Sierra Madre identified housing needs.

**Goal H1**      **To maintain existing, stable residential development patterns while balancing residential commercial, institutional and industrial land uses in order to provide a diverse economic base.**

**Policy H1.1**    Residential development will be included in economic development planning, and the City will encourage the inclusion of market-rate housing in residential projects in the downtown area.

**Program 1.1.1:** Adopt a Specific Plan for East Montecito Avenue to implement the Artisan Mixed Use land use designation and encourage the creation of live-work spaces and affordable residential opportunities. Provide regulatory and economic incentives to encourage re-use of existing structures, preservation of existing residential structures, and new development on vacant parcels.

Purpose:            Montecito Avenue, east of Baldwin Avenue is a transitional area of older commercial and industrial buildings, residential structures, and vacant lots. Many structures are in deteriorated condition. The City hopes to upgrade this district by encouraging private investment in residential and commercial activities through the creation of mixed use live-work spaces, as well as expanded freestanding multi-family housing opportunities. Live-work spaces allow an individual to purchase or lease building space that serves as both a residence and a work location. Such spaces are often used by artists, professionals, and others who operate small, home-based businesses but whose needs cannot be met in a traditional residence. Live-work spaces, by combining residence and work spaces, can reduce overall housing and business costs by creating flexible spaces that typically have fewer fixed amenities than traditional dwelling units and can be configured to meet each individual’s needs.

In order to specifically encourage residential/commercial mixed use in this area, the City will develop flexible development standards within the Specific Plan.

For example, flexible parking standards will be provided for housing which is combined with commercial, office, or light industrial uses. Other incentives to be offered include: elimination of floor area ratio requirement; fee waivers; expedited processing; and incentives for combining lots which meet the reuse goals of identified properties.

Responsible Department: Development Services  
Time Frame: Reinitiate the East Montecito Specific Plan process in fall of 2002. Develop package of regulatory and financial incentives and adopt Plan by year end 2003.  
Funding: Community Development Block Grant Program, Small Business Administration  
Objective: Adoption of Specific Plan and incentives programs.

**Program 1.1.2:** Implement the Residential Entrepreneur General Plan land use designation through creation of a mixed-use zone (reference Program 1.1.3 below) along the perimeter of the existing commercial downtown area, which would be suitable for residential and limited business uses. Provide a density bonus that is the same as all residential zones (see Program 1.2.1 below) and for projects as an incentive for providing residential units.

Conduct a study that identifies the sites and potential number of dwelling units from the application of a mixed-use zoning policy.

Purpose: Combining uses in a single development can act as a “transition zone” between commercial or manufacturing and residential development. By increasing the development opportunities of both commercial and residential property, the City may realize additional square footage of both uses. This will assist in meeting affordable housing requirements as well as increasing the tax base.

Responsible Department: Development Services  
Time Frame: Current Zoning Code provision. Implement conforming zoning map amendments,; complete study and identify potential sites and number of dwelling units by December 2003.  
Funding: N/A  
Objective: Implementation of conforming zoning ordinance and map amendments. Provide information to prospective landowners and developers of affected properties.

**Program 1.1.3:** Pursuant to the City’s General Plan Land Use Element, amend the Zoning Code to allow residential uses at the rear of, and above, the first floor of properties within the commercial land use designation. Provide a density bonus and/or other incentives for providing residential units. Other incentives may include, but not be limited to, fee waivers, reductions, or deferrals, reduction of parking standards (see Programs 1.2.2 and 1.2.5) and development subsidies (such as the use CDBG funds or redevelopment funds).

**Purpose:** By allowing a mix of uses in the commercial zones, the City may achieve additional housing opportunities while increasing the usage of the downtown area by the residents that live there.

**Responsible Department:** Development Services  
**Time Frame:** Adopt a Zoning Code amendment by the end of December 2003.  
**Funding:** N/A  
**Objective:** Adoption of a conforming zoning ordinance and map amendments. Provide information to prospective landowners and developers of affected properties.

**Program 1.1.4:** Through a combination of strategies, accommodate the City’s RHNA, the City’s “fair share” of regional housing needs as determined by the Southern California Association of Governments. The RHNA for 1998 through 2005 is:

Very Low-Income:	15 units (17%)
Low-Income	13 units (15%)
Moderate-Income:	17 units (19%)
Above Moderate-Income:	44 units (49%)

The strategies the City will pursue to accommodate its regional share for all income groups area:

- a. Designation of vacant sites in residential areas for additional housing (see Section C-1 of the Housing Needs Assessment Report);
- b. Zoning for mixed residential and commercial uses in commercial transitional areas surrounding downtown;
- c. Permitting residential uses in commercial zones on the second floor or behind commercial uses;
- d. Legalizing and approving existing second units pursuant to Program 1.2.4;
- e. Amending the Zoning Code to permit manufactured or modular homes under the same conditions in the R-2 zone as now allowed in the R-1 zone;

- f. Providing land assembly and write-down through the Redevelopment Agency, combined with flexible development standards to achieve 46 units of lower income senior housing;
- g. Utilizing density bonuses as a tool to provide affordable multi-family units;
- h. Eliminating the CUP requirement for affordable multi-family housing; and
- i. Providing rental rehabilitation assistance in exchange for long-term affordability and income restriction agreements on substandard rental dwellings that are not currently income restricted.

**Purpose:** To provide a variety of options for increasing the supply of housing in Sierra Madre to meet its share of the region's housing needs, including housing affordable to low- and moderate-income households.

Responsible Department: Development Services  
Time Frame: Varies by specific program. Refer to Programs 1.1.1-1.1.3, 1.2.4, 3.1.1, 3.1.2  
Funding: General Fund  
Objective: Accommodate at least 89 additional dwelling units between 1998 and 2005, including 15 very low income, 13 low income and 17 moderate income units.

**Policy H1.2** The City will provide density bonuses and other incentives for low-income housing or housing for seniors or the disabled.

**Program 1.2.1:** Pursuant to State law, a density bonus of at least 25% along with at least one additional regulatory incentive shall be made to a developer agreeing to construct housing projects with at least 20% lower income units, 10% very-low income units or 50% senior citizen units. This program calls for the City to adopt a local density bonus ordinance consistent with State law and which specifies regulatory incentives to be offered in addition to density increases. The ordinance will also incorporate a second tier of density incentives awarded for "“good design”" for projects in the R-3 and R-P zones.

**Purpose:** Density bonus programs encourage the inclusion of affordable units in market rate projects. These projects are typically well integrated into the community. While the City approved a density bonus in conjunction with the Senior Housing Specific Plan, it did so under the State statutes rather than a local ordinance. Adoption of a local density bonus ordinance will allow the City to better market and utilize development incentives to achieve affordable housing goals, such as in the

East Montecito Specific Plan area. Incorporation of the City's current design density bonus to a second tier of incentives will continue to provide a tool to encourage quality multi-family development, while ensuring compliance with State density bonus requirements for affordable housing.

Responsible Department: Development Services  
Time Frame: Adopt a local density bonus ordinance in 2003.  
Funding: N/A  
Objective: Provide incentives for development of affordable housing units. Market this in conjunction with Programs 1.1.1 and 1.2.2 below.

