



## STAFF REPORT SAN CLEMENTE PLANNING COMMISSION

June 18, 2014

**PLANNER:** Jim Pechous, City Planner

**SUBJECT:** Consideration of the Centennial General Plan's 2014-2015 Draft Strategic Implementation Program

### **BACKGROUND:**

The Strategic Implementation Plan (SIP) is a list of implementation measures (IMs) the City will carry out to achieve the General Plan's goals and policies over time. With over 300 implementation measures, the new General Plan sets out an ambitious program of City actions to help achieve the Community's vision, as embodied in the General Plan. Technically, these measures are considered to be "outside" the adopted core goals and policies of the General Plan. The implementation measures carry out the General Plan's intent over a 15-year period. Ranking allows the City to direct resources to the most important activities and include these in the annual budget. The City Council, Commissions and staff will use the SIP to help:

- Determine high priority IMs to be implemented in the next fiscal year;
- Identify the department or entity best suited to lead and/or help carry out IMs;
- Identify resources required;
- Estimate the time frame needed to complete IMs; and
- Establish metrics to evaluate successful completion.

Each year, preceding the budget process, staff will assess which IMs were and were not undertaken and/or successfully implemented and why, reflect on lessons learned, and select new implementation measures to prioritize for the subsequent five-year period. This evaluation process can produce a written report that provides a report card on the implementation of the General Plan. The SIP approach ensures that San Clemente's General Plan remains a "living document", that is, one that is able to evolve over time and respond to changing needs and conditions. It provides an institutional framework to annually revisit the General Plan, gauge its continuing relevance and recommit activities and investments to the Community's long-term vision.

### **Priority Rankings**

- **"High priority"** projects are those which are required by law, urgently needed for public health or safety, or a Council mandate, to be undertaken within 3 years of General Plan adoption (February 2014).
- **"Medium priority"** projects are those that are important, but not urgent, projects that are to be undertaken (i.e. started) in a 3-5 year time frame.

## Draft Strategic Implementation Program, Centennial General Plan

- “**Low priority**” projects are important to a department’s overall mission but are not urgent and require several years of planning and design, to be undertaken in a 5+ year timeframe.
- “**On-going**” projects are regular or recurring activities a department is responsible for.

At the May 21, 2014 Planning Commission study session, the Commission reviewed the Draft SIP and discussed implementation priorities. The Planning Commission recommended several changes to the IM’s priority rankings which have been incorporated in the revised SIP (See Attachment 2, May 21, 2014 Study Session minutes & the revised SIP). The Commission also asked staff to report back on the following IMs:

1. Trolley – Although Public Works is very supportive of public transit, these types of trolley services are hard to achieve high enough ridership to make economically sustainable. In the recent tri-cities transit feasibility study, which is at a larger scale, was determined not to be affordable. Therefore Public Works has placed this IM as a lower priority as there are other complete street projects which can accomplish more for less. If Marblehead Coastal outlet wishes to pursue a privately funded trolley, staff will be supportive and assist where we are able.
2. Utility Undergrounding – Planning reviewed this with Public Works who concurs that utility undergrounding is an ongoing task with currently two undergrounding projects in process, Los Molinos and the Downtown. Los Molinos will begin construction this year, with the undergrounding scheduled to be completed in April of 2015. The Downtown undergrounding project is several more years out. Engineering set the development of a utility undergrounding plan as a green priority because there is no pressing need to develop a new plan until after the Downtown undergrounding project is completed and given there is no available funding for the plan as it is all currently allocated to the Los Molinos and Downtown projects.

### **ALTERNATIVES: IMPLICATIONS OF ALTERNATIVES**

1. The Planning Commission can recommend to the City Council approval of the 2014-15 Strategic Implementation Plan.

*This action would result in the 2014-2015 Strategic Implementation Plan being presented to the City Council for adoption.*

2. The Planning Commission can determine that one or more of the IM’s be given a different priority and further amend the 2014-15 Strategic Implementation Plan.

*This action would result in staff modifying the SIP as requested prior to it being presented to City Council for adoption.*

**RECOMMENDATION**

**STAFF RECOMMENDS THAT** the Planning Commission adopt Resolution No. PC (Attachment 1), recommending to the City Council the approval of the Strategic Implementation Plan.

**Attachments:**

1. Resolution No. PC 14-026
2. May 21, 2014 PC Study Session Minutes.  
Draft Strategic Implementation Program, May 27, 2014

RESOLUTION NO. PC 14-026

**A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY  
OF SAN CLEMENTE, CALIFORNIA, RECOMMENDING APPROVAL TO CITY  
COUNCIL OF THE 2014-2015 STRATEGIC IMPLEMENTATION PROGRAM FOR  
THE CENTENNIAL GENERAL PLAN**

**WHEREAS**, the City of San Clemente adopted the Centennial General Plan on February 4, 2014; and

**WHEREAS**, the City has prepared a Strategic Implementation Program for 2014-2015 which will be reviewed annually to achieve the goals and policies of the Centennial General Plan; and

**WHEREAS**, the Planning Division completed an environmental assessment for the project in accordance with the California Environmental Quality Act (CEQA), and recommends that the Planning Commission determine this project categorically exempt from CEQA as a Class 6 exemption pursuant to CEQA Guidelines Section 15306, because the project consists of the collection of information and the evaluation of potential projects which the City has not yet approved, adopted, or funded; and

**WHEREAS**, on June 18, 2014, the Planning Commission held a duly noticed public hearing and received input from City staff and the public regarding the 2014-2015 Strategic Implementation Program (SIP) of the Centennial General Plan.

**NOW, THEREFORE**, the Planning Commission of the City of San Clemente recommends the City Council hereby resolves as follows:

**Section 1:** This project is categorically exempt from CEQA as a Class 6 exemption pursuant to CEQA Guidelines Section 15306, because the project consists of the collection of information and the evaluation of potential projects which the City has not yet approved, adopted, or funded.

