


TO: BOARD OF DIRECTORS  
FROM: BRUCE BUEL   
DATE: FEBRUARY 20, 2009

**AGENDA ITEM  
E-5  
FEBRUARY 25, 2009**

COMMENT ON COUNTY FRAMEWORK FOR PLANNING

**ITEM**

Discuss proposed edits to County Framework for Planning and authorize comments  
[RECOMMEND APPROVAL]

**BACKGROUND**

Attached is a copy of the Revised Framework proposed by County Planning. This draft is scheduled for consideration by the Planning Commission on March 12<sup>th</sup> and the Board of Supervisors on March 24<sup>th</sup>. The proposed edits are intended to promote "Smart Growth" or "Strategic Planning".

Staff believes that the edits constitute an amendment of the County's General Plan and final adoption should be preceded by compliance with both CEQA and Ordinance 3090. Although staff does support many of the values encompassed by Smart Growth, staff believes that urban densities should only be permitted where there are adequate jobs, services and transportation and not in areas with severe Resource Constraints (RMS II and III). Finally, staff believes that the current draft fails to describe its relationship to the Rural Plan or the Water Master Plan.

**FISCAL IMPACT - NONE**

**RECOMMENDATION**

Staff recommends that the Board discuss the concepts set forth above and other issues as appropriate; formulate positions to forward to the County; direct staff to transmit a letter summarizing these positions; and authorize President Harrison or Director Winn to verbalize these positions in front of the Planning Commission and the Board of Supervisors.

**ATTACHMENTS**

- Draft Revised Framework

t:\documents\board matters\board meetings\board letter 2009\Framework Comment.doc

## EXHIBIT A

### Proposed Amendments to Framework for Planning (Inland) General Plan Amendment LRP2005-00013

#### Planning Commission Recommended Draft

Proposed new text is underlined. Existing text proposed to be deleted is in ~~strikeover~~.

**Amend the Preface of Framework for Planning (Inland), Part I of the Land Use Element of the General Plan, page vi, as follows:**

#### PREFACE

Residents of San Luis Obispo County enjoy a rare blend of Mediterranean climate, superb physical setting and hospitable living. The county has been fortunate in avoiding many environmental, social and economic problems that have occurred elsewhere in California and the nation. However, continuing population growth encouraged by these amenities has presented the county with the necessity of making far-reaching land use decisions. The supply of housing has not kept pace with increasing demand. It is increasingly difficult to finance the infrastructure and services that existing and future residents expect and deserve. The pattern of land uses continues to occur in ways that necessitate commuting and shopping by vehicle, with increasing impacts to our life styles, energy supplies, health and safety, and our land and water resources.

We depend upon the land for food and fiber, space to live and work, water supply, wildlife, recreation, waste disposal and other numerous resources. Land use decisions must balance an increasing demand for new areas where development can occur, with the need to preserve the environment upon which the population depends. As a result of competing demands for the use of land, the interest of the public in the development and the use of private land must be clearly defined. The county population will continue to grow, while the amount of land and resources available to accommodate growth are limited. As new development demands more resources, the challenge to the County is to focus on "living within its means" and to sustain our resources for current and future generations. Similar attention is needed to maintaining sustainable capacities for public services and facilities.

Decisions to establish new land uses must occur within a regulatory framework that considers the needs of a particular use as well as the characteristics of the development site and its surroundings. Development should assist in maintaining, and hopefully improving the long-term quality and productivity of the land.

This Land Use Element and the accompanying Land Use Ordinance provide the framework for county decisions on land use and development, and represent the values and goals of the county regarding land use. It will be up to both public agencies and the private entrepreneur to implement these values in the future development of the county. Difficult choices will arise, but we must remember that we are planning so that our children, future residents and visitors may continue to enjoy the benefits of San Luis Obispo County we now share.

Amend Chapter 1 of Framework for Planning (Inland), Part I of the Land Use Element of the General Plan, beginning on page 1-1, as follows:

**CHAPTER 1: INTRODUCTION TO THE LAND USE ELEMENT**

**Figure 1-1:** Scenic Morros in a rural setting between San Luis Obispo and Morro Bay

The Land Use Element (LUE) is a plan describing the official county policy on the location of land uses and their orderly growth and development. The Land Use Element is one of several parts (or elements) of the San Luis Obispo County General Plan as shown in Table 1. The plan has been prepared in accordance with state law, and it has been adopted by the county Board of Supervisors. The LUE coordinates policies and programs in other county general plan elements that affect land use, and provides policies and standards for the management of growth and development in each unincorporated community and the rural areas of the county. The LUE also serves as a reference point and guide for future land use planning studies throughout the county.

<u>Table 1</u>	
<u>General Plan Elements</u>	<u>Descriptions</u>
<u>Land Use</u> <u>Framework for Planning</u> <u>13 Area Plans (4 in the Coastal Zone)</u> <u>Local Coastal Program (or Plan)</u> <u>Coastal Plan Policies</u>	<u>Designations and descriptions of types of land use and density of dwellings-per-acre that are allowed in mapped districts or land use categories, also showing areas subject to flooding.</u> <u>Land Use Element within the Coastal Zone is the Local Coastal Program, which implements the Coastal Act and is certified by the California Coastal Commission</u>
<u>Circulation</u>	<u>Maps and policies for transportation routes and modes such as vehicles and transit, correlated with the Land Use Element</u>

**Table 1**

<u>General Plan Elements</u>	<u>Descriptions</u>
<u>Housing</u>	<u>A plan with analysis of existing and projected housing needs, and goals, policies and programs for the preservation, improvement and development of housing</u>
<u>Open Space</u>	<u>A plan for the preservation and conservation of open-space land, in recognition that open space is a limited and valuable resource which must be conserved wherever possible</u>
<u>Conservation</u>	<u>A plan for the conservation of natural resources, including water, forests, soils, harbors, wildlife and other biological resources</u>
<u>Noise</u>	<u>An analysis of existing noise problems and projected noise levels, with policies and implementation measures to minimize exposure to excessive noise</u>
<u>Safety</u>	<u>A plan for the protection of the community from unreasonable risks associated with earthquakes, geologic hazards, flooding and fires</u>
<u>Master Water &amp; Sewer Plan</u>	<u>A plan for the collection, storage and distribution of water supplies and sewage disposal</u>
<u>Energy</u>	<u>A plan for the efficient use of energy resources, electricity generation and transmission and fossil fuel production</u>
<u>Offshore Energy</u>	<u>A plan for the location and extent of on-shore resources and facilities that would be appropriate for addressing off-shore oil development and production</u>
<u>Economic</u>	<u>Policies to establish a context and priorities for economic development</u>
<u>Parks and Recreation</u>	<u>Policy guidance regarding the provision of park and recreation services, documenting the county's existing park and recreation resources, and evaluating park and recreation needs</u>

### **Authority**

California law requires each county to establish a planning agency to develop and maintain a comprehensive long-term general plan. The Government Code (Section 65302a) mandates a Land Use Element, "designating the proposed general distribution, general location and extent of the uses of the land for housing, business, industry, open space, including agriculture, natural resources, public buildings and grounds, solid and liquid waste disposal facilities, and other categories of public and private uses of the lands. The Land Use Element is to include standards of population density and building intensity recommended for the territory covered by the plan, and is also to identify areas subject to flooding, which must be reviewed annually."

### **Scope and Purpose**

The state guidelines for the preparation of general plans encourage the Land Use Element to include:

1. Identification of land use issues.
2. Land use policies and proposals, distinguishing among any short, middle and long-term periods of fulfillment.
3. A description of land uses and land use intensities, including the relationships of such uses to social, environmental and economic goals and objectives.
4. Standards and criteria for physical development within each use area with consideration for land capacity.
5. A description of the land use pattern, including text and a diagram or other graphic such as a map.
6. An outline for implementation, describing measures necessary to achieve land use objectives and policies, and the timing or staging of plan implementation.

General plans are implemented primarily through zoning and subdivision regulations. Implementation of general plan policies also occurs through government activities such as capital improvement programs, public works, property acquisition, tax programs, and through voluntary actions of the private sector. State law requires zoning and land divisions to be consistent with the adopted general plan.

#### **A B. PLANNING APPROACH**

The Land Use Element (LUE) has been designed to support county land use decisions as part of a dynamic process instead of being a rigid, static plan. To achieve that objective, the LUE has been structured and is used differently than traditional land use plans and zoning. ~~As in previous plans, The land use maps illustrate long-term land use and growth policies, and but they are now adopted as the official zoning maps and also used to evaluate current development proposals in much the same way as former district maps of a the zoning ordinance. The LUE also accommodates a more detailed periodic review of its policies, and updating of supporting information in response to changing conditions.~~ In conjunction with the LUE, the Land Use Ordinance (LUO) is the zoning ordinance and provides comprehensive development standards and review procedures.

Together, the Land Use Element and Land Use Ordinance are an integrated land use policy and regulatory system. The policies of the LUE and the enforceable standards of the LUO work together to ensure the compatibility of uses.

- The LUE provides policy and conceptual land use guidance and establishes where land uses may be located through the designation of land use categories.
- The LUO establishes which uses are allowed in each land use category and regulates site design and development within the land use categories.
- No use required to have a permit by the LUO can be approved unless it is consistent with the Land Use Element.

~~In general, the LUE and LUO allows a wider range of land uses than previous zoning, which attempted to maintain harmonious land uses by rigidly segregating uses in separate districts.~~

The performance standards of the Land Use Ordinance ensure compatibility of adjacent uses. The LUE and LUO are together a growth management system that directs the amount, type and intensities of development into specific areas.

~~During the studies that produced the structure and procedures of the Land Use Element, land use policies were formulated through review of two kinds of information. First, existing county land use policies were accepted as the foundation for the document. Before the Land Use Element, county land use policies were in various general plan elements, individual community plans and adopted specific plans (see "Relationship to Other Adopted Plans."). The LUE did not attempt to redefine those policies, but incorporated them into a more consistent framework. Changes occurred only where current information showed clear shifts in local conditions, invalidating previous policy decisions. Information that supported the review of existing policy was a broad data base on both natural and man-made features of the county landscape. The data provide a current perspective on county economic, social and physical conditions affecting land use. Characteristics considered included natural features (vegetation, soils, slopes and hazards); and man-made features (existing land use, parcel sizes, ownership patterns, and current zoning). The policies of the Land Use Element resulted from all those factors.~~

## **B C. ORGANIZATION OF THE LAND USE ELEMENT**

The Land Use Element has three major sections: Framework for Planning, the area plans and the official maps. The Circulation Element of the General Plan is included in the Land Use Element with text and map references within these sections.

### **Framework for Planning - Inland Area**

Part I of the Land Use Element, Framework for Planning, contains policies and procedures that apply to the unincorporated area outside the coastal zone, defining how the LUE is used together with the Land Use Ordinance and other adopted plans.

Framework for Planning is only used in reviewing development and land division proposals as follows:

1. The principles and goals in Chapter 1 are used for determining the consistency of a proposed discretionary land use, development or subdivision application with the Land Use Element to ensure it will be compatible with county land use policy.
2. The descriptions of purpose and character for each land use category in Chapter 6 and the density and building intensity criteria are used to review proposed amendments to the LUE and to review individual development projects proposed in existing land use categories.
3. The parcel size ranges, density and building intensity criteria in Chapter 6 are used with Chapter 22.22 of the Land Use Ordinance to establish parcel size standards and review proposed land divisions for general plan consistency.