Program 1.2.2: A reduction of parking requirements will be allowed for multi-family projects developed for senior citizens and the disabled and for housing in the downtown and other commercial areas under the following circumstances:

- The developer can show, based on demographic studies, empirical evidence from other communities, or other acceptable means that residents will have fewer personal vehicles; and/or,
- That shared parking is available from nearby commercial or other uses that will meet the needs of project residents.

In addition, the City will develop modified parking standards for mixed use development as part of the East Montecito Specific Plan (Program 1.1.1) and through establishment of the new mixed use zoning category (Program 1.1.2).

Purpose: The provision of parking is the most difficult aspect of new construction. Parking requires a great deal of land. When land at grade is exhausted, parking is provided in subterranean garages, which adds significant costs to development. It can be shown that seniors and the disabled, as a group, possess fewer vehicles than the rest of the population and therefore the reduction is required parking makes the provision of housing for these special populations more feasible. In addition, mixed use projects typically require parking at different times of the day and night, and can therefore benefit from shared parking.

Responsible Department: Development Services  
Time Frame: Amend the Zoning Code in 2003.  
Funding: N/A  
Objective: Facilitate the development of affordable housing in the City. Market this in conjunction with Program 1.2.3 below.

**Program 1.2.3:** Waive or defer planning and building fees for affordable housing projects subsidized by the City of Sierra Madre. Amend the Zoning Code to allow for fee waivers or deferrals when necessary to ensure:

- The financial feasibility of an affordable housing proposal.
- The fees are consistent with the likely demands of an affordable housing project; and,
- That fees are a reasonable proportion of the cost of an affordable housing unit.

Purpose: To reduce project costs and encourage affordable housing construction.

Responsible Department: Development Services  
Time Frame: Amend the Zoning Code by the end of December 2001.  
Funding: General Fund; redevelopment funds.  
Objective: N/A

**Program 1.2.4:** Amend and implement a Second Unit Ordinance pursuant to State Law.

Purpose: Sierra Madre residents have identified that additional density in single-family areas through the provision of attached second units and for the purposes described in the State Law regarding second units is less impacting than consolidated density on individual lots.

The Zoning Code permits second units for “Granny Hospices” for persons 60 years of age or more. A significant number of second units are believed to exist in the City that have not been approved by permit and have not been verified to meet applicable zoning and building code requirements for dwelling units.

The City will amend its second unit ordinance (Chapter 17.22 of Title 17 of the Sierra Madre Municipal Code) to eliminate the requirement that occupants be 60 years of age or more. The City will establish new standards for second units, which may be occupied by individuals of any age provided the unit meets ALL of the following conditions:

1. Second units must be attached to the primary dwelling unit and may only be rented to households earning no more than 120% of the Los Angeles County median, adjusted for household size, as published annually by the U.S. Department of Housing and Urban Development.
2. Second units will only be permitted in R-1-11 and R-1-15 zones.
3. A maximum floor area will be established to limit second units to studio or one-bedroom units.
4. Properties with second units must meet all applicable zoning standards for minimum yards and setbacks, maximum height and lot coverage, parking, and other requirements for the zone in which the property is located.
5. Second units must meet all applicable building code requirements.
6. Second units must be designed so that there is no entry to the unit visible from a public right-of-way.

In addition, the City will implement a code enforcement “amnesty” program that will seek to bring existing second units into compliance with zoning and building requirements so that these units can be counted as part of the City’s housing stock. The amnesty program will consist of information sent to single family property owners notifying them of the Zoning Code changes and their obligation to obtain the appropriate permits for second units.

A specific time frame will be given for bringing second units into compliance with zoning and building code requirements. After the amnesty period has ended, the City will verify the presence of second units and compliance with zoning and building requirements on a permit, inspection, or complaint action basis. This means that, whenever:

- A zoning or building permit or approval is required;
- A City inspection action is triggered; or,
- The City responds to a complaint regarding a single-family property. The City will verify the presence of a second unit and whether the unit complies with zoning and building permit requirements.

The City will promote its second unit requirements and amnesty program through a mailing to property owners in the City's utility bill, flyers available at City hall, and announcements, as appropriate at one or more Planning Commission or City Council meetings, which are televised on local public access cable.

The City will annually monitor the number of second unit permit requests and approvals and amnesty requests and approvals. If the number of new and legalized second units is substantially less than the objective for this program by 2005, the City will evaluate the factors affecting the actual number of approvals and examine additional incentives that could be offered to achieve second unit affordable housing objectives during the subsequent five-year planning period. Such incentives could include, but would not be limited to, 1) fee waivers, reductions, or deferrals, and 2) parking reductions for small second units (studio and one-bedroom units) that, by nature of occupancy and/or unit size, are not likely to require two parking spaces.

Responsible Department:	Development Services
Time Frame:	Amend the Zoning Code in mid-2003. Implement the code the enforcement amnesty program and promote the program by the end of 2003. Re-assess program by the end of 2004, and provide additional incentives as necessary.
Funding:	General Fund.
Objective:	Provide more housing choices for residents in the City. Approve an average of 5 second unit permits per year, for a total of 12 units between 2003-2005. Of these units, 4 are anticipated to be affordable to low-income households and 8 to moderate-income households.

**Program 1.2.5:** Allow for flexible dwelling unit sizes by eliminating minimum dwelling square footage standards in the Zoning Code.

Purpose:	The Zoning Code presently requires a minimum lot size of 7,500 square feet and a minimum dwelling unit size of 1,250 square feet. Land values and development costs within Sierra Madre make it unlikely that a reduction in these zoning standards will provide sufficient economic incentives to produce single family housing affordable to low- or moderate-income first-time homebuyers. However, there are legal lots of record that presently exist throughout the community which are smaller than the current minimum lot area requirement stated within the Zoning Code. These lots may represent an opportunity to provide single-family housing at costs lower than single-family residences constructed on lots complying with the current
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minimum lot area. Therefore, the City will allow flexibility through a planned development process to be included in the Zoning Code when the proposed development is:

- On a lot of sufficient size, in a location consistent with surrounding lot sizes, or in a commercial or transitional area so that alternative standards will not impact surrounding single family residential uses;
- Will meet City parking requirements; and,
- Requires alternative dwelling unit size standards to achieve the affordability objectives of the proposal.

Responsible Department: All  
Time Frame: Amend the Zoning Code by December 2003.  
Implement thereafter.  
Funding: N/A  
Objective: Provide incentives for new home construction.  
Implement in conjunction with Policy H1.3  
below.

**Policy H1.3** Streamline permit processing.

**Program 1.3.1:** To the extent feasible, and consistent with the intent of the City’s zoning and other development regulations, provide a “one-stop” permit process with concurrent processing of multiple permits/approvals to reduce the overall time required to obtain residential development approval and better coordinate such approvals among City departments.

Purpose: To reduce total permit processing time.