**Section 2:** The proposed 2014-2015 Strategic Implementation Program is consistent with the San Clemente Centennial General Plan in that:

- The SIP is a set of implementation measures to ensure the goals and policies of the Centennial General Plan are carried out over a long period of time through the implementation of day-to-day activities and short-term actions; and
- The SIP will help evaluate policies, procedures, and projects to ensure that they are working towards the goals and policies set forth in the Centennial General Plan; and
- The SIP will help identify projects to be included in the annual budget, based on yearly evaluation of priorities, to ensure appropriate funding, resources, and time are given to implement the various implementation measures; and

- The SIP will help make the Centennial General Plan a "living document" that is able to evolve over time and respond to the changing needs of the community over time.

**Section 3:** The Planning Commission hereby recommends approval to the City Council of the 2014-2015 Strategic Implementation Program for the Centennial General plan, subject to the above finding.

**PASSED AND ADOPTED** at a regular meeting of the Planning Commission of the City of San Clemente on June 18, 2014.

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Chair

**TO WIT:**

I **HEREBY CERTIFY** that the foregoing resolution was duly adopted at a regular meeting of the Planning Commission of the City of San Clemente on June 18, 2014, and carried by the following roll call vote:

**AYES:            COMMISSIONERS:**  
**NOES:            COMMISSIONERS:**  
**ABSTAIN:        COMMISSIONERS:**  
**ABSENT:         COMMISSIONERS:**

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Secretary of the Planning Commission

These minutes were amended and approved at the Planning Commission meeting of 06-04-14.

**MINUTES OF THE REGULAR STUDY SESSION  
OF THE CITY OF SAN CLEMENTE  
PLANNING COMMISSION  
May 21, 2014 @ 6:00 p.m.  
City Council Chambers  
100 Avenida Presidio  
San Clemente, CA 92672**

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**CALL TO ORDER**

Chair Darden called the Regular Study Session of the Planning Commission of the City of San Clemente to order at 6:01 p.m. in City Council Chambers, located at 100 Avenida Presidio, San Clemente, CA 92672.

**ROLL CALL**

Commissioners Present: Wayne Eggleston, Michael Kaupp, Jim Ruehlin, and Kathleen Ward; Chair pro tem Barton Crandell, Vice Chair Donald Brown and Chair Julia Darden

Commissioners Absent: None

Staff Present: Jim Pechous, City Planner  
Eileen White, Recording Secretary

**AGENDA**

**A. Consideration of the Centennial General Plan's Draft Strategic Implementation Program (Hook)**

The Planning Commission will review the General Plan's Draft Strategic Implementation Program (SIP) and determine implementation priorities. The SIP is a list of General Plan implementation measures that the City will carry out to achieve the General Plan's goals and policies over time. It was prepared by the City's general plan consultant and reviewed by various City Departments to help identify community needs and priorities. Strategic planning provides a framework to connect day-to-day and short-term City actions to long-term goals. It also provides a way to evaluate the effectiveness of short-term actions to achieve long-term goals and a tool to continuously improve City operations. The Commission's recommendations will be forwarded to the City Council for final action.

Jim Pechous, City Planner, reviewed the staff report, explained the rankings in the staff-recommended prioritization, and displayed the Strategic Implementation Program for Commission consideration. He recommended

the Commission go through the Program one General Plan Element at a time and provide input and/or suggest revised priority rankings.

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Commissioners discussed the priority of Item no. 3, “Consider a community serving shuttle or trolley type transit system that would connect San Clemente’s key destination areas...,” especially with regard to potential route between the Marblehead Coastal development and Del Mar/T-Zone. During the discussion, the Commissioners, either independently or in agreement with one another, provided the following:

- Commented on the importance of connecting the Downtown area with Marblehead to ensure the Downtown area will remain vital.
- Questioned whether Marblehead Coastal visitors would want to leave their cars in the outlet center parking area to travel by shuttle/trolley to Downtown.
- Suggested that at this point in time, before Marblehead is at its zenith, would be a good time to study the issue and determine whether it is viable.
- Suggested funding issues have held up establishment of this type of service in the past.
- Commented that the developer of Marblehead Coastal, Steve Craig, has indicated support for some type of trolley or shuttle in the past.
- Suggested the both the Downtown and North Beach staff liaisons contact and become involved in the discussion to determine Steve Craig’s vision/commitment to a trolley/shuttle service.
- Requested staff research and report back regarding Public Work’s opinion of a trolley/shuttle service.
- Commented that the OCTA’s tri-city trolley service previously studied is not a viable option at this time.
- Commented that this is the type of public/private partnership envisioned as a goal in the General Plan.

Commissioners suggested staff relocate no. 3, “Consider a community-serving shuttle or trolley type transit system...” to the Complete Streets portion of the Strategic Implementation Program.

City Planner Pechous commented that with regard to item no. 5, “Meet with medical office professionals and hospital administration to better understand ...” staff is awaiting plans for redevelopment of the K-Mart/Big Lots site, and noted both the hospital and property owner were aware of the medical overlay added to the site during the General Plan update.

Commissioners suggested staff consider linking and assigning the same priority ranking to project no. 6, “Updating the Rancho San Clemente

Business Park Specific Plan to encourage light manufacturing and business-oriented uses,” with 7, “Amending the Zoning Ordinance, Design Guidelines, and Rancho San Clemente Specific Plan to accommodate automobile-type uses,” as they are similar and complementary to each other. City Planner Pechous agreed to provide additional information and the Commission elected to continue discussion of this item to a future date.

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In response to Commissioner Ruehlin’s comment regarding establishing a North Beach Specific Plan in advance of further development, Vice Chair Brown commented that the money needed to fund the specific plan is tied to Marblehead Coastal residential development and may not be available for 3-5 years. City Planner Pechous advised that development in the area is still directed by existing design guidelines, as well as a passionate and organized community, a tremendous amount of interest from the public, direction from the General Plan, and parking and traffic master plans done when The Lab proposal was being studied. He does not anticipate that the specific plan would include drastic changes from existing goals and guidelines as outlined in the General Plan.

Commissioners directed staff to change priority status of project no. 15, “Consider establishing a historic to ensure new and remodeled buildings are architecturally compatible with the area’s Spanish Colonial Revival character,” from green to yellow.