**[Existing text from this point on page 1-5 to the end of the chapter, including Figure 1-1, is not addressed and is omitted with the intent to be located before the next section, Major Issues. ]**

## E. MAJOR ISSUES

The following land use issues relate to the quality of life, historical character and livability of San Luis Obispo County:

1. The unique, rural and small-scale community character of San Luis Obispo County evolved due to its relatively remote location midway between San Francisco and Los Angeles. As metropolitan growth extends outward from the Bay Area and Southern California, the distance between these areas is in effect diminishing. Similar metropolitan growth is now foreseeable here as a threat to our well-known quality of life.
2. Post-World War II development trends have emphasized large-lot, suburban and rural development which have resulted in a dependence on automobile travel. However, this type of development is too expensive for most existing county residents, making ~~is impractical for~~ public transit inefficient and increasing dependence on single occupancy vehicle trips. It in turn increases energy consumption, contributes to air pollution and greenhouse gas emissions, increases traffic congestion and affects public health.. Increasing real estate values also create pressure to convert agricultural and resource-rich land.
3. Partly due to our setting and national reputation, a high market demand exists for this large-lot (low density) development which is commonly called low-density "sprawl" development.
4. More compact forms of housing are not being built in enough quantity to provide homes that are affordable to people of all income levels, and this does not meet the broader housing needs of the population.
5. Increased "sprawl" decreases the amount of natural and agricultural areas that have been instrumental in the maintenance of the County's small-scale character.
6. Low-density development does not encourage public transit, pedestrian or bicycle travel, although these are the healthiest and most energy-efficient forms of transportation.
7. Low-density development does not create an "eyes on the street" presence or an engaging civic life, so that isolation and low involvement in community affairs can result.
8. The "sprawl" pattern creates demands for funding infrastructure, roads, streets and highways that threaten the fiscal health of the County, by competing with financial resources needed to provide other public services and facilities.
9. The desirability of our area combined with shrinking government budgets have resulted in minimal new park, recreation and natural areas, as well as lagging street and sidewalk maintenance. Continuing to grow without providing these resources will impact the area's quality of life.

## F A. PLANNING PRINCIPLES, GENERAL GOALS AND IMPLEMENTING STRATEGIES

The following principles and goals describe the fundamental purposes for the Land Use Element and Circulation Element. These general goals policies reflect the Board of Supervisors' adoption of a set of "Smart Growth Principles." The purpose of these principles and policies is to better define and focus the county's pro-active planning approach and balance environmental, economic and social equity concerns. This approach includes strategic planning, which considers constraints and opportunities and identifies realistic, short-term strategies that will achieve longer-term goals. Accordingly, the combination of smart growth and strategic planning is considered "strategic growth," which seeks cooperation among communities to resolve concerns, respect resource limitations and enhance economic prosperity.

As resources become more limited and the costs of infrastructure increase, the Land Use Element encourages planning for compact, efficient and environmentally sensitive development to better utilize energy, land, water and fiscal resources. It emphasizes community-centered growth that provides people with additional travel, housing and employment choices that are closer to job centers and public facilities.

The following principles reflect the County's mission and vision to plan and develop safe, healthy, livable, prosperous and well-governed communities by balancing economic, environmental and social equity concerns in planning and development decisions. Each principle is further defined by goals and supported by implementing strategies actions to ensure progress toward the principles. The implementing strategies shall be started and funded within the priorities and time frames that are listed in Table A-1 in Appendix A, for timely achievement of the strategic growth goals.

### *Strategic Growth Definition for San Luis Obispo County*

Strategic growth is a compact, efficient and environmentally sensitive pattern of development that provides people with additional travel, housing and employment choices. It focuses future growth away from rural areas and limited resources, closer to existing and planned job centers and public facilities where sustainable resources are available.

### *Strategic Growth Principles*

- 1. Preserve open space, scenic natural beauty and sensitive environmental areas. Conserve energy resources. Conserve agricultural resources and protect agricultural land.*
- 2. Strengthen and direct development towards existing communities.*
- 3. Foster distinctive, attractive communities with a strong sense of place.*
- 4. Create walkable neighborhoods and towns.*
- 5. Provide a variety of transportation choices.*

### County Mission:

*Serve the community with pride to enhance the economic, environmental and social quality of life in San Luis Obispo County.*

### County Vision:

*Create and maintain a place that is safe, healthy, livable, prosperous and well-governed.*

### Planning and Building Department Mission:

*Promoting the Wise Use of Land Helping to Build Great Communities*



8. Consider urban expansion when the available inventory of suitable internal or "infill" land is largely developed and only when resources, services and facilities are available to adequately accommodate the associated growth.
9. Give high priority to funding needed infrastructure improvements in a timely manner within existing urban and village areas.
10. Conduct long-term planning (20+ years) to provide and fund additional, sustainable public resources, services and facilities to serve existing communities in sufficient time to avoid overburdening existing resources, services and facilities.
11. Fund the cost of additional services and facilities from those who benefit such as new residents, businesses, public agencies, and visitors. Based on reliable studies such as cost benefit analyses, funding methods may include dedications, in-lieu fees or other exactions, to assure that adequate services are available.
12. Locate new and additional public service facilities on existing public lands where feasible, allowing for sufficient buffers to protect adjacent rural and agricultural areas.
13. Provide adequate community amenities, such as parks, natural areas and trails with new development, which will support a high quality of life and a compact form of community development.
14. Require site design for planned development projects that provides a range of housing sizes, footprints and design features.

#### **Implementing Strategies**

1. Work with cities and unincorporated communities and their advisory councils, to identify suitable development areas within existing communities and adjacent expansion areas at their edges for compact, affordable development, where supported by sustainable resource capacities.
  2. Revise the TDC program to more effectively shift potential rural development to communities with adequate infrastructure and conserve nearby rural lands.
  3. Revise the Land Use Element, the Land Use Ordinance and the area plans to implement these planning goals.
  4. Develop a regional or sub-regional economic and land use strategy to improve the current jobs-housing imbalance and strengthen the economy within each community.
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each neighborhood, where affordable units are mixed compatibly with market-rate housing.

**Implementing Strategies**

1. Implement the Housing Element to create opportunities for quality housing for people of all income levels, in proximity to employment and within walking distance to daily needs.
2. Update the Land Use Ordinance and LUE area plans to provide a complete range of housing choices for all incomes.
3. Refine the Countywide Design Guidelines, community design plans and specific plans to integrate higher density development within existing neighborhoods.
4. Modify the Land Use Element and Land Use Ordinance to allow and encourage a diversity of housing (sizes, types, costs) within subdivisions and neighborhoods.
5. Modify Land Use Ordinance regulations to encourage housing designs that result in affordability and enhance public health, safety, convenience and a high quality of life.
6. Modify the Land Use Element and Ordinance to create a new land use designation, such as "Mobilehome Park (MHP)" to be applied to existing mobile home parks and sites where future mobilehome parks are appropriate.
7. Modify the Land Use Ordinance to restrict the number of unrelated adults that may reside within a residential unit, to protect the safety and quality of residential living and neighborhoods.

4. The location of the proposed area will accommodate an efficient extension of infrastructure and transportation modes, and it will maximize the use of existing infrastructure.

A community is defined by an urban reserve line at its border and by an urban services line within which services can be provided within 5 to 10 years of an LUE review.

As the developed area increases within the urban service line, the capacity for additional growth is evaluated in terms of community resources and facilities.

Expansion of an urban services line may occur if additional development within the urban reserve area can be served with full urban services.

## F. VILLAGE RESERVE LINES

There are many areas in the county where homes are grouped in settlements of greater density than surrounding rural areas, but which are not self-sufficient communities. In past planning studies, such communities have often been overlooked, remaining undistinguished from the surrounding countryside. The LUE recognizes these villages as having both individual character and unique problems, as well as needing specialized solutions to their problems. People living in these villages identify with a local character and often feel protective of their village life-style.

The village reserve lines (VRL) distinguish developed areas from the surrounding rural countryside. A land use plan has been developed for each village, with particular attention given to their unique problems, opportunities and development potentials. Village plans are found in the LUE area plans and village reserve lines are established for:

Black Lake	Heritage Village	Pozo
California Valley	Los Berros	<del>San Simeon Acres</del>
Callender/Garrett	Los Ranchos/Edna	Whitley Gardens
Creston	Oak Shores	Woodland
Garden Farms	Palo Mesa	

Expansion of a village reserve line should be reviewed using the previous guidelines for Consideration of Urban or Village Expansion.

### G. APPROPRIATE LEVELS OF SERVICE

The urban and village reserve lines establish the boundary between urban and rural (city and country) land uses and the different types of public services needed for area residents. Table H indicates the types of services that generally would be appropriate within ~~in~~ areas with urban, suburban and rural densities as shown in the Land Use Element area plans.

TABLE H LEVELS OF SERVICE		
Urban Densities* (One or more dwellings per acre)	Suburban Densities* (One dwelling per one to five acres)	Rural Densities* (One dwelling per five acres or larger)
Community Water System	Community Water System	Individual Wells
Public Sewers	Septic Tank Maintenance	Septic Tanks
Police Service	Police Service	Police Service
Fire Protection	Fire Protection	Fire Protection
Parks	Parks	<u>Regional Parks</u>
Street Improvements	Street Improvements	Road Improvements
Street Trees		
Lighting		
Street Sweeping		
Drainage	Drainage	Drainage
Solid Waste Pickup	Solid Waste Pickup	Solid Waste Pickup
Ambulance	Ambulance	Ambulance
Libraries	Libraries	Libraries (Mobile)
Improvement Districts	Improvement Districts	Improvement Districts

Open Space Maintenance	Open Space Maintenance	Open Space Maintenance
Cultural Facilities		
Schools	Schools	Schools

Note:

\* “Density” in land use planning is a term that refers to the number of dwelling units per acre of land. Urban densities are generally one or more dwelling units per acre; suburban densities usually range from one dwelling unit per one acre to five acres, and rural densities are lower than one unit per five acres. Village areas usually have suburban densities, although exceptions may occur within the Land Use Element area plans. Urban areas normally have urban densities overall, although neighborhoods within village and urban areas may have urban or suburban densities.

In rural areas outside the urban reserve line that are experiencing long term physical hardship due to local groundwater shortages, it may become appropriate to establish an urban level community service system for water service only. Consideration should be given to the goals provided above in Section C. GOALS AND Implementing Strategies. Prior to establishment of community water service within a rural area, the affected area plan and Article 9 must be amended to identify a specific water hardship area, to provide policies that explain the justification and objectives for allowing the establishment of community water service, and to provide the standards by which to implement these policies. [Added 1993, Ord. 2614]

**H. LOCAL AGENCY FORMATION COMMISSION ~~AND SPECIAL DISTRICTS~~**

The Local Agency Formation Commission (LAFCO) is charged with promoting orderly development and balancing that development with the sometimes competing interests of discouraging urban sprawl, preserving open space and prime agricultural lands, and efficiently extending government services. The Legislature has given LAFCOs the authority to carry out changes in governmental organization to promote specified policies now codified in the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act). The CKH Act commences with Section 56000 of the Government Code, and the reader is referred especially to Sections 56001, 56300, 56301, 56375, 56377, and 56668. The Sections contain the following major policy elements:

- 1. Orderly Growth.** LAFCO is charged with discouraging urban sprawl and encouraging orderly growth and development. Providing housing for persons and families of all incomes is an important factor in promoting orderly development;
- 2. Logical Boundaries.** LAFCO is responsible for encouraging the logical formation and determination of boundaries;
- 3. Efficient Services.** LAFCO exercises its authority to encourage adequate, efficient and effective governmental services; and,
- 4. Preserve Agricultural and Open Spaces.** LAFCO is required to exercise its authority to guide development away from open space and prime agricultural land uses unless such actions would not promote planned, orderly, and efficient development.

**LAFCO Jurisdiction**

Specific Authority. LAFCO has the specific authority to review and approve or disapprove the following:

- Annexations to, or detachments from, cities or districts; formation or dissolution of districts;
- Incorporation or disincorporation of cities; consolidation or reorganization of cities or districts;
- The establishment of a subsidiary district(s);
- The development of, and amendments to, spheres of influence;
- Authorization of extension of services beyond an agency's jurisdictional boundaries;
- Provision of new or different services by districts; and,
- Preparation of Municipal Service Reviews and Sphere of Influence studies at least every five years.

Limitation of Authority Relating to Land Use Conditions. In order to carry out the legislative policies identified above, LAFCO has the power to approve or disapprove applications, or to impose reasonable conditions on approval. However, while LAFCO is charged with consideration of the impacts of land use in its determination, it is specifically prohibited from directing specific land use or zoning actions. LAFCO can deny an application where the land use that would result violates the statutory policies of the CKH Act.