Responsible Department: All  
Time Frame: Current and ongoing.  
Funding: N/A  
Objective: N/A

**Program 1.3.2:** Eliminate the Conditional Use Permit (CUP) requirement for affordable multi-family projects.

Purpose: The City’s Zoning Code currently requires a CUP for multi-family development in R-3 and R-P zone districts. In order to shorten review times and better facilitate production of affordable housing, the City will amend the Zoning Code to eliminate the CUP requirement for projects which include deed-restricted affordable units. The City implemented this approach in the Sierra Madre Senior Housing Specific Plan by waiving the CUP process for both the senior housing and multi-family component.

Responsible Department: Development Services  
Time Frame: Amend the Zoning Code by 2003.  
Funding: N/A  
Objective: N/A

**Goal H2** Protect, preserve and rehabilitate the existing housing stock.

**Policy H2.1** Continue to implement a home rehabilitation program to allow homeowners and lower-income tenants secure low interest loans in order to make home repairs and improvements.

**Program 2.1.1a:**“Handy worker” program using community development block grants.

Purpose: This program provides direct funding for improvements to the existing housing stock of low-income persons to make repairs of substandard conditions.

Responsible Department: Development Services  
Time Frame: Current ongoing  
Funding: Community development Block Grant  
Objective: 20 homes for low-income occupants between 2000 and 2005, of which 5 would be very low-income and 15 low-income.

**Program 2.1.1b:**Housing rehabilitation program for persons of moderate-, low-, and very-low incomes.

Purpose: This program will provide direct funding for improvements to existing housing stock for repairs to bring homes up to standard.

Responsible Department: Development Services  
Time Frame: Current and ongoing  
Funding: Redevelopment  
Objective: Assistance for 10 units between 2000 and 2005; 5 very-low income and 5 low-income households.

**Policy H2.2** Stabilize the City’s housing tenure by preserving multi-unit residences.

**Program 2.2.1:** Maintain restrictive standards for condominium conversions to reduce the risk of loss of rental units to condominium conversions.

Purpose: To preserve sound rental housing units that are affordable to low and moderate income households.

Responsible Department: Development Services  
Time Frame: Current and Ongoing  
Funding: General Fund  
Objective: Require findings of no impact on the affordable housing stock, inclusion of right of first refusal for existing tenants, and relocation fees.

**Policy H2.3** Interpret City codes to preserve City’s housing stock.

**Program 2.3.1:** Clarify that existing housing is legally constructed on properties which are not designated as single family properties when the density is consistent with the land use designation and the units are determined to be safe and habitable.

Purpose: This program is intended to preserve existing homes constructed on properties that are not currently zoned for single-family residential use, but which are appropriate to be maintained for that use. The City will permit such homes to be maintained, rehabilitated, and reconstructed provided such activities do not create non-conformity or increase an existing non-conformity. This program does not restrict the ability of property owners from converting a parcel in a multi-family or other zone that permits multi-family housing from a single-family use to a multi-family use.

Responsible Department: Development Services  
Time Frame: Adopt a Zoning Code amendment in 2003.  
Funding: General Fund  
Objective: Preserve existing single-family homes

**Program 2.3.2:** Provide proactive, solution-oriented code enforcement for residential properties in the following ways:

1. Disseminate information to property owners regarding property maintenance as a factor in neighborhood quality.
2. Develop interdepartmental coordination in identifying alternatives to legal action against residential property owners.
3. Provide ample time to correct deficiencies in multi-family structures to *minimize* the displacement of renters.

Purpose: By focusing code enforcement efforts on assisting with solutions, the City lessens several risks of aggressive enforcement. First, owners that are unable to make repairs and corrections can be forced to abandon or foreclose on property. This is not positive for the City. In addition, property owners may choose to demolish the property to get out from under a legal battle.

Responsible Department: Police/Development Services  
Time Frame: Ongoing  
Funding: General Fund  
Objective: N/A

**Policy H2.4** Reduce incentives for demolition of existing structures.

**Program 2.4.1:** Lower thresholds for reconstruction of existing structures without bringing property into compliance with zoning requirements. This lower threshold would apply to all housing units, whether or not on the City’s historic list.

Purpose: Historically, the City has only allowed the rebuilding of a non-conforming structure that has been damaged by a natural act is less than fifty percent (50%) of the value of the structure remains. When property owners are told they must rebuild according to new zoning codes, they are not likely to rehabilitate the existing structure. Rather, they will demolish the structure and build a new structure. By allowing for reconstruction of any structure destroyed in a natural act, there is a greater likelihood that the structure will be reconstructed. Current Zoning Code provisions provide for a lower threshold for historic structures. This proposed amendment would broaden the application of the lower threshold to all residential structures.

Responsible Department: Development Services  
Time Frame: Adopt a Zoning Code amendment in 2003.  
Funding: General Fund  
Objective: Prevent demolition of four (4) existing units.

**Policy H2.5** Require that new housing development is compatible with the neighborhood in which it is located.

**Policy H2.6** Require new housing to be designed in a manner that improves safety on the street and in the neighborhood.

**Program 2.6.1:** Street-oriented design; Safety through design.

Purpose: The orientation of residential structures as well as other design features lead to safer streets.

Responsible Department: Development Services  
Time Frame: Current and ongoing  
Funding: N/A  
Objective: N/A

**Policy H2.7** Encourage re-use of existing properties where feasible.

**Program 2.7.1:** Incentives program for preservation of historic structures with the following components:

1. Change of use to allow greater densities.
2. Relaxation of zoning development standards to make preservation and new construction feasible.
3. Allow and encourage use of building materials and design standards that reflect the city’s scale and historic nature.
4. Amend the Zoning Code to provide for the waiving or deferral of planning and building fees as appropriate and needed, for renovation of historic properties.

Purpose: Preservation of existing structures and providing additional housing opportunities.

Responsible Department: Cultural Heritage Commission  
Time Frame: Current and ongoing  
Funding: General Fund  
Objective: Re-use of 10 properties which would otherwise be demolished.

**Goal H3** **Develop supply and demand side programs to ensure housing affordability and availability for all income levels giving special consideration to housing for senior citizens, the disabled, single parents, and first-time homebuyers.**

**Policy 3.1** Pursue participation between the City and private developers and/or non-profit housing developers for the implementation of the City’s housing goals.

**Program 3.1.1:** Use Twenty-percent (20%) side-aside redevelopment agency funding to assist in development of rental housing for lower income senior citizens capable of independent living.

Purpose: The 2000 Senior Master Plan identifies the need for independent living options for the City’s significant senior population, many of whom are on limited fixed incomes. In response to this need, in August 2002, the City adopted the Sierra Madre Senior Housing Specific Plan which provided entitlement for 46 rental

units affordable to lower income seniors. The Redevelopment Agency played an instrumental role in this project, assembling four separate parcels at a cost of over \$1.4 million for conveyance to the non-profit developer Accessible Housing Corporation via a ground lease. The City also allowed for increased height and densities, reduced parking and setbacks to minimize development costs and enhance project affordability.

Responsible Department: Development Services  
Time Frame: Adopt Specific Plan in 2002. Initiate development in early 2003, with project completion in early 2004.  
Funding: Redevelopment set-aside, CHFA  
Objective: 46 rental units for age 55+ seniors – 10 very low income and 36 low income.