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Commissioners directed staff to change no. 2, “Update landscape and streetscape plans for the public realm along the entire length of El Camino Real within City limits,” from green to yellow; change no. 3, “Develop a streetscape and public spaces plan and standards for the Del Mar/T-Zone focus area,” from yellow to green.

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Commissioners directed staff to change no. 14, “Consider adopting procedures for establishing historic districts,” from green to yellow.

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Commissioners eliminated no. 7 as it is a duplicate project.

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Commissioners separated grouped areas in item no. 14, “Prepare comprehensive parking and circulation strategies for key commercial areas,” and assigned priority as follows: North Beach, red; Pier Bowl, yellow; Del Mar/T-Zone, red; Plaza San Clemente, yellow.

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Vice Chair Brown questioned why no. 8, “The City will develop and implement a utilities undergrounding plan to avoid adverse impacts to aesthetic resources of public utilities and unmanned telecommunications facilities,” was given a green priority rating, when he suggested for aesthetic purposes it should be red. City Planner Pechous agreed to check with Public Works and report back.

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Commissioners changed no. 24, “Develop a dark sky public awareness campaign,” from green to red; Commissioner Ruehlin agreed to help staff with this task.

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Commissioners changed no. 13, “Provide public information on residential landscape plantings in coastal canyon and bluff areas,” from yellow to green because a similar program already exists.

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Commissioners requested Engineering staff provide information on no. 48, “Update priorities for the undergrounding of overhead utility lines,” at future meeting.

Report received and filed.

City Planner Pechous thanked Chair Darden and the Commission for their efforts to review and provide input on the Strategic Implementation Program quickly and efficiently.

**COMMISSION COMMENT:**

**RECESS** - Recess until 7:00 p.m.

Respectfully submitted,

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Julia Darden, Chair

Attest:

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Jim Pechous, City Planner



May 27, 2014

## DRAFT STRATEGIC IMPLEMENTATION PLAN – ADMINISTRATIVE DRAFT

### Adoption Strategy and Key Steps

DATE	ACTION	RESULT
Friday, 3/21	Distribute revised SIP to Dept. heads	Start 10-day review period
Tuesday, 4/8	Dept. priorities sent to CDD	CDD collates priorities; prepare revised draft SIP
Thursday, 4/10	Staff meeting to review/revise priorities	Department confirmation on staff recommended priorities
Thursday, 4/17	Prepare revised draft SIP with all staff changes	Revised draft SIP for Planning Commission review
Wednesday, 5/21	Planning Commission study session on SIP	PC continues discussion to 6/4/14 PC meeting
Wednesday, 6/4	Final PC review of draft SIP	PC adopts resolution recommending CC approval of SIP
July or August	Council considers PC recommendation	Final Council action; SIP incorporated into future LTFP.

**What's Required?:** Each Department should 1) review the listed "Responsible Departments" and flag those where there is a question or disagreement, and 2) assign priority rankings to the General Plan implementation measures associated with its own Department. ***Please mark up the Draft and return it to Jeff in Community Development by April 8<sup>th</sup>***. The Department responsibilities and rankings are tentative, and are based on the General Plan consultant's best guess on which Departments would most likely take the lead in implementing that measure. Priority rankings are:

- **High Priority:** To be undertaken within 3 years of General Plan adoption
- **Medium Priority:** To be undertaken within 5 years of General Plan adoption
- **Low Priority:** To be undertaken within 5+ years of General Plan adoption
- **On-Going Priority:** Projects that are an on-going or reoccurring program or activity

**Why Do This?** Because this is a required part of the Council-mandated General Plan process. And because Goals and Policies are the core of the General Plan. The Council approved 300+ Implementation Measures to carry out the General Plan over a 15-year period. Ranking allows the City to direct resources to the most important activities and include these in the annual budget. The SIP will be used by the City Council, Commissions and staff to help do that by:

- Identifying the agency, department, or organization best suited to lead and/or carry out the task,
- Identifying resources required for the item,
- Identifying the time frame needed to complete the task, and
- Establishing a measure to indicate successful completion of the task.

### What Do Rankings Mean?

- **“High priority”** projects are those which are required by law, urgently needed for public health or safety, or a Council mandate, to be undertaken within 3 years of General Plan adoption (February 2014).
- **“Medium priority”** projects are those that important, but not urgent, projects that are to be undertaken (i.e. started) in a 3-5 year time frame.
- **“Low priority”** projects are important to the Department’s overall mission but that not urgent and can be deferred indefinitely, or require several years of planning and design, to be undertaken in a 5+ years timeframe.
- **“On-going”** projects are regular or recurring activities the Department is responsible for.

**Follow-up.** City staff working with the Planning Commission and City Council will prioritize each implementation item over a five-year time frame, with all items not prioritized into the first five years put into a Date-To-Be-Determined category. The prioritization criteria could include consistency with the Vision and Guiding Principles, need, value, likely effectiveness in implementing the General Plan, and the likely availability of resources.

Each year City staff assesses which tasks were and were not successfully implemented and why, reflects on lessons learned, and selects new implementation tasks from the Date-To-Be-Determined category (or newly thought-of tasks) to prioritize for the subsequent five-year period. This evaluation process can produce a written report that provides a report card on the implementation of the General Plan. The SIP approach assures that San Clemente’s General Plan remains a living document, one that is able to evolve over time and respond to changing conditions. It provides an institutional framework to annually revisit the General Plan, gauge its continuing relevance, and recommit activities and investments to the community’s long-term vision.