Sphere of Influence. The CKH Act provides the legislative authority and intent for establishing a Sphere of Influence and is included by reference in these policies. A Sphere of Influence is defined by the CKH Act as a plan for the probable physical boundaries and services area of a local agency, as determined by the Local Agency Formation Commission. In general the Sphere is a 20-year growth boundary for a jurisdiction's physical development. The Sphere of Influence and Urban Reserve Line are often coordinated and are at times coterminous (identical to one another). The Sphere of Influence policies are intended to be consistent with CKH and take into consideration local conditions and circumstances. The following factors must be addressed when establishing a Sphere of Influence:

1. Present and planned land uses in the area, including agriculture, and open space lands;
2. Present and probable need for public facilities and services in the area;
3. Present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide; and
4. Existence of social or economic communities of interest in the area if the Commission determines that they are relevant to the agency

The Act further requires that a Municipal Service Review be conducted prior to, or in conjunction with, the update of a Sphere of Influence. The Service Review evaluates the public services provided by the jurisdiction and possible changes to a jurisdiction's Sphere of Influence that are currently under consideration. The legislative authority for conducting Service Reviews is provided in Section 56430 of the CKH Act. A Service Review must have written determinations that address the following factors in order to update a Sphere of Influence.

1. Infrastructure Needs & Deficiencies
2. Growth & Population
3. Financing Constraints & Opportunities
4. Cost Avoidance Opportunities
5. Opportunities for Rate Restructuring

6. Opportunities for Shared Facilities
7. Government Structure Options
8. Evaluation of Management Efficiencies
9. Local Accountability & Governance

In completing an update of a jurisdiction's Sphere of Influence, LAFCO considers the General Plans of the county and when applicable, cities and special districts. LAFCO also facilitates the development of a Memorandum of Agreement (MOA) between the cities, districts and the county. The MOA is a voluntary agreement that increases the levels of cooperation between the city or district and county with regard to growth and development within the city's or district's Sphere of Influence. The city or district and county should agree on a Sphere of Influence boundary and provisions for the future development of the area.

~~The California Government Code (Section 56301) states that one purpose of the Local Agency Formation Commission (LAFCO) is "...the discouragement of urban sprawl and the encouragement of the orderly formation and development of local governmental agencies based upon local conditions and circumstances." In order to see that such orderly formation and development is carried out, the code further directs that "...the Local Agency Formation Commission shall develop and determine the Sphere of Influence of each local governmental agency within the county."~~

~~The San Luis Obispo County LAFCO has adopted general policies and criteria for spheres of influence. Those criteria contain the following definitions:~~

~~**Spheres of Influence:** Lines adopted by LAFCO that will delineate the probable ultimate physical boundaries and limits of local governmental agency service areas for a 10-20 year period. Many factors are considered, including the general plans of the various cities, boundary lines of existing special districts and the county urban reserve lines.~~

~~**Sphere of Service:** The area around a community, city or special district where short term growth (10-year period) will be considered, and within which urban services are planned to be provided. An agency's capital improvement program assists in determining the sphere of service.~~

~~The definitions of the sphere of influence and sphere of service lines correspond directly to the definitions of the urban reserve and urban services lines (respectively) in the Land Use Element. The Land Use Element provides data useful to LAFCO in establishing Spheres of Influence and fulfilling its mandate to ensure that local governmental agencies undergo orderly formation and development.~~

~~Once spheres of influence are adopted by LAFCO they become "...a factor in making regular decisions on proposals over which it has jurisdiction. The commission may recommend governmental reorganizations to particular agencies in the county, using the spheres of influence as the basis for such recommendation..." The factors evaluated by LAFCO in determining the sphere of influence of each local governmental entity include:~~

1. ~~— The maximum possible service area of the agency based upon present and possible service capabilities of the agency.~~
2. ~~— The range of services the agency is providing or could provide.~~
3. ~~— The projected future population growth of the area.~~

4. ~~The type of development occurring or planned for the area, including, but not limited to, residential, commercial, and industrial development.~~
5. ~~The present and probable future service needs of the area.~~
6. ~~Local governmental agencies presently providing services to such area and the present level, range and adequacy of services provided by such existing local governmental agencies.~~
7. ~~The existence of social and economic interdependence and interaction between the area within the boundaries of a local governmental agency and the areas that surround it and could be considered within the agency's sphere of influence.~~
8. ~~The existence of agricultural preserves within the area being considered for inclusion within an agency's sphere of influence and the effects of their inclusion on maintaining their physical and economic integrity.~~

Many of the same factors affecting establishment of the LAFCo spheres of influence are also considered in locating the urban reserve, urban service and village reserve lines in the LUE. Expansion of spheres of influence should also be based on a review of the factors for expanding urban and village reserve lines in section D. URBAN RESERVE LINES - CONSIDERATION OF URBAN AND VILLAGE EXPANSION. Continued coordination in the future between the LUE and the spheres of influence will support the orderly growth of county communities and will also support service agencies in keeping pace with that growth.



Amend Chapter 5 of Framework for Planning (Inland), Part I of the Land Use Element of the General Plan, beginning on page 5-1, as follows:

Chapter 5:                   CIRCULATION ELEMENT

[Text from pages 5-1 to 5-6 is not addressed and is omitted.]

F.       STREET DESIGN CONSIDERATIONS

The location and design of streets can have a major effect on adjacent land uses. The design of residential streets is particularly important since improper design ~~of such routes~~ can have a long-term adverse effect on residents using them. Streets shall be designed in accordance with appropriate standards, and shall incorporate traffic calming features where needed, to result in vehicles traveling at safe and pedestrian-friendly speeds. The following guidelines offer general design parameters for providing safe, convenient routes for movement of automobiles, bicycles and pedestrians within residential neighborhoods and local commercial areas.

**General Design Guidelines**

1. Street and pedestrian circulation patterns in newly developed areas should be compatible with the land use and circulation recommendations of the community plans for the planning areas.
2. Arterial roads and streets should be developed to provide appropriate service for local trips, to minimize traffic on principal arterials.
3. Pedestrian circulation should be expressly addressed in project and street designs so that walking is facilitated between projects and other neighborhood destinations by sidewalks, pathways or trails that have adequate width, connections and unobstructed access ~~accommodated by various methods of implementation.~~
4. New street network designs should ~~minimize the overall length of streets. be in connected patterns with a variety of linear and curvilinear forms for aesthetic interest, environmental sensitivity and efficient use of land. A "grid" layout is encouraged; however, the grid may be occasionally interrupted (while still remaining in compliance with the design criteria in the Real Property Division Ordinance) in order to prevent "cut-through" traffic from adjacent neighborhoods. Multiple cul de sacs shall be strongly discouraged.~~
5. Driveway entrances should be avoided on arterials or other streets where needed to allow for uninterrupted traffic flow. Alleys may provide suitable access to rear-facing garages if designs are attractive, avoid through-traffic and provide for visual security, waste handling, infrastructure and maintenance.
6. Local residential streets should generally be interconnected while serving ~~designed to serve~~ limited, localized access needs, rather than through traffic.
7. All dwellings and structures should be readily accessible to emergency and service vehicles.
8. Street standards should be developed using the guidelines of ~~the~~ "A Policy on Geometric Design of Highways and Streets," "Guide to Urban and Rural Street Design" published by the American

Association of State and Highway and Transportation Officials (AASHTO), with focused attention on new flexible standards.

9. Horizontal and vertical street alignments should be located to minimize grading and to incorporate natural ground contours as much as possible without creating hazards to traffic, and should be consistent with other design objectives.
10. Street layouts should be planned to avoid adverse concentration of storm water runoff.
11. Street design should promote safe bicycling by including the placement of bike lanes, routes and bikeways that will implement the County Bikeways Plan ~~provide for the safety of the cyclist as well as the automobile driver with whom they share the streets.~~

### **Local Street Intersections**

~~Residential street layouts should generally be designed to minimize the use of four-way local street intersections by avoiding conventional gridiron street layout patterns.~~

### **Parking**

1. Adequate off-street parking for residents and guests, including spaces for recreational vehicles, should be provided in both urban and rural areas. Off-street parking requirements should be reduced if it can reasonably be foreseen that proximity to public transit and essential commercial and public services will reduce the parking demand.
2. Parking lots for commercial development shall include shade trees of appropriate type, density and location to provide a minimum of 50% shade of total surface area during summer months.

### **Street Landscaping**

- a. Street landscaping should be included in planned street designs to improve the appearance and aesthetic value of urban and village areas.
- b. Landscaping should be planned for safety and beauty, emphasizing appropriate use of native, drought tolerant species, to provide buffering and to minimize conflicts between streets, parking, structures, and pedestrian paths.
- c. New street development projects should include landscaping along with funding for its installation and maintenance, either through the county or other agencies such as community service districts.
- d. The design and construction of new roads or the expansion of existing roads, to the degree that right-of-way and traffic safety allow, should incorporate and preserve natural features, such as native woodlands or significant mature trees, rock outcrops and other landmarks.
- e. Implementation of street landscaping projects should occur after the assignment of departmental responsibilities for installation and maintenance and discussion of funding sources and methods by the Board of Supervisors. For example, the Public Works and General Services Departments may develop a coordinated program for design and a funding mechanism through the Public Works Department, and installation and maintenance by the General Services Department. These decisions should be

made to avoid problems with inadequate staffing or financial capability to develop and maintain projects.

### Alternative Street Design

Due to the considerations listed above, special street designs may be necessary in unique local situations, such as in private developments where public roads are not a consideration. In such cases, special design standards or criteria may be utilized that do not conform to the County Standard Improvement Specifications and Drawings.

Some special design needs are noted in the Land Use Element area plans as guidelines in the Circulation chapter programs or as requirements in Article 9 of the Land Use Ordinance (Community Planning Standards). Special designs that are available in ~~the~~ "A Policy on Geometric Design of Highways and Streets," "Guide to Urban and Rural Street Design," or other design guidebooks will be necessary to implement them. Other special design needs may come to light during review of applications for land use permits and subdivisions or capital improvement projects, for example to preserve a woodland or to create a pedestrian or equestrian pathway separated from a street. In such cases, streets should be designed to accommodate those needs if traffic safety can be assured.

### Street Construction

Before the construction of new or expanded streets and roads, detailed plans must be developed. At that stage, engineering feasibility studies and geometric designs should carry out the guidelines listed in the previous sections with the coordination of Planning and Building and Public Works Department staff as a general plan conformity report is prepared.

An environmental determination is then made for the preliminary design of each project. The Public Works Department prepares construction drawings based on the process of plan development and the environmental determination.