**Program 3.1.2:** Utilize the Specific Plan process and density bonus program to achieve a multi-family project which assists in meeting the housing needs of City employees, fire fighters and other low and moderate income groups in need.

Purpose: The Sierra Madre Senior Housing Specific Plan also provides for development of six multi-family units on two privately owned parcels, with one unit designated for lower income use. In addition to increased densities, the Specific Plan provides for reduced side and rear yard setbacks. Development of this portion of the Plan will occur concurrently with the senior housing.

Responsible Department: Development Services  
Time Frame: Initiate development in early 2003 with project occupancy in early 2004.  
Funding: General Fund  
Objective: 6 multi-family units – 1 low income

Policy H3.2 Participate in programs that assist first-time buyers.

Program 3.2.1: Coordinate with the Los Angeles County Community Development Commission to the Mortgage Credit Certificate Program.

Purpose: The MCC program provides assistance to the first-time homebuyer by allowing an eligible purchaser to take up to twenty percent (20%) of his or her annual mortgage interest payment as a dollar-for-dollar tax credit against federal income tax. The City of Sierra Madre is unable to implement such a program on its own given the application requirements.

Responsible Department: Los Angeles County Community Development Commission.  
Time Frame: Depends on whether additional funds are available through LA County between 2001 and 2005.  
Funding: California Debt Limit Allocation Committee  
Objective: Assistance for first-time homebuyers. A quantified objective is not provided given the uncertainty of available funds.

**Policy H3.3** Improve housing choices for those elderly, handicapped or low-income families needing assistance in obtaining suitable housing.

**Program 3.3.1:** Participate in the Los Angeles county Community Development Commission “Section 8” Housing Assistance Payments Program (HAPP).

Purpose: The “Section 8” rent subsidy program provides payment assistance to renters overpaying, and assists tenants with finding affordable, decent, and safe housing. Although the City will regularly meet with officials from the County Housing Authority regarding opportunities for the use of Section 8 Certificates in Sierra Madre, given local housing costs, it is not likely that very many rental units would fall within the maximum rents that may be charged under this federal program.<sup>1</sup>

Responsible Department: Development Services  
Time Frame: Meet with County Housing Authority by November 2001 to determine the likelihood of rental units in Sierra Madre being eligible for Section 8 programs.  
Funding: Federal Department of Housing and Urban Development.  
Objective: To ensure affordable housing availability for all income levels in the City. No quantified objective is provided for this program until the City can meet with Housing Authority representatives.

<sup>1</sup>The Section 8 Program is a federal program that provides certificates or vouchers to low-income renters, or certificates that are assigned to designated low-income rental dwelling units. The certificates or vouchers guarantee that the federal government will pay the difference between the rent charged by the owner of the rental unit (up to a limit called the “fair market rent”) and a percentage of the renter’s income. Although a federal program, the Section 8 Program is administered by state and local housing agencies.

**Policy H3.4** Accommodate needs for transitional or emergency housing within the City of Sierra Madre.

**Program 3.4.1:** Amend the Zoning Ordinance to allow for temporary emergency shelter in any of the existing institutional structures in the City that would like to provide such shelter, and to permit homeless shelters in the C-Commercial, M-Manufacturing, and I-Institutional Zones should the need arise for such a facility in Sierra Madre. The City will require a conditional use permit for any structure used for emergency shelter so that management of shelters, hours of operation, the provision of on-site supportive and social services, security, and other operational issues can be appropriately regulated to minimize negative impacts on surrounding properties and to ensure that the proposed shelter addresses an unmet need in the City that cannot be accommodated by existing emergency shelter providers.

**Purpose:** The City allows for the temporary use of existing institutional facilities, such as church halls and school auditoriums as emergency shelter for individuals and families as the needs arise. This program will in addition allow homeless shelters and related supportive services in C-Commercial, M-Manufacturing, and I-Institutional Zones. This program will facilitate the use of appropriate sites or structures for emergency shelter by permitting a wider range of locations to be considered, while protecting the community against the impacts of such land uses. Conditions placed on emergency shelters will be limited to ensuring the liability and compatibility with surrounding uses tied to the use and not the user, and will not be used as a constraint to the provision of such facilities.

**Responsible Department:** Development Services  
**Time Frame:** Amend the Zoning Code in 2003  
**Funding:** General Fund  
**Objective:** Provide emergency shelter as needed.

**Program 3.4.2:** Amend the Zoning Ordinance to allow for transitional housing<sup>2</sup> to be listed as a conditionally permitted use in the C-Commercial, M-Manufacturing, and I-Institutional Zones. The City will establish conditions for approval on a case-by-case basis for management of transitional housing, the provision of on-site supportive and social services, security, and other operational issues to minimize negative impacts on surrounding properties and to ensure that the proposed transitional housing addresses an unmet need in the City that cannot be accommodated by existing housing providers.

<sup>2</sup>Transitional housing is a form of short- to mid-term shelter (such as from 30 days to six months) that provides a residential environment with supportive services for individuals and families making the transition from homelessness to conventional housing.



Purpose: Allow for the utilization of sites in commercial, Manufacturing and Institutional Zones to accommodate the need for transitional housing. This program will facilitate the use of appropriate sites or structures for transitional housing by permitting a wider range of locations to be considered, while protecting the community against the impacts of such land uses.

Responsible Department: Development Services  
Time Frame: Amend the Zoning Code in 2003  
Funding: N/A  
Objective: Provide emergency shelter as needed

**Program 3.4.3:** Provide public information at City Hall and the Police Station regarding emergency shelters located in the Pasadena area. Provide transportation by way of a bus token or police escort for individuals in need of those services.

Purpose: To provide information on homeless shelters and supportive services in the vicinity.

Responsible Department: All City Departments that have public counters  
Time Frame: Current and ongoing  
Funding: N/A  
Objective: To provide information and assistance to Sierra Madre residents in need of emergency shelter.

**Policy H3.5** Reduce residential utility costs.

**Program 3.5.1:** Title 24 Compliance – reduce energy use in new housing construction.

Purpose: To reduce energy use and associated costs in new housing construction. The City enforces provisions of state building standards during the building permitting and inspection process. In addition, the City encourages the use of energy conserving site designs and landscaping techniques in new construction.

Responsible Department: Development Services  
Time Frame: Current and ongoing  
Funding: Building permit fees  
Objective: N/A

**Program 3.5.2:** Establish a low-income exemption for utility user tax and water surcharge.

Purpose: Provide an exemption of payment of local taxes and fees based on Federal Poverty Guidelines and income levels used by Southern California Edison (Edison International), or The Gas Company.

Responsible Department: Financial Services  
Time Frame: Current and ongoing  
Funding: General Fund  
Objective: Provide public information regarding the program and allow the exemption for all who meet the qualifications, at least 20 households.

**Policy H3.6** Assure equal access to housing for all persons regardless of ethnicity, age, sex, religion, disability, or marital status.