### Abbreviations:

BPR – Beaches Parks and Recreation Department  
CDD- Community Development Department  
CM – City Manager’s Office  
FAS – Financial and Administrative Services  
FIRE – Orange County Fire Authority  
IS – Information Services Department  
PW – Public Works Department  
SHER – Orange County Sheriff’s Department (SC Police Services)

**Strategic Implementation Program**

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Program, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
<b>LAND USE ELEMENT</b>					
1	1. Update the Zoning Ordinance, Zoning Map, Local Coastal Program and specific plans to ensure consistency with the Centennial General Plan. Key land use related areas to be revised include, but are not limited to: a. Zoning district changes to reflect General Plan land use changes. b. Mixed use districts development standards to reflect land use changes in the Focus Areas. c. Consideration of form-based standards for Avenida del Mar and El Camino Real, with emphasis on the commercial core in the T-Zone. d. New development standards for Professional Business and Medical Office Overlays. e. New standards to reflect the increases in Floor Area Ratios (FARs) in commercial areas along El Camino Real. f. Amending the Forster Ranch Specific Plan to change the former hotel site from CRC2 to RH and to require the property be used for senior housing.	City Initiative	Ongoing	Community Development	Red
2	Establish design standards for automobile repair, fueling stations, outdoor storage, and similar uses which provide for their physical and visual compatibility with the district in which they are located; including standards for building character and design, materials, colors, landscape, signage, lighting, and other pertinent elements.	City Initiative	None	Community Development	Yellow
3	Consider a community-serving shuttle or trolley type transit system that connects San Clemente's key destination areas (e.g., North Beach, Del Mar/T-Zone, Marblehead, Pier Bowl and Pier) and residential areas with public transit and bicycle routes.	City Initiative	None	Public Works	Yellow
4	Evaluate the locations of fast food outlets and drive-through restaurants and where applicable, establish standards for the spatial distribution of such uses.	City Initiative	None	Community Development	Green
<b>Camino de Los Mares Focus Area</b>					
5	Meet with medical office professionals and hospital administration to better understand their needs and use of City resources and to help them better accomplish their goals and objectives.	City Initiative	None	City Manager	Red
<b>Rancho San Clemente and Talega Business Parks Focus Area</b>					
6	Update the Rancho San Clemente Business Park Specific Plan to strengthen policies to encourage light manufacturing and business-oriented uses, and to protect employment-oriented businesses.	City Initiative	None	Community Development	Red
7	Amend the Zoning Ordinance, Design Guidelines and Rancho San Clemente Specific Plan to accommodate automobile, truck, motorcycle, watercraft, and RV sales and services.	City Initiative	None	Community Development	Red
<b>Los Molinos Focus Area</b>					
8	Update the West Pico Specific Plan to reflect the vision, land uses and policies for the Los Molinos Focus Area.	City Initiative	None	Community Development	Red
9	Foster and support local efforts to attract arts and design businesses to the Los Molinos district.	City Initiative	None	Community Development	Yellow
10	Meet with higher education administrators, trade school organizations and local businesses to better understand the opportunities to attract an educational or occupational training anchor in the Professional Business Overlay area.	City Initiative	None	City Manger and CDD	Yellow
11	Work with U.S. Postal Service to explore opportunities to relocate the post office located on Avenida Pico to a more appropriate location to provide opportunities for improved circulation and new development opportunities with a master plan for the Pico Plaza area.	City Initiative	None	City Manager and CDD	Yellow
<b>Del Mar/T-Zone Focus Area</b>					
12	Identify opportunities (e.g., sites and programming) for new or improved public spaces along or near Avenida Del Mar to provide areas for socializing or relaxing.	City Initiative	None	Community Development	Yellow
<b>North Beach/N. El Camino Real Focus Area</b>					



City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Prgram, Develop. Project)	Implementation Status (none, ongoing, completed,	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
13	Develop new flexible use standards in the Zoning Ordinance to accommodate changing market demands. Consideration should be given, however, to preserving “experiential retail uses” in key shopping areas along Avenida Del Mar and El Camino Real. Future changes in use must be sensitive to adjacent residential uses. [Experiential retail uses are those that enhance consumer interaction, drive repeat visits and purchases, and create distinction. This experience can only be achieved in “brick and mortar” retail establishments—not online.]	City Initiative	None	Community Development	Red
14	Prepare a specific plan, zoning overlay or similar planning mechanism for North Beach to reflect the changes in the North Beach/North El Camino Real Focus Area.	City Initiative	None	Community Development	Yellow
15	Consider establishing a historic district to ensure new and remodeled buildings are architecturally compatible with the area’s Spanish Colonial Revival character, provide historic preservation incentives, and enforce historic preservation measures in the Zoning Ordinance.	City Initiative	None	Community Development	Yellow
16	Consider improvements to our alleyways and paseos to provide alternative pedestrian and bicycle routes.	City Initiative	None	PW/CDD	Green
<b>Pier Bowl Focus Area</b>					
17	Update the Pier Bowl Specific Plan for consistency with the new General Plan or retire the Plan by relocating its unique development standards to the Zoning Ordinance, including residential building heights.	City Initiative	None	Community Development	Red
18	Develop strategies to improve transit, pedestrian and bicycle access and reduce congestion, possibly including shuttle services and bicycle facilities.	City Initiative	None	Public Works	Green
19	Working with the Chamber of Commerce, Downtown Business Association, Pier Bowl Merchants’ Association, property owners, businesses and other groups, support efforts to develop economic development tools to aid in the area’s continued revitalization.	City Initiative	Ongoing	Community Development	Blue
<b>South El Camino Real (West of Interstate 5)</b>					
20	Meet with developers who specialize in mixed use and residential infill development to better understand changing opportunities and constraints (physical, regulatory and financial).	City Initiative	Ongoing	Community Development	Blue
21	Create new development standards for mixed use, including stand-alone corridor residential uses.	City Initiative	None	Community Development	Red
22	Develop a Downtown Improvement Plan to improve sidewalk quality and consistency and to encourage the construction and expansion of public spaces such as courtyards, plazas and paseos.	City Initiative	None	Community Development	Yellow
23	Consider traffic calming strategies in the area.	City Initiative	None	Public Works	Green
24	Staff will prepare and implement a public view corridor plan that will be used to help maintain and restore ocean views from the I-5 Freeway, by reviewing development for its visual effects, including, but not limited to new buildings, signs and noise walls.	City Initiative	None	Community Development	Yellow
<b>South El Camino Real (East of Interstate 5)</b>					
25	Develop a new streetscape and landscaping plan and Safe Routes to School program to implement the Mobility and Complete Streets Element and Bicycle and Pedestrian Master Plan.	City Initiative	None	Public Works and BPR	Yellow
<b>URBAN DESIGN ELEMENT</b>					
<b>Public Places</b>					
1	Expand and upgrade the City’s important public places, giving high priority to urban design and streetscape improvements in the following areas, in no particular order: a. North Beach b. South El Camino Real, between T-Zone and Interstate c. Los Molinos d. South El Camino Real, south of Avenida Magdalena e. Del Mar/T-Zone f. Pier Bowl g. South El Camino Real, between Interstate 5 and Avenida Magdalena h. Camino de Estrella/Camino de Los Mares i. North El Camino Real	City Initiative, CIP, Development Project	Unknown	CDD and Public Works	Green