### F.G. SCENIC ROADS AND HIGHWAYS

The designation of scenic roads and highways is intended to promote ~~conserve~~ and enhance the natural scenic beauty occurring along portions of county and state highways. The rural areas of San Luis Obispo County have many scenic attributes that contribute to the pleasure of driving through them. Whether these features of the landscape are highly unusual, such as the volcanic Morrocos between San Luis Obispo and Morro Bay, or the more typical oak-studded ranch, they play an important role identifying the county as a special place. Agricultural operations and facilities, ocean views, mountain landscapes and unique geologic features in the rural areas ~~can also help make many of the roads very scenic and~~ contribute to the scenic quality of the rural areas of the county. These features are essential to the ~~Together, these natural and built features provide a scenic environment that encourages the growth of recreation and tourist industries that are major parts of the local economy. Development and enhancement of the scenic roads and highways system should be accomplished without undue restrictions on private property or unnecessary burdens on agricultural operations.~~

In recognition of these features, Highway One is designated a State Scenic Highway and National Scenic Byway from San Luis Obispo to the Monterey County line. Additional scenic state highways may be designated through a process with the California Department of Transportation (Caltrans) that is flexible for local evaluation and regulation to protect scenic quality. Local county roads may be designated as scenic corridors

~~through a process that is outlined in the Agriculture and Open Space Element. This section of the Circulation Element incorporates the scenic highways element contained in the Open Space Element, which It includes a list of eligible state highways and county roads that qualify for a scenic designation, and more detailed mapped designations and policies for the designation protection of scenic highway corridors. The local scenic road designation process does not apply to the state or federal designation processes for scenic highways. The designation of additional scenic roads and highways should be accomplished without undue restrictions on private property, impacts to biological resources or unnecessary burdens on agricultural operations. The implementation policies in the AG/OS Element for designating scenic corridors should be actively pursued to protect the county's high-quality scenic character.~~

### **Policies for road and highway projects in designated scenic corridors**

~~The following policies are stated to implement the Agriculture and Open Space Plan Policy OSP24 as it applies to all roads and highways that are designated as scenic highway corridors within the county:~~

- ~~1. Construction of improvements, realignments and new road facilities of designated scenic corridor roads and highways should maintain or enhance existing views and not obstruct or diminish them, as can be determined through the development permit process.~~
- ~~2. Road and highway construction projects of in scenic highway corridors should provide special attention to the location, siting and design of visible structures, access points, signs and other facilities within the right-of-way. Landscaping should include area native plants in strategic locations to enhance views and be used in revegetation. Place utilities underground where feasible as part of road improvement projects.~~
- ~~3. Ensure that the location, design and construction of each road or highway blends into and complements the scenic corridor, by coordinating among involved agencies for the integrated design of the project.~~
- ~~4. Provide special scenic treatment and design within scenic road and highway rights-of-way, to include highway directional signs, guardrails and fences, lighting, provisions of scenic outlooks, frontage roads, grading, vegetation and highway structures.~~

~~The following local objectives are stated to implement the Agriculture and Open Space Element policy that scenic highway provisions should be applied to all highways so designated within the county:~~

- ~~1. Identify scenic areas and features within view of state highways, city streets, and county roads in the Agriculture and Open Space Element and incorporate them into the applicable Land Use Element area plan, designating them within Sensitive Resource Areas.~~
- ~~2. Adopt programs in the Land Use Element area plans and standards in the Land Use Ordinance to protect the scenic quality of identified areas and to maintain views from designated scenic roads and highways. Provide special attention to the location, siting and design of visible structures, access roads and outdoor advertising, while ensuring that there will not be undue restrictions on private property or agricultural operations. Encourage area native plants in landscaping. Promote placing utilities underground where feasible.~~

- ~~3. Ensure that the location, design and construction of each scenic road or highway blend into and complement the scenic corridor, by coordinating among involved agencies for the integrated design of the project.~~
- ~~4. Promote special scenic treatment and design within scenic road and highway rights-of-way, to include highway directional signs, guardrails and fences, lighting, provisions of scenic outlooks, frontage roads, grading, vegetation and highway structures.~~

## H. PEDESTRIAN CIRCULATION

To achieve walkable communities, pedestrian circulation needs to be planned from the outset in new projects and connected with existing and future routes of travel. Walking is critical to creating healthy communities, as it reduces vehicle travel and associated air pollution, including carbon dioxide emissions that contribute to climate change, and it promotes physical and mental well being. Reducing the increase in vehicle traffic also will reduce the need for expensive street widening and intersection improvements.

Pedestrian travel needs to be encouraged and facilitated by providing usable and attractive sidewalks, pathways and trails appropriate to their function. Residential neighborhoods may be served by all of these; however, commercial development may or may not accommodate trails or pathways. Narrow or dis-connected sidewalks do not serve pedestrians needs well. Pedestrians are typically attracted to wider, inviting routes that connect daily destinations, such as home, school, parks, work and shopping within a five- to ten-minute walk. Community planning and project design need to facilitate such connections. Pedestrian facilities should be buffered from traffic where feasible by street parking, landscaped parkways or separated pathways such as trails and *paseos*. Publicly and privately funded features should be included to provide interest and a sense of place, such as landscaping, above-ground planters, benches, way-finding signs, public art and symbols, and streetlights at a pedestrian scale.

### Implementing Strategies for Pedestrian Circulation

1. Give high priority to pedestrian travel as a primary component of community planning and the design of all neighborhoods, districts and street corridors.
2. Plan for pedestrians to have maximum access and connectivity between land use destinations, fill in the gaps between disconnected sidewalk segments, and eliminate other barriers to pedestrian access along streets and within sites.
3. Give high priority to pedestrian facilities and amenities within the County budget process, traffic impact fee programs and the Council of Governments funding allocations.
4. Plan and provide multi-use trails that encourage pedestrian, bicycle and equestrian travel between residential areas and other destinations, to implement the trails section of the Parks and Recreation Element.

## I. BIKEWAYS

Bicycling is an important component of the county transportation system. Bikeways are several types of facilities designed for safe bicycle travel, including fully separated paths, restricted bike lanes, or signed streets. ~~The Circulation Element incorporates the Bikeways Element of the Regional Transportation Plan as though fully set forth here, for detailed planning and implementation of regionally significant bikeways.~~ Local bikeways ~~may be~~ are addressed in the Circulation chapters of the Land Use Element area plans. The County Bikeways Plan provides for the advancement of bicycling and includes detailed guidance for developing of bike lanes, routes and separated paths.

### **Implementing Strategies for Bikeways**

1. Give high priority to bicycle travel within and between communities in community planning, financing and improvement designs.
2. Bicycle travel should be encouraged through community outreach, fully implementing a network of bike lanes and paths and related facilities, including bike racks, and by changing standards and specifications, signing and related facilities as needed to achieve greater usage.
3. Regional trails that link communities should be provided consistent with the Parks and Recreation Element, to enable more alternative transportation between and through communities.

## II. PUBLIC TRANSIT

Public transit serves the transportation needs of large numbers of people and low-mobility groups (disabled individuals and those without cars) more efficiently than automobiles. Transit policies and plans of the county are integrated with local and regional systems in the Transit portion of the Regional Transportation Plan, which is incorporated by reference as though it were fully stated here.

The county has an important role in planning, supporting and expanding the Regional Transit System because the road system in unincorporated areas is projected to be increasingly impacted by vehicle travel. A more productive and convenient transit system ~~is~~ will be necessary to offset increasingly congested streets and highways effectively.

### **Implementing Strategies for Public Transit**

1. Provide public transit with sufficient connectivity, frequency and hours and days of service to be competitive with the private automobile. Utilize transit planning as an equal consideration in decisions on using transportation funding for street and highway improvements, during the county budgetary process and the Area Coordinating Council's Unmet Transit Needs process.
2. Allocate LTF/TDA funds to fully fund public transit services before considering those funds for other transportation needs. Expand the land use planning process to include the consideration of transit facility needs in the location and intensity of development, by integrating commercial and residential areas with transit networks.
3. Work with the Regional Transit Authority and other transit agencies to coordinate transit routes, facilities and services with planned land uses and with specific development proposals.

4. ~~Expand the consideration of transit facilities in the land use permit process, by encouraging~~ Encourage mixed-use commercial and residential projects, ~~planned-unit developments, participation by~~ and encourage developers ~~to in provide ing~~ transit facilities, park and ride lots and implementation of vehicle trip-reduction programs.
- 5.4. Consider the enactment of Traffic Mitigation and Vehicle Trip-Reduction Ordinances that would reduce the amount of traffic from large-scale institutions, developments or employers that would occur at peak commuting hours, such as staggered hours or car pooling incentives.
- 6.5. Pursue transportation demand management strategies as contained in the Regional Transportation Plan that encourage ~~will manage demand by encouraging~~ people to drive less, for instance, with preferential parking for car poolers.

## **K. AIRPORTS**

Airports provide base facilities for air transportation and air freight and meet recreational needs. The Land Use Element designates areas around airports for limited commercial, industrial, recreational or low-density residential uses, as well as agricultural and open space uses, based upon the characteristics of the individual airports. Specific development criteria for airport facilities and identification of types of land uses that may be compatible with airports are defined in the following documents:

1. ~~The Aviation Element of the county Transportation Plan.~~
2. The San Luis Obispo County Airport Land Use Plan.
3. The Oceano County Airport Land Use Plan.
4. The Paso Robles City Airport Land Use Plan.

Land use recommendations and standards of the above-mentioned documents are refined in the planning areas through application of the Airport Review combining designation, discussed in Chapter 7.

## **L. EQUESTRIAN TRAILS**

In areas where there is interest in establishing equestrian trails, the county should work with equestrian groups, property owners, and agriculturalists to determine whether rights-of-way may be secured to serve this need while respecting and protecting adjacent uses and ownerships.

## **M. OTHER TRANSPORTATION MODES**

In addition to streets, public transit and airports, other transportation modes affecting land use planning include harbors and seaports, pipelines, transmission lines, rail and transportation terminals. The area plans contain policies for the local development and use of those systems. The Regional Transportation Plan contains a specific discussion of issues, programs and policies for those components of the county circulation system and it is incorporated by reference as though it were fully included here.

Amend Chapter 6 of Framework for Planning (Inland), Part I of the Land Use Element of the General Plan, beginning on page 6-7, as follows:

CHAPTER 6: LAND USE CATEGORIES

[Text from 6-1 to 6-7 is not addressed and is omitted]

Guidelines for Land Use Category Amendments

In determining whether to approve a proposed land use category amendment, the Planning Commission and Board of Supervisors may consider, but shall not be limited to, the following items where appropriate for the proposed land use category change under consideration:

1. **Existing planning policies.** Whether the proposed land use category is consistent with the following:
  - a. Applicable policies in the various elements of the General Plan (~~Land Use, Agriculture and Open Space, Conservation, Circulation, Housing, Safety, Noise~~);
  - b. The general goals in Chapter 1 of Framework for Planning (Part I of the Land Use Element);
  - c. The purpose and character statements for land use categories in Section B, description of land use categories;
  - d. Uses listed in Article 2 of the Land Use Ordinance, list of allowable uses;
  - e. The text and maps of the area plans (Part II of the Land Use Element); and
  - f. The planning area standards of Article 9 (Community Planning Standards) of the Land Use Ordinance.
2. **Area character.** Whether the proposed land use category is compatible with allowed land uses in surrounding land use categories. Whether the potential types of development resulting from a proposed amendment would adversely affect the existing or planned appearance of the countryside, ~~neighborhood~~ community character and style of development in the surrounding area.
3. **Environmental impacts.** The proposed amendment should not enable development that would cause potential significant adverse environmental impacts as determined through an environmental determination, unless such impacts can be adequately mitigated or a statement of overriding considerations can be adopted in accordance with the California Environmental Quality Act.
4. **Accessibility/circulation.** Whether the site of the proposed amendment is located with convenient access to a road system in the vicinity that is adequate to accommodate the traffic generated by the type and intensity of development allowed by the amendment.
5. **Soils classification.** Whether the proposed amendment gives consideration to protecting prime ~~agricultural soils (SCS Class I and II, irrigated) for potential agricultural use~~ farmland and farmland of statewide importance as identified by the Natural Resources Conservation Service (NRCS). Proposals in other soil classifications should be reviewed together with other site features to determine if the proposed amendment could unnecessarily limit, reduce or eliminate potentially viable agricultural uses.
6. **Slope and other terrain characteristics.** Whether site terrain would be predominantly retained in its existing configuration by development enabled by the proposed amendment. Whether development resulting from the proposed amendment would avoid excessive grading and retain the overall contour



of a site such that more intensive development occurs on flatter land and low-density development is accommodated by steeper terrain.