**Program 3.6.1:** Participate in the programs offered by the San Gabriel Valley Fair Housing Council (SGVFHC). In conjunction with the SGVFHC, create and implement an outreach program to educate City residents of their rights under fair housing law. Publicize the location of the San Gabriel Valley Fair Housing Council. The City will publicize fair housing rights by distributing informational flyers produced by SGVFHC at City Hall and Library, annual distribution of information to local schools, hosting of an annual fair housing event with participation by SGVFHC, and periodical announcements at City Council meetings, which are televised through local public access cable.

Purpose: The Fair Housing Council actively promotes affordable, nondiscriminatory housing through outreach, education and counseling. The Council also investigates matters of discrimination pursuant to federal and state anti-discrimination laws.

Responsible Department: Development Services  
Time Frame: Ongoing. Distribute informational flyers beginning May 2001. Plan and implement an annual fair housing event with SGVFHC beginning Fall 2001. Provide fair housing announcements at appropriate City Council meetings quarterly.  
Funding: CDBG  
Objective: N/A

**Program 3.6.2:** Pursuant to SB 520, jurisdictions are required to analyze constraints to the development of housing for persons with disabilities and take measures to remove the constraints. Sierra Madre has conducted an initial review of zoning code and building code requirements and has not identified any barriers to the provision of accessible housing. However, the City will undertake a more detailed analysis within one year to confirm that no such constraints exist.

To specifically address the requirements of SB 520, the City will undertake the following actions:

Conduct an analysis of zoning code and building code regulations to identify potential constraints to the development or rehabilitation of housing for persons with disabilities.

Modify regulations as appropriate to remove governmental constraints, or provide reasonable accommodations for housing designed for persons with disabilities.

As part of the City’s annual review of the Housing Element, report to HCD on the findings of the zoning and building code analysis.

Purpose: To ensure housing accessibility to persons with disabilities in both new construction and existing housing.

Responsible Department:	Development Services
Time Frame:	Conduct zoning and building code analysis by 2003, and mitigate any identified constraints by 2002.
Funding:	N/A
Objective:	N/A

**Goal H4** Ensure that housing availability is addressed at the regional level.

**Policy H4.1** Participate actively in the process of addressing regional fair share housing requirements.

**Program 3.4.1:** Attend meeting of regional agencies including the Southern California Association of Governments and the San Gabriel Valley Council of Governments.

Purpose: Sierra Madre is a small city within a much larger urban region. Even the slightest percentage of growth affects the City. By participating in discussions regarding allocations of housing requirements, the City can better predict its ability to provide housing.

Responsible Department:	Development Services
Time Frame:	Current and ongoing
Funding:	General Fund
Objective:	Improve regional communication and cooperation.

## **Section Four Economic Development**

### **A. Overview of Existing Conditions**

Commercial enterprises in Sierra Madre exist in two different areas of the City. The most visible location for commercial enterprise is in the central business district or “downtown”. The center of the district is located at the intersection of Baldwin Avenue and Sierra Madre Boulevard, roughly three-quarters of a mile north of the Foothill Freeway. The business district was established when the City was settled in the late 1800’s. Less obvious are the businesses which are located throughout the City as “home based” businesses.

The Sierra Madre business community contains retail, professional office, and neighborhood services in the half-mile length of Sierra Madre Boulevard and along Baldwin Avenue. This commercial area is entirely enclosed within a redevelopment project which was adopted in 1974. The project area contains roughly 125 acres, of which approximately 75 percent, or 94 acres are found to be net land parcels in private and some public uses. It is important to note that there is no power of eminent domain in the redevelopment ordinance, thus any land assembly must be carried out between willing sellers and willing buyers.

The community has never been a dominant shopping focus for residents of the San Gabriel Valley. Most residents of Sierra Madre seek major item shopping opportunities outside of the City in conveniently located regional and community shopping centers which feature a wide variety of durable goods which are commonly a part of the discretionary purchasing habits of middle class and middle income households.(ERA, p.I-1).

In terms of employment, the most recent data states that approximately 3,400 persons were employed in the City of Sierra Madre in 1990. Services employment was the largest employment sector in the City comprising 41 percent of all employment in Sierra Madre. Retail, manufacturing, and government jobs comprised 14 percent, 12 percent, and 10 percent of City employment respectively. F.I.R.E., wholesale, utilities, construction, and agriculture contributed the remaining 24 percent of City employment each with less than a 7 percent share. (San Gabriel Valley Council of Governments, Economic Development Strategic Plan, July 5, 1995).

An economic development strategy was prepared in 1989 by Economics Research Associates which contained the following profile of business activity in Sierra Madre:

Sierra Madre residents spend about \$900 per capita per year on taxable retail goods purchased within the City. Roughly 44 percent of the commercial space in the downtown was used for retail. The average sales volume of taxable sales was \$66 per year per square foot. This does not include non-taxable sales (groceries, food). ERA summarized that these figures indicate very modest retail performance in the City, and that the demand for retail within the City is quite constrained by competition in nearby markets. The study also indicated that the

performance of the retail stores is below what it could be – that a 131,000 square foot retail center should be able to generated \$22.6 million in taxable sales, compared to the 10.2 million that the City experienced in 1989.

The State Board of Equalization reported that \$15 million in total taxable sales and \$11 million in total retail sales was generated in 1993.

Programs identified by the study for improving the existing downtown included building upgrading, property assembly, and business promotion. In addition, seismic strengthening (which has occurred since that time) and new infill development are suggested.

In 1993, the City council appointed an economic development committee (EDC) made up of business owners and residents to further evaluate potential economic development opportunities in Sierra Madre. The EDC prepared a strategic plan for economic development,. The mission statement of the strategic plan is:

To serve the residents of the City of Sierra Madre by creating an economic environment that will generate public revenues sufficient to meet their requirements for local government services.

**B. Economic Development Issues – Constraints and Opportunities**

**1. Opportunities**

- a. Sierra Madre has a special “foothill village” character because of its history and people, its mountain recreational access and ambiance, and its semi-isolation within the Los Angeles basin. Visitors to the village find it welcoming and charming.
- b. Sierra Madre has a reputation for interests and activities related to arts and crafts, film, video, literary and theatrical interests. The annual Wistaria Fete and Art Fair are two events which bring visitors to the City. In addition, the Foothill Creative Arts Group provides classes, programs and art exhibitons for adults and children. There are several studios and galleries in the City. In addition, local craftsmen have gone into business in town making furniture, seamstressing, and providing arts supplies. There are both a regionally drawing dance studio and a dance supply shop in town. The Sierra Madre Playhouse continues to run live plays throughout the year. Local coffeehouses as well as the City Library sponsor poetry readings. Sierra Madre is also a popular location for Hollywood film companies to shoot on location.
- c. As an entryway into the San Gabriel mountains, Sierra Madre draws locals and visitors to outdoor activities such as walking, hiking, and cycling.

- d. Although the size of the downtown is small, there are some properties which remain very low density and, with attrition of existing businesses, could be developed into additional retail and commercial space.
- e. The historic building stock in Sierra Madre provides potential for adaptive reuse of residential, commercial, and institutional properties as bed and breakfasts, galleries, studios, retail shops, and other income generating ventures.
- f. The recent creation of a Development Services Department at City Hall, with staff available for economic development activities, strengthens the City's position to attract new enterprise to the City. Business friendly ordinances, programs, and policies go a long way to attracting businesses.