City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Program, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
2	Update landscape and streetscape plans for the public realm along for the entire length of El Camino Real within City Limits. The purpose is to ensure a cohesive and consistent design theme, while building on the unique character of different segments of El Camino Real and to strengthen the City's identity as the Spanish Village by the Sea.	City Initiative	None	CDD and Public Works	Yellow
3	Develop a streetscape and public spaces plan and standards for the Del Mar/T-Zone Focus Area (beyond Avenida Del Mar and El Camino Real). The plan should address sidewalk paving and locations, pedestrian access to Avenida Del Mar (refer to <a href="#">Figure LU-4, Del Mar/T-Zone Mixed Use Guide</a> ), signage, lighting, paseos, bike racks, landscaping, street furniture, news racks and other design features within the public realm.	City Initiative	None	CDD and Public Works	Green
4	Re-examine public space/outdoor area requirements in the Zoning Ordinance and specific plans to identify opportunities to create new public spaces or expand existing ones and to remove barriers to their implementation, per Implementation Measure #1.	City Initiative	None	Community Development	Yellow
<b>Gateways</b>					
5	Create a Citywide gateway program to identify and implement gateway improvements.	City Initiative, CIP	None	CDD	Yellow
6	Maintain and expand the Wayfinding Sign Program.	City Initiative	Ongoing	Community Development	Blue
<b>Compatibility</b>					
7	Review and where appropriate, amend Zoning Ordinance, Design Guidelines and other City standards to allow added flexibility in land uses to respond to changing economic market forces over time.	City Initiative	None	Community Development	Yellow
8	Consider amending the Design Guidelines to address compatibility between buildings that back onto alleys adjacent to South El Camino Real, specifically addressing transition areas and the interface between commercial or mixed-use and residential uses.	City Initiative	None	Community Development	Yellow
<b>Maintenance</b>					
9	Work with neighborhood volunteers to establish a Zero Trash chapter, or similar organization devoted to keeping San Clemente litter free. [ <a href="#">Link to ZeroTrash.org</a> ]	City Initiative	None	Public Works	Green
10	Establish standards and programs to maintain clean, attractive sidewalks in commercial areas.	City Initiative	None	Public Works	Yellow
<b>Architecture and Landscape Character</b>					
11	Conduct public meetings or design charettes, including community stakeholders, to discuss ways to identify, protect and enhance Downtown Village Character. Based on meeting findings, consider updating and refining a Downtown Mission Statement which new projects must follow, and consider adopting new development regulations such as form-based codes or revised design guidelines to improve the effectiveness and predictability of the design review process, including how to accommodate commercial development on small MU-zoned lots.	City Initiative	None	Community Development	Red
12	Update our Historic Building Survey to include architecturally significant buildings with styles different from Spanish Colonial Revival architecture, including "Post- Modern" and "Mid-Century Modern" architectural designs.	City Initiative	None	Community Development	Yellow
<b>URBAN DESIGN ELEMENT</b>					
13	Update the Design Guidelines and incorporate the Henry Lenny Spanish Colonial Revival Architectural Design Guidelines for Spanish Colonial Revival Architecture.	City Initiative	None	Community Development	Red
14	Prepare Sign Design Guidelines and incorporate them into the Design Guidelines. Preparation of the Guidelines will involve business, sign designers and manufacturers in their preparation and provide follow-up education.	City Initiative	None	Community Development	Red
15	Prepare and adopt Historic Preservation Guidelines describing design methods and standards for development on or adjacent to sites with historic resources.	City Initiative	None	Community Development	Yellow
16	We will prepare and adopt urban design guidelines for the portion of the South El Camino Real corridor, west of Interstate 5, to direct building mass and scale and to allow new three-story buildings or building elements that meet specific standards and that protect designated public view corridors. Design Guidelines for the entire South El Camino Real Corridor will allow "Other Spanish" architectural styles in addition to Spanish Colonial Revival, such as Mission, Monterey, Italianate, Tuscan, and include a "Surf Zone" architectural style in the South El Camino Real area east of Interstate 5, to allow additional design flexibility.	City Initiative	None	Community Development	Yellow