7. **Vegetation.** Whether the proposed amendment enables development that would retain significant vegetation such as oak woodlands or other mature tree forests and native plant communities that provide wildlife habitat or include rare and endangered plant or animal species.
8. **Hazards.** Whether the proposed amendment has been evaluated with respect to potential building limitations due to flood, fire or geologic hazards, so that subsequent development will be feasible in relation to the uses allowed by the proposed amendment.
9. **Existing parcel size and ownership patterns.** Whether the proposed amendment enables development of a type and scale consistent with surrounding parcel sizes and ownership patterns.
10. **Availability of public services and facilities.** Whether the proposed amendment is located in an area with demonstrated availability of needed public services and facilities and, where applicable, whether it is suitable for on-site sewage disposal and has an adequate groundwater supply. To the extent that proposed amendments will create a demand for services, amendments in the urban and village areas should demonstrate that services for water supply, sewerage, streets, public safety, schools and parks are planned to be available within the horizon year of the applicable area plan, or a capital improvement program is in effect to provide for any such services that are currently deficient, or such services and facilities will be provided as a result of approved development following the amendment.
11. **Land inventory.** Whether the amendment, with the uses it would allow, is needed to provide an appropriate balance of land uses ~~a sufficient supply of land~~ for the population of the community or area ~~that is projected~~ within the projected capacity for natural ~~planned~~ resources, services and facilities.
12. **Mineral Resources.** Whether the amendment proposed in an area included within the EX (Energy and Extractive Resource Area) or EX<sub>1</sub> (Extractive Resource Area) combining designations on the official maps of the Land Use Element would preclude resource extraction or would result in uses which adversely affect the existing operation or expansion of extraction uses. Proposals within the EX or EX<sub>1</sub> combining designations which would preclude resource extraction, would allow minimum residential parcel sizes of less than 10 acres or would otherwise be incompatible with resource extraction shall be approved only when the need for the particular use is determined by the Board of Supervisors to outweigh the value of keeping the potential mineral resource available for future extraction. The proposed amendment shall not enable development that would adversely affect the continuing operation or expansion of an extraction use [Amended 1991, Ord. 2498).
13. **Agricultural land.** ~~Whether the amendment is located in an area where it would not protect~~ enable conversion of agricultural land at the urban fringe and would allow an expansion of urban development into agricultural lands or encourage sprawl by allowing "leapfrog" development into agricultural areas. Such conversion of agricultural land to non-agricultural uses is discouraged unless other locations for development are physically, environmentally or otherwise not feasible in the foreseeable future. Requests for conversion shall be consistent with, at a minimum, be evaluated against the criteria established in the Agriculture and Open Space Element and the Conservation Element for conversion of agricultural land.

## B. DESCRIPTION OF LAND USE CATEGORIES

This section describes the 13 land use categories in detail, including their purpose and intended character. The criteria listed for each land use category are the basis for determining actual locations where the categories should be applied.

The statements of purpose and character are to be used as criteria for evaluating whether a Land use Element amendment is appropriate for a specific site, neighborhood or community. The statements of category purpose and character are ~~not~~ to be used to evaluate development proposals. The purpose statements are objectives related to the goals in Chapter 1. Character statements identify suitable features or conditions for the location, extent and timing of designating a land use category. These statements also are the basis for establishing allowable uses in Article 2 of the Land Use Ordinance.

**[Text from this section to end of chapter is not addressed and is omitted]**

**APPENDIX A**  
**IMPLEMENTING STRATEGIES AND PROGRAMS**  
(The Appendix is entirely proposed new text. For readability, it is not underlined.)

**Table A-1**  
**Schedule for Completing Implementing Strategies**  
**Framework for Planning (Inland and Coastal Zone areas)**

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
<b>Principle 1: Preserve open space, scenic natural beauty and sensitive environmental areas. Conserve agricultural resources and protect agricultural land.</b>					
<b>1.1.</b> Work with the agricultural community, conservation communities and advisory committees on a program that links land conservation with agricultural economic development; supports locally-based commercial agriculture, preserves scenic rural landscapes and sustains resources.	2	Planning and Building; Agriculture Department	Dep't budget; Gen Fund; Grants	Medium	2011
<b>1.2.</b> Revise the Land Use Element, Land Use Ordinance and the Growth Management Ordinance to direct new growth to suitable development areas that maintain natural resources at sustainable levels in areas with the least constraints.	1 2 4	Planning and Building; Agriculture Department	Dep't budget; Gen Fund	Essential	2011
<b>1.3.</b> Identify and prepare policies and programs in the Conservation Element to conserve rural visual character within "community separators" that benefit the land owners and adjacent communities.	1 5	Planning and Building; Agriculture Department	Dep't budget; Gen Fund	Essential	In process
<b>1.4.</b> Develop and refine effective techniques for land conservation, such as land banks, transfer of development credits, and agricultural and conservation easements, and pursue grants and innovative financing tools to facilitate open space acquisition and preservation.	2	Planning and Building; Agriculture Department	Dep't budget; Gen Fund; Grants	High	2011
<b>1.5.</b> Work with communities to create and maintain distinct urban boundaries next to rural areas, and to avoid approving projects that are not supported by a city or a	1 4	Planning and Building; Advisory Councils;	Dep't Budget	Medium	2013

See NOTES at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
Community Services District (CSD) within its sphere of influence, urban area or rural referral area.		CSDs; Cities			
1.6. Create an urban and rural forestry program that engages property owners, developers and communities in planting, maintaining and protecting trees to enhance air quality and mitigate for increases in carbon dioxide emissions.	9	Planning and Building; Public Works	Dep't Budget; Gen Fund; Grants	Medium	2018
<b>Principle 2: Strengthen and direct development towards existing communities.</b>					
2.1. Work with cities, and unincorporated communities and their advisory councils, to identify suitable development areas within existing communities and adjacent expansion areas at their edges for compact, affordable development, where supported by sustainable resource capacities.	1 4	Planning and Building; Cities; CACs; CSDs; Public Works	Dep't Budget	Essential	2013
2.2. Revise the TDC program to more effectively shift potential rural development to communities with adequate infrastructure and conserve nearby rural lands.	2	Planning and Building; Cities; CACs; CSDs; Public Works	Dep't Budget	High	2013
2.3. Revise the Land Use Element, the Land Use Ordinance and the area plans to implement these planning goals.	1 4 8	Planning and Building; Public Works; General Services	Dep't budget; Gen Fund	Essential	Ongoing
2.4. Develop a regional or sub-regional economic and land use strategy to improve the current jobs-housing imbalance and strengthen the economy within each community.	1 4	Planning and Building	Dep't Budget; Gen. Fund	High	2011
2.5. Revise the Resource Management System and the Growth Management Ordinance to give a higher priority to serving existing communities with adequate resources, streets and infrastructure over outlying rural areas.	3	Planning and Building	Dep't Budget	Essential	2011
2.6. Determine the local public costs of services and facilities and the most equitable financing mechanisms, and give high priority to funding adequate infrastructure and services within existing village and urban areas.	9	Planning and Building; Public works; General Services; Districts	Dep't Budget; Gen. Fund	Essential	2013

See **NOTES** at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
2.7. Work with service districts to coordinate County land use actions with district responsibilities to provide sufficient public services and facilities	9	Planning and Building; Districts	Dep't Budget	High	Ongoing
2.8. Coordinate with the cities to consider accepting greater shares of overall countywide growth with corresponding reductions in unincorporated area growth, and to consider compensating assistance from the county to offset the transportation, financial and other demands from this growth.	1	Planning and Building; Public Works; Cities	Dep't Budget	High	Ongoing
2.9. Explore creating an "infrastructure first" policy, where the funding and/or provision of infrastructure is required before development is allowed to proceed, with assistance from mechanisms such as community financing districts.	9	Planning and Building	Dep't Budget; Gen. Fund	Medium	2013
2.10. Amend the Land Use Ordinance to require that amendments to the Land Use Element or Ordinance that propose increases in density or additional development where certified Resource Management System levels II or III exist shall provide proof of adequate, available water and sewage disposal capacities to serve the proposed amendment in addition to existing development and the allowed development on vacant parcels within the urban or village area.	8	Planning and Building	Dep't Budget	High	2011
<b>Principle 3: Foster distinctive, attractive communities with a strong sense of place.</b>					
3.1. Maintain and enhance community separation by establishing and maintaining a distinct urban edge between urban and rural areas, and creating rural conservation policies, strategies and incentives.	1 4	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
3.2. Retain or create distinct urban reserve boundaries by revising the Land Use Element and Ordinance to require development intensities that reflect a clear difference between urban and rural densities and character.	1	Planning and Building	Dep't Budget	High	2011
3.3. Revise the Countywide Design Guidelines to encourage appropriate, place-based, pedestrian-oriented designs within communities.	8	Planning and Building	Dep't Budget; Gen. Fund	Medium	2011
3.4. Foster a strong sense of place by working with communities to identify local, valued aspects within each community in "placemaking" techniques and programs.	5	Planning and Building	Dep't Budget; Gen. Fund	Medium	2013

See NOTES at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
3.5. Work to identify and obtain sources of funding to implement programs for improving and funding mechanisms for infrastructure and street and civic enhancements such as plazas, gathering places and public art.	9	Planning and Building; Public Works; General Services	Dep't Budget	High	2013
3.6. Hold an annual downtown improvements workshop and work with downtown stakeholders to form business improvement districts.	5	Planning and Building; Public Works	Dep't Budget; Gen. Fund	Low	Ongoing
3.7. Encourage property owners to protect and conserve historic buildings and resources within and outside communities, using a variety of means such as the Mills Act, an incentive program for the restoration and preservation of historic structures.	5	Planning and Building	Dep't Budget	Low	Ongoing
<b>Principle 4: Create walkable neighborhoods and towns.</b>					
4.1. Update the Countywide Design Guidelines with community, neighborhood, street and project designs that integrate and promote pedestrian and bicycle travel and activity with high levels of connectivity.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
4.2. Develop funding mechanisms to finance the design, construction and maintenance of attractive street and civic environments that attract pedestrians.	8	Planning and Building; Districts; Public Works	Dep't Budget; Gen. Fund	Essential	2013
4.3. Revise the LUO and LUE area plans to enhance neighborhoods with small-scale and appropriate commercial areas, parks, recreation, family, cultural and civic facilities within convenient walking distances.	4 8	Planning and Building	Dep't Budget; Gen. Fund	High	2013
4.4. Support enhancing downtowns and commercial areas with attractive pedestrian facilities, events and promotions, such as by facilitating the formation of business improvement and community facilities districts.	5	Planning and Building	Dep't Budget; Gen. Fund; Grants	Medium	2013
4.5. Work with the General Services Department to plan and implement parks and recreation facilities within walking distance of neighborhoods.	9	Planning and Building; General Services	Dep't Budget	Medium	2013
4.6. Pursue a street tree program on urban streets and public parking lots.	9	Planning and Building; Public Works; Districts	Dep't Budget; Gen. Fund	Medium	2013

See NOTES at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
<b>Principle 5: Provide a variety of transportation choices.</b>					
5.1. Integrate LUE area and community plans more closely with transit and pedestrian facilities by providing more intensive and diverse land uses near transit stops and within convenient walking distances between destinations.	4 6	Planning and Building; Public Works	Dep't Budget; Gen. Fund	Essential	2013
5.2. Give high priority to funding facilities for biking, walking and transit facilities and operations within the transportation planning programs of the county and the San Luis Obispo Council of Governments.	6	Public Works	Dep't Budget	Essential	Ongoing
5.3. Seek grant opportunities for integrated land-use and transportation planning where more intensive corridors and large-property development are contemplated.	6	Planning and Building; Public Works	Dep't Budget	High	2013
5.4. Enhance major boulevards and downtown streets with street trees, street furniture, textured crosswalks, planted medians and ornamental or signature lighting.	6 9	Planning and Building; Public Works	Dep't Budget; Gen. Fund; Districts	Medium	2013
5.5. Exercise maximum flexibility in the programming of Local Transportation Funds (LTF-TDA) to fully fund public transit, multimodal connections to public transportation, and to facilitate strategic growth	6	Planning and Building; Public Works	Dep't Budget	High	Ongoing
<b>Principle 6: Create a range of housing opportunities and choices.</b>					
6.1. Implement the Housing Element to create opportunities for quality housing for people of all income levels, in proximity to employment and within walking distance to daily needs.	7	Planning and Building	Dep't Budget; Gen. Fund	Essential	2013
6.2. Update LUO and LUE area plans to provide a complete range of housing choices for all incomes.	7 8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2013
6.3. Refine the Countywide Design Guidelines, community design plans and specific plans to integrate higher density development within existing neighborhoods.	8	Planning and Building	Dep't Budget; Gen. Fund	Medium	2011
6.4. Modify the Land Use Element and Land Use Ordinance to allow and encourage a diversity of housing (sizes, types, costs) within subdivisions and neighborhoods.	7	Planning and Building	Dep't Budget; Gen. Fund	High	2011