## **2. Constraints**

- a. The downtown area of Sierra Madre is small and made up of small, shallow lots. There are no provisions in the redevelopment policy for eminent domain, thus reducing the City's and Agency's ability to consolidate lots for large projects.
- b. Existing commercial structures are primarily divided into small business spaces.
- c. There is 342,546 square feet of commercial space with only 163,480 of that being used for retail purposes.(SGVCOG ED Strategic Plan).
- d. There is no visibility from highways or major arterials.
- e. Limited funds from both the City and redevelopment Agency make it difficult to undertake a comprehensive marketing strategy.
- f. Total taxable sales in the City in 1993 comprised less than one quarter of one percent of the total taxable sales and total retail sales in the San Gabriel Valley.

## **C. Goals, Issue areas, Objectives and Policies**

The City has established the following goals and policies for economic development in the City of Sierra Madre. The implementation measures are contained at the end of the Chapter and are cross referenced at the end of each policy.

### **Overview of Economic Development Policy**

There are two primary purposes for an economic development strategy in the City of Sierra Madre. The first is stated in the mission statement of the strategic plan – to generate necessary revenues to offset public services. The second is to preserve a quality of life for Sierra Madre

residents which allows them to have commercial retail and services, along with the ambiance of a village atmosphere, in their own community. Another purpose of the economic development policy is to provide business and employment opportunities to local residents.

The policy includes land use strategies, financing strategies and organizational strategies. The land use strategy includes identifying locations for new business opportunities, achieving the highest and best use of the properties located in the downtown, and providing capital improvements with public funds. The financing strategies include ways in which public and private dollars can be channeled into the business community. The organizational strategies address the strength of the Chamber of Commerce and the City's Department of Development Services in partnering to market the City to potential new businesses and to consumers.

### **Summary of Economic Development Goals**

1. Maintain a diverse mix of uses to meet the needs of local residents as well as visitors to the City.
2. Enhance the relationship between the City and the Chamber of Commerce to maximize the effectiveness of both organizations to assist businesses in the City.
3. Develop an identity within the region of Sierra Madre as a destination point accenting the area's natural beauty, artist community, and historic character.

### **Objectives and Policies**

Objective **L43**: Provide a business friendly environment in Sierra Madre.

- Policies:
- L43.1** Streamline the permitting process for new businesses.
  - L43.2** Support efforts of the Chamber of Commerce to support business activities, such as festivals and programs which bring residents and visitors to the downtown.
  - L43.3** Continue to allow home based businesses which do not negatively impact the residential neighborhoods in which they are located.

Objective **L44**: Improve the aesthetics, safety, and useability of the public realm within the downtown area.

- Policies:
- L44.1** Encourage restoration of original building facades.

**L44.2** Install enhanced paving for all pedestrian crosswalks on Sierra Madre and Baldwin within the downtown district.

**L44.3** Add pedestrian-level street lighting in the downtown district to enhance the nighttime dining and shopping experience.

**L44.4** Permit closure of Kersting Court during the evenings, weekends, and special events for musical events, outdoor dining, farmers market or similar activities.

**L44.5** Raise the street surface of Kersting Court to match the level of the existing park and sidewalk.

**L44.6** Adopt a long-term design plan for Kersting Court which enhances the park as a focal point of the downtown and increases its useability.

**L44.7** Improve connections between the street and the public parking lots through signage, purchase of properties and other mechanisms.

**L44.8** Improve the aesthetic qualities of the public parking lots by adding color plantings and encouraging improvements to rear facades of buildings.

**L44.9** Encourage outdoor dining, sidewalk sales, street fairs, and other uses of the sidewalk which encourage pedestrian activity.

**Objective L45:** Maximize retail opportunities

Policies: **L45.1** Provide incentive for the location of retail on the first floor of commercial buildings.

**L45.2** Prohibit any new and the expansion of existing institutional facilities in the commercial area.



## **Section Five - Parking and Traffic**

### **A. Overview of Existing Conditions**

There are no regional transportation facilities located within the City boundaries of Sierra Madre. The City is served by Interstate 210 Foothill Freeway located approximately one-half mile south of the City. This is controlled by the State of California Department of Transportation. Major streets which are operated by the City include Michillinda Avenue, Santa Anita Avenue, Grandview Avenue, Sierra Madre Boulevard, and Orange Grove Avenue.

The circulation system in the City of Sierra Madre includes a network of surface streets which serve two distinct and equally important functions: access to adjacent properties, and movement of persons and goods into and out of the City. The design and operation of each street depends upon the importance placed on each of these functions. A classification system is used to identify the function of each street in the City. This system is important because it provides a logical framework for the design and operation of the street system. The functional classification system allows the residents and elected officials to identify preferred characteristics of each street.

### **B. Street Classifications**

Roadways in Sierra Madre are categorized into four functional classification types: major street, collector street, local collector street, and local streets. Traffic volumes were measured in March 1995.

#### **Major Street**

Major streets are generally commercial arteries. They carry the majority of traffic entering or traveling through the City. A major artery would contain either four or six lanes of through traffic plus left turn lanes. Minor arterials serve the same function as major arterials, but have four lanes of through traffic and may or may not have separate left-turn lanes. Recommended design volumes on arterials range from 30,000 to 60,000 vehicles per day depending on the number of lanes and left-turn movements. Arterials serve two primary functions; to move vehicles into and through the City and to adjacent commercial land uses. Driveways and other curb cuts along arterials are generally limited to minimize disruption to traffic flow.

The only street in Sierra Madre that can be considered a major street is **Michillinda Avenue**. It runs along the western boundary of Sierra Madre and is shared by Pasadena and Sierra Madre. As Michillinda Avenue leaves Sierra Madre south of Orange Grove Avenue, it is shared by Pasadena and Arcadia. Michillinda Avenue is classified as a four lane major street in Sierra Madre (84'/64') and as a four lane secondary arterial in Arcadia (80'/60'). Michillinda Avenue is not classified by Pasadena. Currently, Michillinda Avenue has two lanes along the Sierra Madre/Pasadena segment and four lanes along the Arcadia/Pasadena segment.

Following is information regarding traffic volumes and volume/capacity ratios:

<b>Road Segment</b>	<b>Peak Hour</b>	<b>Daily Traffic</b>	<b>Existing Capacity</b>	<b>Volume/Capacity Ratio</b>
<b>Michillinda Avenue</b>				
North of Grandview	350	3,300	15,000	0.22
Grandview-Sierra Madre	770	7,300	15,000	0.49
Sierra Madre-Orange Grove	1,130	10,700	15,000	0.71

Table L-11

**Collector Streets**

Collector streets are intended to carry traffic between residential neighborhoods and the arterial street network. They are generally two-lane roadways which have a mixture of residential and commercial land uses among them. Based upon planning criteria developed by the U.S. Department of Transportation and other agencies, average daily traffic volumes on collector Streets should be held below 15,000 vehicles per day in order to maintain acceptable levels of Service at intersections and to preserve the ambiance of adjacent land uses. Higher density Residential land uses or side yards of single family homes would be appropriately located adjacent to collector streets. Local commercial development is also appropriate for collector streets.