City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Program, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
17	Update Zoning Code to avoid penalizing commercial developments that include exterior patios, paseos and other similar outdoor use areas by allowing usable outdoor spaces to meet minimum Floor Area Ratio requirements.	City Initiative	None	Community Development	Red
18	Develop incentives for the use of drought-tolerant and California native species in landscape design.	City Initiative	None	Community Development	Yellow
19	Update the West Pico Specific Plan (future Los Molinos Specific Plan) to provide new design guidance for architecture and landscape character.	City Initiative	None	Community Development	Red
20	Review and update specific plans and Zoning Ordinance as necessary to reflect best practices in architectural design, landscaping and maintenance.	City Initiative	None	Community Development	Blue
21	Review and update the Zoning Ordinance and Design Guidelines to streamline the development review process and to include the possibility of parking waivers and other incentives that encourage the rehabilitation and façade upgrades to one- and two-story buildings in the Downtown Core.	City Initiative	None	Community Development	Red
22	Review and update the Zoning Ordinance and Design Guidelines to require three-story buildings in the Downtown Core to reflect high-quality design and materials and to reinforce San Clemente’s Spanish Village by the Sea architectural character. Three-story buildings shall require City Council approval.	City Initiative	None	Community Development	Red
<b>Urban Forest/Trees</b>					
23	Review the standards established by the International Society of Arboriculture and incorporate appropriate standards into a Tree Ordinance. The Ordinance shall consider standards and procedures for tree selection and removal, preservation and maintenance and the establishment of a tree canopy percentage target. The tree ordinance shall include criteria for evaluating potential conflicts which may arise when trees uplift sidewalks or where new sidewalks are being constructed, and that address tree maintenance on City-owned water tank and other City-owned utility sites. Potential mitigation may include root pruning, modification of frontage	City Initiative	None	BPR	Red
24	Update the Master Landscape Plan for Scenic Corridors.	City Initiative	None	CDD	Yellow
25	Identify incentives for tree maintenance on private property.	City Initiative	None	BPR	Red
26	Update the Tree Inventory and include trees and public landscapes of historic significance.	City Initiative	None	BPR	Red
27	In addition to utilizing the existing Master Landscape Plan for Scenic Corridors (which provides policy for specific arterials), the City shall formulate a comprehensive master plan which lists permitted trees in the public right-of-way for all areas in San Clemente. It will specify species, minimum size, spacing, and irrigation requirements and address considerations for topographical context and public view considerations in hillside neighborhoods. The Master Landscape Plan shall identify consistent tree species for blocks, streets, neighborhood, or districts to provide distinctive identities for these areas.	City Initiative	None	BPR	Red
28	New residential, commercial, and industrial development shall be required to install and maintain trees in accordance with the Tree Ordinance, as implemented through the City’s Municipal Code.	City Initiative	None	BPR	Yellow
29	Adopt a citywide street tree maintenance plan, including trimming and pruning procedures, which cultivates the full potential of street trees as providers of shade and designators of key design corridors. Consider folding plan into one of the master plans or ordinances identified above.	City Initiative	None	BPR and CDD	Yellow
30	Examine opportunities for public-private partnerships aimed at expanding the City’s tree canopy and preservation of historic trees.	City Initiative	None	BPR and CDD	Yellow
<b>HISTORIC PRESERVATION ELEMENT</b>					
1	Update our Historic Building Survey to include architecturally significant buildings with styles different from Spanish Colonial Revival architecture, including “Post-Modern” and “Mid-Century Modern” architectural designs.	City Initiative	None	Community Development	Yellow
2	Consider a City program to nominate properties for inclusion on the National Register of Historic Places.	City Initiative	None	Community Development	Green
3	Pursue financial resources from state, federal and private sources that assist in the identification and designation of cultural resources.	City Initiative	Ongoing	Community Development	Blue
4	Participate in the National Trust for Historic Preservation <a href="http://www.preservationnation.org/main-street/">Main Street Program</a> [http://www.preservationnation.org/main-street/].	City Initiative	None	Community Development	Green



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5	Consider adding historic trees, features and sites to the Landmarks and Historic Resources lists and expanding the City's inventory of historic resources to include historic districts.	City Initiative	None	Community Development	Yellow
6	Explore strategies for relocating threatened historic resources when other means of preservation are infeasible.	City Initiative	None	Community Development	Green
7	Continue to support and explore preservation incentives such as rehabilitation tax credits, façade easements, preservation grants, transfer of development rights, façade easements, preservation grants, transfer of development rights, zoning incentives, state, federal, non-profit assistance and private donations.	City Initiative	Ongoing	Community Development	Blue
8	Provide public information on preservation methods and promote the use of California's Historic Building Code for preservation of historic resources.	City Initiative	Ongoing	Community Development	Blue
9	Continue to provide technical assistance to property owners for the preservation of historic resources.	City Initiative	Ongoing	Community Development	Blue
10	Pursue a comprehensive strategy in partnership with other organizations to promote community awareness and appreciation of San Clemente's historic resources.	City Initiative	Ongoing	Community Development	Blue
11	Pursue a public-private partnership with financial institutions to establish a financing program for preservation of historic resources.	City Initiative	None	Community Development	Green
12	Develop separate criteria and procedures for designating historic districts and thematic (noncontiguous) historic districts.	City Initiative	None	Community Development	Yellow
13	Develop new eligibility criteria for the designation of potential district-contributing properties. The City's Historic Structures List and designation criteria do not	City Initiative	None	Community Development	Yellow
14	Consider adopting procedures for establishing historic districts.	City Initiative	None	Community Development	Yellow
15	Develop and provide training for Cultural Heritage Board and City staff on the Secretary of the Interior's Standards for the Treatment of Historic Properties, the San Clemente preservation ordinance, the California Historical Building Code, and other preservation information.	City Initiative	Ongoing	Community Development	Blue
16	Maintain Certified Local Government (CLG) status and apply for CLG grants to help update the historic inventory and accomplish other important preservation	City Initiative	None	Community Development	Red
17	Conduct workshops for homeowners, developers, real estate professionals and others describing the benefits and obligations of owning historic property and the incentives available for rehabilitation.	City Initiative	None	Community Development	Yellow
18	Establish and regularly update a list of qualified architectural historians to use for project consultation.	City Initiative	None	Community Development	Green
19	Develop Historic Preservation Guidelines for historic resources that include sustainability measures.	City Initiative	None	Community Development	Yellow
20	Establish a rehabilitation loan program, as funding is available, and explore building-permit-fee waivers, redevelopment assistance, local financing programs, and	City Initiative	None	Community Development	Green
21	Utilize guidelines for discretionary design review to address exterior alterations proposed to historic buildings in accordance with the Historic Preservation Ordinance.	City Initiative	Ongoing	Community Development	Blue
22	Amend the zoning ordinance to require an assessment of potential impacts to onsite and nearby historic resources as part of applications for changes in zoning.	City Initiative	None	Community Development	Red
<b>HISTORIC PRESERVATION ELEMENT</b>					
23	Working with the property owner, citizens, San Clemente Historical Society, schools, performing arts, business and other community groups, adopt a CIP program to assist in the rehabilitation of the Miramar Theatre.	CIP	None	Community Development	Red
24	Help establish historic archives and/or library to protect, organize, preserve and make accessible the City's written and graphic archival records.	City Initiative	None	Community Development	Green
25	Develop historic preservation materials and media for homeowners, realtors, contactors and developers to educate the public on requirements, guidelines and	City Initiative	None	Community Development	Green
26	Consider establishing a historic district in North Beach.	City Initiative	None	Community Development	Yellow