See **NOTES** at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
6.5. Modify the Land Use Ordinance regulations to encourage housing designs that result in affordability and enhance public health, safety, convenience and a high quality of life.	7	Planning and Building	Dep't Budget	Medium	2011
6.6. Modify the Land Use Element and Ordinance to create a new land use designation, such as "Mobilehome Park (MHP)" to be applied to existing mobile home parks and sites where future mobilehome parks are appropriate.	7	Planning and Building	Dep't Budget	High	In process
6.7. Modify the Land Use Ordinance to restrict the number of unrelated adults that may reside within a residential unit, to protect the safety and quality of residential living and neighborhoods.	7	Planning and Building	Dep't Budget	Low	2018
6.8. Modify the Land Use Ordinance to allow the "true-cost" price of parking to be applied to willing users, and to allow more affordable units without parking for residents who do not wish to pay for it.	8	Planning and Building	Dep't Budget	Low	2018
<b>Principle 7: Encourage mixed land uses.</b>					
7.1. Revise the Countywide Design Guidelines, the Land Use Element and Land Use Ordinance (LUE/LUO) to guide the design of, and offer incentives for affordable mixed-use buildings.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
7.2. Create a program to facilitate the financing of public improvements associated with affordable mixed-use projects.	7	Planning and Building	Dep't Budget	Low	2013
7.3. Include mixed-use development within programs and regulations for affordable housing.	7	Planning and Building	Dep't Budget	High	2011
7.4. Revise LUE/CZLUO policies to encourage the conversion of shopping centers and strip commercial streets (outside of Visitor Serving (V) priority areas) into mixed-use developments, thereby enhancing their integration with the community.	8	Planning and Building	Dep't Budget	Medium	2013
7.5. Reduce parking standards in the Land Use Ordinance for mixed-use developments in relation to the size of project and its location, such as in relation to a central	8	Planning and Building	Dep't Budget	Medium	2013

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**Key to Programs**

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|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |



Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
business district or transit stop, and consider creating in-lieu parking fee programs.					
<b>Principle 8: Take advantage of compact building design.</b>					
8.1. Revise the Countywide Design Guidelines to illustrate compact neighborhood and building design that fits within existing development visually and functionally.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
8.2. Revise the Land Use and Subdivision Ordinances to identify and encourage livable, compact building and subdivision designs.	8	Planning and Building	Dep't Budget	Essential	2011
8.3. Revise the Land Use and Subdivision Ordinances to provide for convenient access to private and/or public open space in compact projects, and to include such spaces as plazas, community gardens, playgrounds and natural areas in these projects.	8	Planning and Building	Dep't Budget	High	2011
8.4. Reduce the Land Use Ordinance requirements for off-street parking where uses are related in a pedestrian scale to each other, in order to facilitate compact neighborhood design, increase the viability of projects and encourage other modes of transportation, without adversely affecting opportunities for coastal access.	8	Planning and Building	Dep't Budget	Medium	2013
8.5. Ease parking requirements for compact projects where community parking facilities are available, and work with developers and communities to finance and build such facilities.	8	Planning and Building	Dep't Budget	Medium	2013
8.6. Educate the public, developers and designers about compact residential design and building options, the opportunities for more amenities and convenience, and how environmental impacts such as traffic can be avoided or minimized.	10	Planning and Building	Dep't Budget; Gen. Fund	High	Ongoing
<b>Principle 9: Make development decisions predictable, fair and cost effective.</b>					
9.1. Prepare illustrated zoning and design standards within the Coastal Zone Land Use Ordinance or similar document that reduce uncertainty and enhance understanding of requirements, such as a "form-based" code.	8	Planning and Building	Dep't Budget; Gen. Fund	High	2013
9.2. Identify locations where strategic growth projects (which are consistent with these principles) can be eligible for expedited review.	8	Planning and Building	Dep't Budget	Essential	2011

See NOTES at the end of Table 1 for more detailed information.

**Key to Programs**

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|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
9.3. Convene a streamlining task force among staff and stakeholders to review opportunities for streamlining the permit process.	10	Planning and Building	Dep't Budget	High	2011
9.4. Implement a priority review of qualifying strategic growth projects (which are consistent with these principles), and create a "Green Tape" approach that facilitates their progress during permit processing.	10	Planning and Building	Dep't Budget	Essential	In process
<b>Principle 10: Encourage community and stakeholder collaboration.</b>					
10.1. Inform stakeholders about strategic growth and the decision-making process by various means, such as forums and the media.	11	Planning and Building	Dep't Budget; Gen. Fund	Essential	Ongoing
10.2. Consolidate the outcomes of previous community visioning exercises that have demonstrated the public's preferences on where and how new growth should be located and designed, to build consensus about attaining compact, walkable communities and rural preservation.	1 4	Planning and Building	Dep't Budget	Essential	2011
10.3. Involve the public, advisory and other groups, cities and other jurisdictions often and routinely into the planning and development review processes by early outreach, referrals and responses.	11	Planning and Building	Dep't Budget	High	Ongoing
10.4. Provide more and expanded access to media to develop more understanding of planning and project review.	11	Planning and Building	Dep't Budget	Medium	Ongoing
10.5. Convene an inter-departmental team to coordinate and integrate strategic growth goals into each department, and within the County budget, capital improvements program (CIP) and grant funding processes	11	Planning and Building	Dep't Budget	High	2011
10.6. Increase the minimum distance limits for public notification for discretionary of pending projects in rural areas.	11	Planning and Building	Dep't Budget	Low	2011
<b>Principle 11: Strengthen regional cooperation.</b>					
11.1. Promote cooperation between the county and all jurisdictions in forming a strategic	1	Planning and Building	Dep't Budget	Essential	2011

See NOTES at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
growth vision, carrying out strategic growth policies, and using mutual agreements and implementation programs as primary tools.					
<b>11.2.</b> Work with cities, counties, regional boards, agencies and institutions to identify specific areas in which to develop more compact urban forms, implement strategic growth principles, and provide needed housing and jobs.	1	Planning and Building	Dep't Budget; Gen. Fund	Essential	2013
<b>11.3.</b> Develop community and resource indicators (which are identifiable measures) to assess what each community needs to be livable and affordable, to make sure that development meets community and strategic growth goals, and to preserve natural resources.	4	Planning and Building	Dep't Budget; Gen. Fund	Medium	2013
<b>11.4.</b> Identify, with other jurisdictions, important regional values, provide solutions and strategies that enhance important assets, and protect and preserve those assets vulnerable to loss or degradation.	1 4	Planning and Building	Dep't Budget; Gen. Fund	High	2011
<b>11.5.</b> Refrain from approving development in unincorporated areas along the urban fringes that will burden city services or conflict with a LAFCO Memorandum of Agreement or other form of cooperation, unless specific mitigation measures can be included.	10	Planning and Building	Dep't Budget	High	2013
<b>IMPLEMENTING STRATEGIES FOR PUBLIC SERVICES</b>					
<b>Services 1.a</b> Avoid the use of public resources, services and facilities beyond their renewable capacities, and monitor new development to ensure that its resource demands will not exceed existing and planned capacities or service levels.	3	Planning and Building	Dep't Budget	Essential	Ongoing
<b>Services 1.b</b> Finance the cost of additional services and facilities from those who benefit by providing for dedications, in-lieu fees or exactions, and special financing districts.	9	Planning and Building, Public Works, Gen. Services	Dep't Budget support	Essential	Ongoing
<b>Services 1.c</b> Locate new public service facilities as close as possible to users, allowing for sufficient buffers to protect adjacent rural and agricultural areas	1 9	Planning and Building, Public Works, Gen. Services, Health,	Dep't Budget	Medium	Ongoing

See **NOTES** at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
		School Districts, agencies			
<b>Services 2.a</b> Direct the extension of urban services to areas within urban and village reserve lines, and restrict urban services from being provided outside urban or village areas.	1 9	Planning and Building, Public Works, Gen. Services, Health, School Districts, Agencies	Dep't Budget	High	Ongoing
<b>Services 2.b</b> Fund improvements that would primarily benefit the residents or users of new development, and that are necessary to maintain an adequate level of public services, through impact fees and special financing districts.	9	Planning and Building, Public Works, Gen. Services, Agencies	Dep't Budget support	Essential	Ongoing
<b>Services 3.a</b> Give high priority and support for urban expansion that will result in compact neighborhoods with diverse yet related land uses for housing, school, recreation, work and shopping rather than low density suburban residential development.	1 4	Planning and Building, Public Works, Gen. Services, Health, School Districts, Agencies	Dep't Budget	High	Ongoing
<b>Services 3.b</b> Give high priority and support for urban expansion that proposes attractive transitions from existing development, connections to existing streets and prominent pedestrian and public transit connections to destinations.	1 4	Planning and Building	Dep't Budget	High	Ongoing
<b>Services 3.c</b> Discourage low-density suburban or rural residential proposals for urban expansion or services.	1 4	Planning and Building	Dep't Budget	High	Ongoing
<b>Services 4.a</b> Schedule development to occur when needed services are available or can be supplied concurrently.	3	Planning and Building	Dep't Budget	Essential	Ongoing
<b>IMPLEMENTING STRATEGIES FOR CIRCULATION</b>					
<b>H. Pedestrian Circulation:</b>					
<b>Pedestrian 1.</b> Give high priority to pedestrian travel as a primary component of community planning and the design of all neighborhoods, districts and street	6 4	Planning and Building, Public Works	Dep't Budget	High	Ongoing

See NOTES at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
corridors.					
<b>Pedestrian 2.</b> Plan for pedestrians to have maximum access and connectivity between land use destinations, fill in the gaps between disconnected sidewalk segments, and eliminate other barriers to pedestrian access along streets and within sites.	6	Planning and Building, Public Works	Dep't Budget	High	Ongoing
<b>Pedestrian 3.</b> Give high priority to pedestrian facilities and amenities within the County budget process, traffic impact fee programs and the Council of Governments funding allocations	6	Public Works	Dep't Budget	High	Ongoing
<b>Pedestrian 4.</b> Plan and provide multi-use trails between and through communities that encourage pedestrian, bicycle and equestrian travel, as appropriate, to implement the trails section of the Parks and Recreation Element.	6	General Services	Dep't Budget	High	Ongoing
<b>I. Bikeways:</b>					
<b>Bikeways 1.</b> Give high priority to bicycle travel within and between communities in community planning, financing and improvement designs	6 4	Public Works, General Services, Planning and Building	Dep't Budget	High	Ongoing
<b>Bikeways 2.</b> Bicycle travel should be encouraged through community outreach, fully implementing a network of bike lanes and paths and related facilities, including bike racks, and by changing standards and specifications, signing and related facilities as needed to achieve greater usage.	6	Public Works	Dep't Budget	Medium	Ongoing
<b>Bikeways 3.</b> Regional trails that link communities should be provided consistent with the Parks and Recreation Element, to enable more alternative transportation between and through communities.	6	Public Works, General Services,	Dep't Budget, Grants	High	Ongoing
<b>J. Public Transit:</b>					
<b>Transit 1.</b> Provide public transit with sufficient connectivity, frequency and hours and days of service to be competitive with the private automobile	6	Regional Transit Authority	Dep't Budget, Grants	Essential	Ongoing
<b>Transit 2.</b> Allocate LTF/TDA funds to fully fund public transit services before	6	Public Works	Dep't Budget	High	Ongoing

See NOTES at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
considering those funds for other transportation needs.					
<b>Transit 3.</b> Work with the Regional Transit Authority and other transit agencies to coordinate transit routes, facilities and services with planned land uses and with specific development proposals.	6	Planning and Building, Public Works, Regional Transit Authority	Dep't Budget	Essential	Ongoing
<b>Transit 4.</b> Encourage mixed-use commercial and residential projects, and encourage developers to provide transit facilities, park and ride lots and implementation of vehicle trip-reduction programs.	6	Planning and Building, Public Works, Regional Transit Authority	Dep't Budget	High	Ongoing
<b>Transit 5.</b> Consider the enactment of Traffic Mitigation and Vehicle Trip-Reduction Ordinances that would reduce the amount of traffic from large-scale institutions, developments or employers that would occur at peak commuting hours, such as staggered hours or car pooling incentives.	6	Planning and Building, Public Works, SLOCOG	Dep't Budget, Grant	Medium	Ongoing
<b>Transit 6.</b> Pursue transportation demand management strategies as contained in the Regional Transportation Plan that encourage people to drive less, for instance, with preferential parking for carpoolers.	6	Planning and Building, Public Works, Regional Transit Authority, SLOCOG	Dep't Budget, Grant	High	Ongoing

**NOTES**

1. Land Use Ordinance (LUO) references both Inland and Coastal Zone LUO
2. Programs are listed in the Footer by type of planning in order to consolidate similar activity in different principles.
3. Responsible Agencies are listed who are most likely to manage a program to completion.
4. Potential funding may be a variety of sources such as department or district revenues, the county general fund for consulting services, and grants and loans. Dep't Budget in the Potential Funding column means that work would be performed by county staff within their budget; no special funding is required.
5. Priority listings (Essential, High, Medium and Low) are in their relative importance within each time frame.
6. Time frames are the deadline years by when to begin the strategy.