Two streets in Sierra Madre can be classified as “collector streets” – **Baldwin Avenue and Sierra Madre Boulevard**. Baldwin Avenue is classified as a four lane collector street in Sierra Madre (80’/64’) and as a four lane secondary arterial in Arcadia (80’/60’). These classifications are consistent although the curb to curb width would change by four feet at the city boundary. Currently, Baldwin Avenue has two lanes in Sierra Madre and four lanes in Arcadia.

Sierra Madre Boulevard is classified as a four lane collector street in Sierra Madre (80’/64’) and as a four lane secondary arterial in Arcadia (80’/60’). These classifications are consistent although the curb to curb width would change by four feet at the city boundaries. Currently, Sierra Madre Boulevard has two lanes in Arcadia and Sierra Madre.

West of Michillinda Avenue, Sierra Madre Boulevard enters Pasadena and widens to become a four lane divided roadway. It is classified as a principal mobility corridor in Pasadena, but is not planned to be further widened. Although the four lanes on each side of the city boundary would be consistent, there is a median divider in Pasadena while none exists in Sierra Madre.

<b>Road Segment</b>	<b>Peak Hour</b>	<b>Daily Traffic</b>	<b>Existing Capacity</b>	<b>Volume/Capacity Ratio</b>
<b>Baldwin Avenue</b>				
North of Grandview	140	1,300	15,000	0.09
Grandview-Sierra Madre	450	4,300	15,000	0.29
Sierra Madre-Orange Grove	800	7,600	15,000	0.51

Table L12

<b>Road Segment</b>	<b>Peak Hour</b>	<b>Daily Traffic</b>	<b>Existing Capacity</b>	<b>Volume/Capacity Ratio</b>
<b>Sierra Madre Boulevard</b>				
Michillinda – Baldwin	810	7,700	15,000	0.51
East of Baldwin	670	6,400	15,000	0.32

Table L-13

**Local Collector Streets**

Local collector streets or “feeder” streets are similar to collectors in that they carry traffic between residential neighborhoods and the arterial network; however, they are almost solely residential in character. Feeder streets generally have single-family or multi-family residences fronting in the street and are therefore, intended to carry lower volumes of traffic than collector street; usually below 7,500 vehicles per day.

There are four local collectors in Sierra Madre – **Lima Street, Mountain Trail Avenue, Grandview Avenue, and Orange Grove Avenue.**

Grandview Avenue is two lanes (60’/40’) in Sierra Madre and Arcadia. The City of Arcadia, however, has classified Grandview as a four lane secondary arterial (80’/60’). There are no known plans to improve Grandview to a four-lane arterial at this time.

Orange Grove Avenue runs along the southern boundary of Sierra Madre and is shared with the City of Arcadia. It is classified as a two land local collector street in Sierra Madre (60’/40’) and as a two lane collector street in Arcadia (60’/40’). Orange Grove currently has two travel lanes. In September 1995, the cities of Arcadia and Sierra Madre embarked on a major street improvement project that leveled, repaved, and improved drainage of the road surface.

West of Michillinda Avenue in Pasadena, the name of Orange Grove Avenue changes to Greenhill Road, a two lane local street.

<b>Road Segment</b>	<b>Peak Hour</b>	<b>Daily Traffic</b>	<b>Existing Capacity</b>	<b>Volume/Capacity Ratio</b>
<b>Grandview Avenue</b>				
Michillinda – Baldwin	270	2,600	7,500	0.35
East of Baldwin	250	2,400	7,500	0.32

Table L14

<b>Road Segment</b>	<b>Peak Hour</b>	<b>Daily Traffic</b>	<b>Existing Capacity</b>	<b>Volume/Capacity Ratio</b>
<b>Orange Grove</b>				
Michillinda – Baldwin	440	4,200	7,500	0.56
East of Baldwin	370	3,500	7,500	0.47

Table L15

No traffic counts were available for Lima Street and Mountain Trail Avenue.

**Local Streets**

Local streets are designed to serve adjacent residential land uses only. They allow access to residential driveways and often provide parking for the neighborhood. They are not intended to serve through traffic traveling from one location in the city to another, but solely to serve traffic with an origin or destination of that street. Traffic volumes on a local street should not exceed 2,500 per day or 200-300 vehicles per hour. The maximum residential traffic volume which is acceptable to persons living along a street may vary from one street to another depending upon roadway width, type of dwelling units, presence of schools, and other factors. These factors may dictate the need for lower traffic volumes than 2,500 per day.

All other public streets in Sierra Madre are local streets.

**Accident Locations**

The majority of traffic accidents occur along Sierra Madre Boulevard and Baldwin Avenue, the two most heavily traveled streets in the City. Accidents at these locations accounted for 62% of the total accidents in Sierra Madre in 1995. The most significant cause of accidents are unsafe backing out of a parking lot or parking space, failure to yield, and speeding.

Since 1990, Sierra Madre has had an average of 80 to 100 traffic accidents per year. The majority of the accidents are minor in nature. Sixteen to twenty percent of the accidents involve only minor injuries, and the last fatal accident in the City occurred in 1992.

**Traffic Signals**

There are no signalized intersections in the City of Sierra Madre. Traffic volumes and volume/capacity ratios do not warrant the installation of signals.

**Bike Routes**

Local Transportation funding (SB821) provides the necessary resources for the planning and development of the City's bikeway plan. The City bikeway plan has been designed to meet the needs of the bicycle enthusiast by providing a dedicated bicycle lane/route along Sierra Madre Boulevard from Michillinda on the west to the eastern city limit. The bike plan provides a combination of signage and striping to identify the lanes of travel for the biking public.

**Truck Routes**

The following road segments are truck traffic routes for the movement of vehicles exceeding a maximum gross weight of three tons:

- a. Michillinda from the southerly city limits northerly to Sierra Madre Boulevard;
- b. Sierra Madre Boulevard from Michillinda easterly to Mountain Trail;
- c. Mountain Trail from Sierra Madre Boulevard northerly to Montecito;
- d. Montecito from Mountain Trail westerly to Baldwin Avenue;
- e. Baldwin Avenue from Montecito southerly to the city limits.

**Future Traffic Demands**

Under the land use designations and population growth projections contained in this general plan, it is not anticipated that traffic will significantly increase on streets in the City of Sierra Madre.

**C. Transportation Issues**

The following have been identified as primary:

1. Pedestrian and vehicular safety at certain locations in the City.
2. Public parking opportunities in the downtown and in the Sierra Madre Canyon.
3. Street width and configurations vis a vis public safety and emergency evacuation situations.

**D. Goals, Objectives and Policies****Summary of Goals**

1. Maintain the safety and conditions of Sierra Madre's streets.
2. Keep traffic congestion at a minimum in all areas of Sierra Madre so that no stop lights are required to be installed in the city.
3. Reduce through traffic on residential streets to preserve quiet, neighborhoods.

**Objectives and Policies**

Objective **L46**: Provide and maintain the amount and types of roadways necessary for the movement of people and goods in the City.