**City of San Clemente General Plan Strategic Implementation Program**

27	Implement a historic plaque program for all historic resources. Plaque designs shall be consistent with the adopted wayfinding sign program.	City Initiative	None	Community Development	
28	Develop a digital wayfinding program, including electronic or web-based interpretive information.	City Initiative	None	Community Development	
ECONOMIC DEVELOPMENT ELEMENT					
1	Consider establishing an Economic Development Manager Position. The Economic Development Manager may be a full-time or part-time position, funded by the business community, or through a mix of public and private funding sources.	City Initiative	None	City Manager	
2	Consider adopting a Business Retention and Expansion (BRE) Program.	City Initiative	None	City Manager	
3	Continue to assign City urban planners with specialized knowledge and experience in specific business districts to serve as liaisons in the City's award-winning Business Liaison Program. The liaisons provide services to business owners. Services include on-site meetings to learn business owner needs and explain how to access City resources, where possible, to help businesses accomplish their goals and objectives.	City Initiative	Ongoing	CDDt	
4	Adopt and implement an Economic Development Strategy. The Strategy shall emphasize the mid- and long-term development of the local economy rather than focusing on individual projects. It will incorporate the long-term goals of the General Plan, but may also include additional goals with shorter time horizons. The Economic Development Strategy shall establish measurable objectives and a performance evaluation mechanism.	City Initiative	None	City Manager	
5	Adopt and implement a Branding and Public Relations Program. The Economic Development Strategy shall include a branding and public relations program to establish a unified identity for San Clemente based on its Spanish Village by the Sea history. The Strategy shall also include implementation measures to ensure consistent quality of the "brand experience" and create a communications program to publicize the San Clemente brand for residents, visitors and potential visitors.	City Initiative	None	City Manager	
6	Support Business Improvement Districts or similar measures for Del Mar/T-zone, Los Molinos, El Camino Real, Pier Bowl, North Beach and other commercial districts. The districts should generate revenue to maintain each area, to support special events, and to publicize each area. The districts may also be empowered (or a separate financing vehicle established) to provide physical improvements, such as parking facilities, landscaping, lighting, and pedestrian and bicycle facilities.	City Initiative	None	CDD	
7	Adopt a specific plan for North Beach.	City Initiative	None	CDD	
8	Establish and operate a City business visitation program to improve communication and understanding of business needs, opportunities and issues.	City Initiative	None	City Manager and CDD	
9	Partner with regional business support agencies, such as the Orange County Workforce Investment Board and the Orange County Small Business Development Center, to ensure businesses in San Clemente are aware of and have access to workforce recruitment and training services, and to ensure residents are aware of and have access to job search and business start-up training.	City Initiative	None	City Manager	
10	Explore opportunities to partner with a business "incubator" in San Clemente.	City Initiative	None	CDD	



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11	Attract higher education facilities to San Clemente.	City Initiative	None	City Manager and CDD	Green
12	Continue to support and promote an annual business awards program to recognize San Clemente's outstanding business citizens.	City Initiative	None	City Manager	Green
13	Assess parking needs in Del Mar/T-Zone, Pier Bowl, and North Beach every five years, or as needed, and implement solutions to identified parking deficiencies to achieve the City's Vision and Strategic Plan.	City Initiative	Ongoing	Community Development	Blue
14	Explore ways to attract and promote opportunities for "flexexecutives" to live and work in San Clemente.	City Initiative	None	Community Development	Green
15	Establish and maintain a method to track communications and information technology demands of residents and employees, both current and future.	City Initiative	None	IT	Green
16	Maintain awareness of best practices in local government public information practices and in e-government.	City Initiative	None	IS/ City Manager	Red
17	Establish a Technology Advisory Task Force to serve as a liaison between community stakeholders, staff and elected officials and to make recommendations to the City Council on technology matters.	City Initiative	None	City Manager	Green
18	Review and consider incorporating the Wireless Communications Master Plan, or portions thereof, into a broader Technology Master Plan that incorporates aspects of the preceding implementation ideas and other technologies.	City Initiative	None	IS	Green
<b>MOBILITY AND COMPLETE STREETS ELEMENT</b>					
1	Adopt a Street Design Manual based on the Model Design Manual of Living Streets.	City Initiative	None	Public Works	Yellow
2	Conduct regular surveys of City residents to identify preferences and behavior and report on the survey results to the City Council to benchmark travel behavior.	City Initiative	None	Public Works	Green
3	Implement the Bicycle and Pedestrian Master Plan.	City Initiative	Ongoing	Public Works	Blue
4	Implement the Candidate Projects in the Bicycle and Pedestrian Master Plan, subject to more detailed engineering studies.	City Initiative	Ongoing	Public Works	Blue Will vary depending on project
5	Implement the following roadway extensions improvements based on the Mobility Element and Complete Streets Roadways Map and subject to design/environmental studies: a. La Pata Extension (high priority) b. Camino Del Rio Extension (low priority)	City Initiative	None	Public Works	Yellow
6	If necessary to mitigate potential impacts, the City will implement improvements identified as mitigation measures in the Final Environmental Impact Report for the Centennial General Plan.	City Initiative	None	Public Works	Green Will vary depending on conditions
7	Update the Municipal Code to require end of trip bicycle facilities, as appropriate to the scale and use of the project, such as parking, lockers, and showers in new or major remodels of multi-family residential and non-residential sites.	City Initiative	None	CDD	Red
8	Working with other agencies, the City will seek grants to help develop, operate and maintain a comprehensive trail system through San Clemente's open spaces.	City Initiative	None	BPR	Green
9	Work with OCTA to identify shelter options to ensure adequate safety and comfort for transit users and encourage OCTA to provide bus shelters at all bus stops on El Camino Real, Camino De Los Mares, and Avenida Pico.	City Initiative	None	Public Works	Green
10	When and where appropriate, prepare a feasibility study for a community-serving trolley type transit system that connects San Clemente's key destination areas (e.g., North Beach, Del Mar/T-Zone, Marblehead Coastal, Pier Bowl) and residential areas with public transit and bicycle routes.	City Initiative	None	Public Works	Yellow
11	Validate and incorporate a Multi-Modal Level of Service (LOS) or other metric to evaluate multi-modal facilities performance into future traffic studies.	City Initiative	None	Public Works	Green
12	Update the Master Landscape Plan for Scenic Corridors.	City Initiative	None	CDD	Yellow
13	Consider preparing detailed concept plans to evaluate alternate visions for major MPAH corridors, and address types of multi-modal improvements that can be included within the constrained rights-of-way (unless it is decided to acquire more right-of-way) for various alternatives.	City Initiative	None	Public Works	Green