See **NOTES** at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

APPENDIX A  
IMPLEMENTING STRATEGIES AND PROGRAMS

**Table A-2**  
**Programs Schedule for Completing Implementing Strategies**  
**Framework for Planning (Inland and Coastal Zone areas)**

Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
<b>Countywide Plan and Regional Collaboration</b>	<b>1</b>				
<b>1.7.</b> Identify and prepare policies and programs in the Conservation Element to conserve rural visual character within “community separators” that benefit the land owners and adjacent communities.	1 5	Planning and Building; Agriculture Department	Dep’t budget; Gen Fund	Essential	In process
<b>2.11.</b> Revise the Land Use Element, the Land Use Ordinance and the area plans to implement these planning goals.	1 4 8	Planning and Building; Public Works; General Services	Dep’t budget; Gen Fund	Essential	Ongo ing
<b>2.12.</b> Coordinate with the cities to consider accepting greater shares of overall countywide growth with corresponding reductions in unincorporated area growth, and to consider compensating assistance from the county to offset the transportation, financial and other demands from this growth.	1	Planning and Building; Public Works; Cities	Dep’t Budget	High	Ongo ing
<b>Services 2.a</b> Direct the extension of urban services to areas within urban and village reserve lines, and restrict urban services from being provided outside urban or village areas.	1 9	Planning and Building, Public Works, Gen. Services, Health, School Districts,	Dep’t Budget	High	Ongo ing

See **NOTES** at the end of the table for detailed information

**Key to Programs**

- |   |   |                                |
|---|---|--------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Ordinance Administration               | 9. Transportation Planning     |
| 2. Land Conservation                          | 6. Placemaking and Community Enhancements | 10. Infrastructure Development |
| 3. Economic Development                       | 7. Community Plan Updates                 | 11. Process Improvements       |
| 4. Resource and Growth Management Systems     | 8. Affordable Housing Initiatives         |                                |

Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
		Agencies			
<b>Services 3.a</b> Give high priority and support for urban expansion that will result in compact neighborhoods with diverse yet related land uses for housing, school, recreation, work and shopping rather than low density suburban residential development.	1 4	Planning and Building, Public Works, Gen. Services, Health, School Districts, Agencies	Dep't Budget	High	Ongoing
<b>Services 3.b</b> Give high priority and support for urban expansion that proposes attractive transitions from existing development, connections to existing streets and prominent pedestrian and public transit connections to destinations.	1 4	Planning and Building	Dep't Budget	High	Ongoing
<b>Services 3.c</b> Discourage low-density suburban or rural residential proposals for urban expansion or services.	1 4	Planning and Building	Dep't Budget	High	Ongoing
<b>Services 1.c</b> Locate new public service facilities as close as possible to users, allowing for sufficient buffers to protect adjacent rural and agricultural areas	1 9	Planning and Building, Public Works, Gen. Services, Health, School Districts, agencies	Dep't Budget	Medium	Ongoing
<b>1.8.</b> Revise the Land Use Element, Land Use Ordinance and the Growth Management Ordinance to direct new growth to suitable development areas that maintain natural resources at sustainable levels in areas with the least constraints.	1 2 4	Planning and Building; Agriculture Department	Dep't budget; Gen Fund	Essential	2011
<b>3.8.</b> Maintain and enhance community separation by establishing and maintaining a distinct urban edge between urban and rural areas, and creating rural conservation policies, strategies and incentives.	1 4	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
<b>10.7.</b> Consolidate the outcomes of previous community visioning exercises that have demonstrated the public's preferences on where and how new growth should be located and designed, to build consensus about attaining compact, walkable	1 4	Planning and Building	Dep't Budget	Essential	2011

See **NOTES** at the end of Table 1 for more detailed information.

**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |



Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
communities and rural preservation.					
11.6. Promote cooperation between the county and all jurisdictions in forming a strategic growth vision, carrying out strategic growth policies, and using mutual agreements and implementation programs as primary tools.	1	Planning and Building	Dep't Budget	Essential	2011
2.13. Develop a regional or sub-regional economic and land use strategy to improve the current jobs-housing imbalance and strengthen the economy within each community.	1 4	Planning and Building	Dep't Budget; Gen. Fund	High	2011
3.9. Retain or create distinct urban reserve boundaries by revising the Land Use Element and Ordinance to require development intensities that reflect a clear difference between urban and rural densities and character.	1	Planning and Building	Dep't Budget	High	2011
11.7. Identify, with other jurisdictions, important regional values, provide solutions and strategies that enhance important assets, and protect and preserve those assets vulnerable to loss or degradation.	1 4	Planning and Building	Dep't Budget; Gen. Fund	High	2011
2.14. Work with cities, and unincorporated communities and their advisory councils, to identify suitable development areas within existing communities and adjacent expansion areas at their edges for compact, affordable development, where supported by sustainable resource capacities.	1 4	Planning and Building; Cities; CACs; CSDs; Public Works	Dep't Budget	Essential	2013
11.8. Work with cities, counties, regional boards, agencies and institutions to identify specific areas in which to develop more compact urban forms, implement strategic growth principles, and provide needed housing and jobs.	1	Planning and Building	Dep't Budget; Gen. Fund	Essential	2013
1.9. Work with communities to create and maintain distinct urban boundaries next to rural areas, and to avoid approving projects that are not supported by a city or a Community Services District (CSD) within its sphere of influence, urban area or rural referral area.	1 4	Planning and Building; Advisory Councils; CSDs; Cities	Dep't Budget	Medium	2013

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**Key to Programs**

- |   |   |                               |
|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
<b>Land Conservation</b>	2				
<b>1.10.</b> Develop and refine effective techniques for land conservation, such as land banks, transfer of development credits, and agricultural and conservation easements, and pursue grants and innovative financing tools to facilitate open space acquisition and preservation.	2	Planning and Building; Agriculture Department	Dep't budget; Gen Fund; Grants	High	2011
<b>1.11.</b> Work with the agricultural community, conservation communities and advisory committees on a program that links land conservation with agricultural economic development; supports locally-based commercial agriculture, preserves scenic rural landscapes and sustains resources.	2	Planning and Building; Agriculture Department	Dep't budget; Gen Fund; Grants	Medium	2011
<b>2.15.</b> Revise the TDC program to more effectively shift potential rural development to communities with adequate infrastructure and conserve nearby rural lands.	2	Planning and Building; Cities; CACs; CSDs; Public Works	Dep't Budget	High	2013
<b>Resource and Growth Management Systems</b>	3				
<b>Services 1.a</b> Avoid the use of public resources, services and facilities beyond their renewable capacities, and monitor new development to ensure that its resource demands will not exceed existing and planned capacities or service levels.	3	Planning and Building	Dep't Budget	Essential	Ongoing
<b>Services 4.a</b> Schedule development to occur when needed services are available or can be supplied concurrently.	3	Planning and Building	Dep't Budget	Essential	Ongoing
<b>2.16.</b> Revise the Resource Management System and the Growth Management Ordinance to give a higher priority to serving existing communities with adequate resources, streets and infrastructure over outlying rural areas.	3	Planning and Building	Dep't Budget	Essential	2011

See NOTES at the end of Table 1 for more detailed information.

**Key to Programs**

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|---|---|-------------------------------|
| 1. Countywide Plan and Regional Collaboration | 5. Placemaking and Community Enhancements | 9. Infrastructure Development |
| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
| 3. Resource and Growth Management Systems     | 7. Affordable Housing Initiatives         |                               |
| 4. Community Plan Updates                     | 8. Ordinance Administration               |                               |

Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
<b>Community Plan Updates</b>	4				
5.5. Integrate LUE area and community plans more closely with transit and pedestrian facilities by providing more intensive and diverse land uses near transit stops and within convenient walking distances between destinations.	4 6	Planning and Building; Public Works	Dep't Budget; Gen. Fund	Essential	2013
4.7. Revise the LUO and LUE area plans to enhance neighborhoods with small-scale and appropriate commercial areas, parks, recreation, family, cultural and civic facilities within convenient walking distances.	4 8	Planning and Building	Dep't Budget; Gen. Fund	High	2013
11.9. Develop community and resource indicators (which are identifiable measures) to assess what each community needs to be livable and affordable, to make sure that development meets community and strategic growth goals, and to preserve natural resources.	4	Planning and Building	Dep't Budget; Gen. Fund	Medium	2013
<b>Placemaking and Community Enhancements</b>	5				
3.10. Hold an annual downtown improvements workshop and work with downtown stakeholders to form business improvement districts.	5	Planning and Building; Public Works	Dep't Budget; Gen. Fund	Low	Ongoing
3.11. Encourage property owners to protect and conserve historic buildings and resources within and outside communities, using a variety of means such as the Mills Act, an incentive program for the restoration and preservation of historic structures.	5	Planning and Building	Dep't Budget	Low	Ongoing
3.12. Foster a strong sense of place by working with communities to identify local, valued aspects within each community in "placemaking" techniques and programs.	5	Planning and Building	Dep't Budget; Gen. Fund	Medium	2013
4.8. Support enhancing downtowns and commercial areas with attractive pedestrian	5	Planning and Building	Dep't	Medium	2013

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**Key to Programs**

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| 2. Land Conservation                          | 6. Transportation Planning                | 10. Process Improvements      |
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Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
facilities, events and promotions, such as by facilitating the formation of business improvement and community facilities districts.			Budget; Gen. Fund; Grants		
<b>Transportation Planning</b>	<b>6</b>				
<b>5.6.</b> Give high priority to funding facilities for biking, walking and transit facilities and operations within the transportation planning programs of the county and the San Luis Obispo Council of Governments.	6	Public Works	Dep't Budget	Essential	Ongoing
<b>Transit 1.</b> Provide public transit with sufficient connectivity, frequency and hours and days of service to be competitive with the private automobile	6	Regional Transit Authority	Dep't Budget, Grants	Essential	Ongoing
<b>Transit 3.</b> Work with the Regional Transit Authority and other transit agencies to coordinate transit routes, facilities and services with planned land uses and with specific development proposals.	6	Planning and Building, Public Works, Regional Transit Authority	Dep't Budget	Essential	Ongoing
<b>5.6.</b> Exercise maximum flexibility in the programming of Local Transportation Funds (LTF-TDA) to fully fund public transit, multimodal connections to public transportation, and to facilitate strategic growth	6	Planning and Building; Public Works	Dep't Budget	High	Ongoing
<b>Pedestrian 1.</b> Give high priority to pedestrian travel as a primary component of community planning and the design of all neighborhoods, districts and street corridors.	6 4	Planning and Building, Public Works	Dep't Budget	High	Ongoing
<b>Pedestrian 2.</b> Plan for pedestrians to have maximum access and connectivity between land use destinations, fill in the gaps between disconnected sidewalk segments, and eliminate other barriers to pedestrian access along streets and within sites.	6	Planning and Building, Public Works	Dep't Budget	High	Ongoing
<b>Pedestrian 3.</b> Give high priority to pedestrian facilities and amenities within the	6	Public Works	Dep't Budget	High	Ongoing