Policies:       **L46.1** Maintain the existing street classification system for the City of Sierra Madre.

**L46.2** Require any new roads to be local streets for residential purposes.

Objective **L47**: Improve streets to maintain levels of service, vehicular safety, and pedestrian safety.

Policies:       **L47.1** Develop a circulation plan for pedestrians with an emphasis on safety, particularly for seniors and the disabled.

**L47.2** develop a streetscape master plan which contains traffic slowing techniques and reduction of the number of driveways on Sierra Madre Boulevard.

**L47.3** Install mirrors on blind streets in the canyon.

**L47.4** Improve pedestrian crossing opportunities – eliminate painted crosswalks where they provide a false sense of security.

**L47.5** Use HES money to improve street signage and centerline markings.

Objective **L48**: Protect residential neighborhoods from the intrusion of through traffic.

Policy:           **L48.1** Maintain and enforce speed limits which address the residential nature of local collector and local streets.

Objective **L49**: Provide off-street parking requirements, on-street parking and public parking facilities to maximize parking opportunities and address future parking needs.

Policy:           **L49.1** Maintain on-street parking in the downtown which is safe for motorists, pedestrians, and sidewalk diners.

Objective **L50**: Enhance the aesthetic character and safety of residential streets by addressing nighttime parking.

Policy:           **L50.1** Maintain an ordinance prohibiting overnight parking on residential streets.

Objective **L51**: Maximize accessibility for the disabled.

Policies:       **L51.1** Make streets handicap accessible with more ramps and curb cuts.

**L51.2** Identify locations for handicap parking stalls on the street.

## **Implementation Programs**

The City of Sierra Madre intends to implement the following programs which address the objectives and policies of the Land Use Chapter of the General Plan.

### **Zoning Ordinance**

The zoning ordinance is the primary method used by a jurisdiction to exercise its police power and regulate land use. The ordinance contains text, illustrations and a zoning map. It regulates the use of property and the development standards relating to the use of the property. The uses are put into general categories such as “commercial”, “residential” and so on. Some uses are permitted by right and some are permitted under certain conditions. The related development standards include height, setbacks, lot coverage, parking requirements, design requirements and so on.

The existing zoning ordinance for the City of Sierra Madre has been in place for over forty years and has been updated as needed. A complete review of the current ordinance will take place to comply with Government Code Section 65860 which mandates consistency between the zoning ordinance and the General Plan.

The following revisions will be required:

- A. The zoning map will be revised so that the zoning and general plan designations are the same.
- B. Chapters will be written for the land use categories “Residential Canyon”, “Mixed Use”, “Public”, and “Institutional”.
- C. Development standards will be written to implement “business friendly” economic development policies.
- D. Development standards will be written to address new policies relating to residential development, including policies required by the State Housing Law.
- E. A historic preservation chapter will be added.
- F. Specific, fair, economically feasible and administratively enforceable language will be written to ensure that the zoning ordinance is enforced in a way that meets the intent of the General Plan.
- G. A process for approving master plans, specific plans, and development agreements will be included.



<b>Specific Plans</b>	Government Code Section 63450 authorizes cities to adopt specific plans for implementing their general plans in designated areas. These are most often used to ensure that multiple property owners adhere to a common development plan.
<b>Master Plans</b>	The City will wish to require a master plan for the development of a large or significant property under one ownership or one use to ensure that cumulative impacts of the development are analyzed and that development does not occur in a piecemeal fashion. In order to get a better overall development of a site, the master plan may allow for certain flexibilities that the zoning ordinance would not otherwise allow. The City should have the ability to exact benefits from the developer in exchange for the flexibility.
<b>Subdivisions</b>	The General Plan does not provide for any changes to policy regarding the subdivision of land. However, it will be necessary to review the City's subdivision regulations to ensure that they are consistent with the policies proposed.
<b>Development Agreements</b>	<p>Development agreements are a mechanism by which a city and developer enter into a binding contract to ensure development benefits to both parties. The City is assured that a development project will be of an appropriate type, character and quality. It also provides the city with additional "benefits" of a physical or monetary nature as negotiated to offset the impact of the City's relinquishment of regulatory rights during the term of the agreement.</p> <p>The developer is assured that the proposed project will not be adversely affected by subsequent changes in city regulations. This assurance allows the developer to secure project financing.</p> <p>This is a technique which should be used only when there are clear benefits to the City. It may be most useful in conjunction with master plans.</p>
<b>Redevelopment</b>	In 1974, the City established a Redevelopment Agency and Redevelopment Plan pursuant to Section 33355 et. seq. of the Health and Safety Code of the State of California. One project area was established under the plan. The project area is located in the commercial district of Sierra Madre and generally follows the boundaries of the commercial and manufacturing land use designations contained in this plan. It extends further to the east and encompasses several blocks of residential property as well as the city owned land at Sierra Madre Boulevard and the eastern city boundary.

It is not anticipated that any new redevelopment areas will be established. Any plans completed related to the existing project area will be consistent with the goals of this document.

**Development Review** New development is subject to review by city staff and in some cases, particularly for multiple unit residential projects, by the Planning Commission of the City. The City should consider the thresholds it desires for such review to ensure that the goals of the General Plan are being met.

**Environmental Review**

The California Environmental Quality Act (CEQA) requires that the environmental effects of a project must be taken into account prior to approval. Certain projects are exempt from such review. If a project is not exempt, then an initial study must be prepared to determine if any significant impacts are likely to result from the project. If it is determined that no significant impacts will result, a “negative declaration” may be prepared by the City. If it is determined that certain conditions must be placed on a project in order to mitigate significant impacts, then a “mitigated negative declaration” may be prepared by the City. If it is determined that significant impacts may occur which cannot be mitigated, then an environmental impact report will be prepared. All environmental documentation is intended to inform the public and decisions makers as to the impacts of projects. Environmental review does not determine whether or not a project will be approved.

The City may wish to adopt regulations which further clarify the City’s policies regarding environmental review.

**Economic Development**

An economic development program was approved by the City Council in 1995. The list of goals and projects contained in the plan should be updated and monitored on a regular basis.

**Code Enforcement**

Enforcement of the City’s general plan and municipal code is a high priority. Historically, assigned code enforcement staff has prioritized code enforcement efforts by addressing those issues which have had an impact on a community member or group of community members (complaint based). This should continue to be City policy. However, it is also important that the City identify targeted issued for code enforcement (such as business license compliance, sign regulation compliance, etc.) on a regular basis.

**Public Information/  
Streamlining**

The City shall identify customer service as its highest priority and ensure that city regulations and policies are made as clear, simple and accessible as possible. Permit streamlining will ensure that the public receives thorough and expedited services relating to private property development and use. Public information materials will be kept updated and available. In addition, due process will be ensured by requiring adequate notice is given for developmental projects.

**Intergovernmental  
Coordination**

It is important that the City of Sierra Madre remain apprised of development in the neighboring cities of Arcadia and Pasadena so that any potential impacts are identified and discussed. In a reciprocal way, the City should continue to notify adjacent jurisdictions of planning and development activity in Sierra Madre.

City staff, appointed and elected officials should continue to participate in regional and subregional planning efforts as required.