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#### Key to Programs

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Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
County budget process, traffic impact fee programs and the Council of Governments funding allocations					g
<b>Pedestrian 4.</b> Plan and provide multi-use trails between and through communities that encourage pedestrian, bicycle and equestrian travel, as appropriate, to implement the trails section of the Parks and Recreation Element.	6	General Services	Dep't Budget	High	Ongoing
<b>Bikeways 1.</b> Give high priority to bicycle travel within and between communities in community planning, financing and improvement designs	6 4	Public Works, General Services, Planning and Building	Dep't Budget	High	Ongoing
<b>Bikeways 3.</b> Regional trails that link communities should be provided consistent with the Parks and Recreation Element, to enable more alternative transportation between and through communities.	6	Public Works, General Services,	Dep't Budget, Grants	High	Ongoing
<b>Transit 2.</b> Allocate LTF/TDA funds to fully fund public transit services before considering those funds for other transportation needs.	6	Public Works	Dep't Budget	High	Ongoing
<b>Transit 4.</b> Encourage mixed-use commercial and residential projects, and encourage developers to provide transit facilities, park and ride lots and implementation of vehicle trip-reduction programs.	6	Planning and Building, Public Works, Regional Transit Authority	Dep't Budget	High	Ongoing
<b>Transit 6.</b> Pursue transportation demand management strategies as contained in the Regional Transportation Plan that encourage people to drive less, for instance, with preferential parking for carpoolers.	6	Planning and Building, Public Works, Regional Transit Authority, SLOCOG	Dep't Budget, Grant	High	Ongoing
<b>Bikeways 2.</b> Bicycle travel should be encouraged through community outreach, fully implementing a network of bike lanes and paths and related facilities, including bike racks, and by changing standards and specifications, signing and related facilities as needed to achieve greater usage.	6	Public Works	Dep't Budget	Medium	Ongoing

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Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
<b>Transit 5.</b> Consider the enactment of Traffic Mitigation and Vehicle Trip-Reduction Ordinances that would reduce the amount of traffic from large-scale institutions, developments or employers that would occur at peak commuting hours, such as staggered hours or car pooling incentives.	6	Planning and Building, Public Works, SLOCOG	Dep't Budget, Grant	Medium	Ongoing
<b>5.7.</b> Seek grant opportunities for integrated land-use and transportation planning where more intensive corridors and large-property development are contemplated.	6	Planning and Building; Public Works	Dep't Budget	High	2013
<b>5.8.</b> Enhance major boulevards and downtown streets with street trees, street furniture, textured crosswalks, planted medians and ornamental or signature lighting.	6 9	Planning and Building; Public Works	Dep't Budget; Gen. Fund; Districts	Medium	2013
<b>Affordable Housing Initiatives</b>					
<b>6.9.</b> Modify the Land Use Element and Ordinance to create a new land use designation, such as "Mobilehome Park (MHP)" to be applied to existing mobile home parks and sites where future mobilehome parks are appropriate.	7	Planning and Building	Dep't Budget	High	In process
<b>6.10.</b> Modify the Land Use Element and Land Use Ordinance to allow and encourage a diversity of housing (sizes, types, costs) within subdivisions and neighborhoods.	7	Planning and Building	Dep't Budget; Gen. Fund	High	2011
<b>7.6.</b> Include mixed-use development within programs and regulations for affordable housing.	7	Planning and Building	Dep't Budget	High	2011
<b>6.11.</b> Modify the Land Use Ordinance regulations to encourage housing designs that result in affordability and enhance public health, safety, convenience and a high quality of life.	7	Planning and Building	Dep't Budget	Medium	2011
<b>6.12.</b> Implement the Housing Element to create opportunities for quality housing for	7	Planning and Building	Dep't	Essential	2013

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**Key to Programs**

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Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
people of all income levels, in proximity to employment and within walking distance to daily needs.			Budget; Gen. Fund		
6.13. Update LUO and LUE area plans to provide a complete range of housing choices for all incomes.	7 8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2013
7.7. Create a program to facilitate the financing of public improvements associated with affordable mixed-use projects.	7	Planning and Building	Dep't Budget	Low	2013
6.14. Modify the Land Use Ordinance to restrict the number of unrelated adults that may reside within a residential unit, to protect the safety and quality of residential living and neighborhoods.	7	Planning and Building	Dep't Budget	Low	2018
<b>Ordinance Administration</b>	<b>8</b>				
4.9. Update the Countywide Design Guidelines with community, neighborhood, street and project designs that integrate and promote pedestrian and bicycle travel and activity with high levels of connectivity.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
7.8. Revise the Countywide Design Guidelines, the Land Use Element and Land Use Ordinance (LUE/LUO) to guide the design of, and offer incentives for affordable mixed-use buildings.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
8.7. Revise the Countywide Design Guidelines to illustrate compact neighborhood and building design that fits within existing development visually and functionally.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
8.8. Revise the Land Use and Subdivision Ordinances to identify and encourage livable, compact building and subdivision designs.	8	Planning and Building	Dep't Budget	Essential	2011
9.5. Identify locations where strategic growth projects (which are consistent with these principles) can be eligible for expedited review.	8	Planning and Building	Dep't Budget	Essential	2011

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**Key to Programs**

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Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
2.17. Amend the Land Use Ordinance to require that amendments to the Land Use Element or Ordinance that propose increases in density or additional development where certified Resource Management System levels II or III exist shall provide proof of adequate, available water and sewage disposal capacities to serve the proposed amendment in addition to existing development and the allowed development on vacant parcels within the urban or village area.	8	Planning and Building	Dep't Budget	High	2011
8.9. Revise the Land Use and Subdivision Ordinances to provide for convenient access to private and/or public open space in compact projects, and to include such spaces as plazas, community gardens, playgrounds and natural areas in these projects.	8	Planning and Building	Dep't Budget	High	2011
3.13. Revise the Countywide Design Guidelines to encourage appropriate, place-based, pedestrian-oriented designs within communities.	8	Planning and Building	Dep't Budget; Gen. Fund	Medium	2011
6.15. Refine the Countywide Design Guidelines, community design plans and specific plans to integrate higher density development within existing neighborhoods.	8	Planning and Building	Dep't Budget; Gen. Fund	Medium	2011
4.10. Develop funding mechanisms to finance the design, construction and maintenance of attractive street and civic environments that attract pedestrians.	8	Planning and Building; Districts; Public Works	Dep't Budget; Gen. Fund	Essential	2013
9.6. Prepare illustrated zoning and design standards within the Coastal Zone Land Use Ordinance or similar document that reduce uncertainty and enhance understanding of requirements, such as a "form-based" code.	8	Planning and Building	Dep't Budget; Gen. Fund	High	2013
7.9. Revise LUE/CZLUO policies to encourage the conversion of shopping centers and strip commercial streets (outside of Visitor Serving (V) priority areas) into mixed-use developments, thereby enhancing their integration with the	8	Planning and Building	Dep't Budget	Medium	2013

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#### Key to Programs

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Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
community.					
7.10. Reduce parking standards in the Land Use Ordinance for mixed-use developments in relation to the size of project and its location, such as in relation to a central business district or transit stop, and consider creating in-lieu parking fee programs.	8	Planning and Building	Dep't Budget	Medium	2013
8.10.Reduce the Land Use Ordinance requirements for off-street parking where uses are related in a pedestrian scale to each other, in order to facilitate compact neighborhood design, increase the viability of projects and encourage other modes of transportation, without adversely affecting opportunities for coastal access.	8	Planning and Building	Dep't Budget	Medium	2013
8.11.Ease parking requirements for compact projects where community parking facilities are available, and work with developers and communities to finance and build such facilities.	8	Planning and Building	Dep't Budget	Medium	2013
6.16. Modify the Land Use Ordinance to allow the "true-cost" price of parking to be applied to willing users, and to allow more affordable units without parking for residents who do not wish to pay for it.	8	Planning and Building	Dep't Budget	Low	2018
<b>Infrastructure Development</b>	<b>9</b>				
<b>Services 1.b</b> Finance the cost of additional services and facilities from those who benefit by providing for dedications, in-lieu fees or exactions, and special financing districts.	9	Planning and Building, Public Works, Gen. Services	Dep't Budget support	Essential	Ongoing
<b>Services 2.b</b> Fund improvements that would primarily benefit the residents or users of new development, and that are necessary to maintain an adequate level of	9	Planning and Building, Public Works, Gen.	Dep't Budget support	Essential	Ongoing

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Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
public services, through impact fees and special financing districts.		Services, Agencies			
2.18. Work with service districts to coordinate County land use actions with district responsibilities to provide sufficient public services and facilities	9	Planning and Building; Districts	Dep't Budget	High	Ongoing
2.19. Determine the local public costs of services and facilities and the most equitable financing mechanisms, and give high priority to funding adequate infrastructure and services within existing village and urban areas.	9	Planning and Building; Public works; General Services; Districts	Dep't Budget; Gen. Fund	Essential	2013
3.14. Work to identify and obtain sources of funding to implement programs for improving and funding mechanisms for infrastructure and street and civic enhancements such as plazas, gathering places and public art.	9	Planning and Building; Public Works; General Services	Dep't Budget	High	2013
2.20. Explore creating an "infrastructure first" policy, where the funding and/or provision of infrastructure is required before development is allowed to proceed, with assistance from mechanisms such as community financing districts.	9	Planning and Building	Dep't Budget; Gen. Fund	Medium	2013
4.11. Work with the General Services Department to plan and implement parks and recreation facilities within walking distance of neighborhoods.	9	Planning and Building; General Services	Dep't Budget	Medium	2013
4.12. Pursue a street tree program on urban streets and public parking lots.	9	Planning and Building; Public Works; Districts	Dep't Budget; Gen. Fund	Medium	2013
1.12. Create an urban and rural forestry program that engages property owners, developers and communities in planting, maintaining and protecting trees to enhance air quality and mitigate for increases in carbon dioxide emissions.	9	Planning and Building; Public Works	Dep't Budget; Gen Fund; Grants	Medium	2018
<b>Process Improvements</b>	<b>10</b>				
9.7. Implement a priority review of qualifying strategic growth projects (which are consistent with these principles), and create a "Green Tape" approach that facilitates their progress during permit processing.	10	Planning and Building	Dep't Budget	Essential	In process

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Programs and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
8.12. Educate the public, developers and designers about compact residential design and building options, the opportunities for more amenities and convenience, and how environmental impacts such as traffic can be avoided or minimized.	10	Planning and Building	Dep't Budget; Gen. Fund	High	Ongoing
9.8. Convene a streamlining task force among staff and stakeholders to review opportunities for streamlining the permit process.	10	Planning and Building	Dep't Budget	High	2011
11.10. Refrain from approving development in unincorporated areas along the urban fringes that will burden city services or conflict with a LAFCO Memorandum of Agreement or other form of cooperation, unless specific mitigation measures can be included.	10	Planning and Building	Dep't Budget	High	2013
10.8. Inform stakeholders about strategic growth and the decision-making process by various means, such as forums and the media.	10	Planning and Building	Dep't Budget; Gen. Fund	Essential	Ongoing
10.9. Involve the public, advisory and other groups, cities and other jurisdictions often and routinely into the planning and development review processes by early outreach, referrals and responses.	10	Planning and Building	Dep't Budget	High	Ongoing
10.10. Provide more and expanded access to media to develop more understanding of planning and project review.	10	Planning and Building	Dep't Budget	Medium	Ongoing
10.11. Convene an inter-departmental team to coordinate and integrate strategic growth goals into each department, and within the County budget, capital improvements program (CIP) and grant funding processes	10	Planning and Building	Dep't Budget	High	2011
10.12. Increase the minimum distance limits for public notification for discretionary of pending projects in rural areas.	10	Planning and Building	Dep't Budget	Low	2011

**NOTES**

1. Land Use Ordinance (LUO) references both Inland and Coastal Zone LUO

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2. Programs are listed in the Footer by type of planning in order to consolidate similar activity in different principles.
3. Responsible Agencies are listed who are most likely to manage a program to completion.
4. Potential funding may be a variety of sources such as department or district revenues, the county general fund for consulting services, and grants and loans. Dep't Budget in the Potential Funding column means that work would be performed by county staff within their budget; no special funding is required.
5. Priority listings (Essential, High, Medium and Low) are in their relative importance within each time frame.
6. Time frames are the deadline years by when to begin the strategy.

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