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14	Prepare comprehensive parking and circulation strategies for key commercial areas, including: North Beach, Pier Bowl, Del Mar/T-Zone and Plaza San Clemente.	City Initiative	None	Community Development	No. Beach/Del Mar/T-Zone Pier Bowl & Plaza San Clemente
15	Identify and designate Class 2 bike lanes where considered appropriate and there is sufficient curb-to-curb street paveout width.	City Initiative	Ongoing	Public Works	
16	Install vehicle actuation to detect bicycles when intersections with signals are rehabilitated (CVC 21450.5).	City Initiative	Ongoing	Public Works	
17	Install bicycle detector pavement markings at traffic signals using best practices and adopted State or Federal standards when intersections with signals are rehabilitated.	City Initiative	Ongoing	Public Works	Depends on timing of signal rehabilitation
18	Adopt a Pedestrian and Bicycle Facilities Management Plan.	City Initiative	None	Public Works	
19	Periodically review (for example, when the Bicycle and Pedestrian Master Plan is updated and as part of the Long Term Financial Plan process) official databases of bicycle and pedestrian accidents, analyze their causes and locations, and strive to reduce accidents through infrastructure improvements, community outreach and education and law enforcement efforts.	City Initiative	None	Public Works	
<b>MOBILITY AND COMPLETE STREETS ELEMENT</b>					
20	Develop standards that require bicycle accommodations (such as parking, lockers and showers) in new or significantly rehabilitated nonresidential developments, consistent with Policy M-2.19.	City Initiative	None	Community Development	
21	Integrate walking routes into new greenways and open space areas, where appropriate, and encourage them in existing greenways and open space areas.	City Initiative	None	BPR	
22	Include Bicycle and Walking Safety lessons in City recreation programs and collaborate with local schools and law enforcement to offer bicycle and pedestrian skills and safety education programs.	City Initiative	None	BPR	
23	Assist employers in implementing a comprehensive bicycle awareness program for their employees.	City Initiative	None	Public Works	
24	Expand the Safe Routes to School program, including International Walk/Bike to School events, and encourage all schools to get involved.	City Initiative	None	BPR and SHER	
25	Consider designating a law enforcement liaison officer for the bicycle and pedestrian community.	City Initiative	None	Public Works	
26	Provide training opportunities for engineering and planning staff on ways to integrate bicyclists and pedestrians with the transportation network.	City Initiative	None	Public Works	
27	Provide training and public outreach opportunities about bicyclists' and pedestrians' legal rights and duties for City engineering and planning staff, as well as for law enforcement officials.	City Initiative	None	Public Works	
28	Provide an outreach and education component to coincide with the first installation of any new type of bicycle facility as part of the implementation of the associated capital improvement project.	City Initiative	None	Public Works	
29	Develop City-wide navigational tools such as maps, digital map, GPS, or other emerging technologies.	City Initiative	None	IS	
30	Consider establishing a Bicycling Advisory Committee to assist the City with grant writing and implementation of the Bicycle and Pedestrian Master Plan.	City Initiative	None	Public Works	
31	Collaborate with local businesses, bicycle shops, non-profits, schools, and government agencies to produce and distribute bicycle and pedestrian safety materials.	City Initiative	None	Public Works	
32	Encourage City officials and employees, as well as other employers, to participate in "Bike to Work Month" and "Bike to Work Week."	City Initiative	Ongoing	City Manager	



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33	Collaborate with the local off-road advocacy groups, conservation non-profits, State Parks, adjacent jurisdictions and the Donna O'Neil Land Conservancy to develop a plan for off-road trail facilities.	City Initiative	None	BPR	Green
34	Establish a bicycle-friendly business program to encourage and facilitate use of alternative modes of transportation by employees and customers.	City Initiative	None	Public Works	Green
35	Consider establishing an Active Transportation Coordinator position to work with City departments and advocacy groups to support and coordinate efforts to improve alternative transportation modes and to implement the Bicycle and Pedestrian Master Plan.	City Initiative	None	Public Works	Green
36	Provide assistance to school districts in facility planning and transportation operations to ensure safety for users of all modes during school pick-up, drop-off and other special events.	City Initiative	None	Public Works	Red
37	Establish mode shift/share goals.	City Initiative	None	Public Works	Yellow
38	Track mode shift to quantify greenhouse gas reductions.	City Initiative	None	Public Works	Green
39	Prepare and maintain an inventory of sidewalk facilities to determine where pedestrian improvements are most needed to provide a continuous safe route for pedestrians throughout San Clemente.	City Initiative	Ongoing	Public Works	Blue
40	Retrofit streets and require developments to install public improvements that provide disabled access and mobility on public streets, as required by State or Federal law.	CIP	Ongoing	Public Works	Blue
41	Work towards closing gaps in San Clemente's pedestrian network.	City Initiative CIP Development Project	Ongoing	Public Works; Private partners	Blue
<b>BEACHES, PARKS and RECREATION ELEMENT</b>					
<b>Recreational Programming</b>					
1	Explore new opportunities for the Community Center to improve programming and maximize facility use.	City Initiative	Ongoing	BPR	Blue
2	Work with community groups to help promote and establish projects that help celebrate the City's surf heritage.	City Initiative	None	BPR	Yellow
3	Continue to provide a variety of programs to meet a range of needs and maximize facility use.	City Initiative	Ongoing	BPR	Blue
4	Monitor program participation to identify demand, including populations with special needs.	City Initiative	Ongoing	BPR	Blue
5	Monitor facility (including beaches) use, population and development projections to plan for future program, facility, and staffing needs.	City Initiative	Ongoing	BPR	Blue
6	Incorporate strategies for neighborhood and commercial area enhancement in the Master Plan for Parks and Recreation.	City Initiative	None	BPR	Red
<b>Park Planning, Acquisition and Development</b>					
7	Create a Beaches, Parks and Recreation Master Plan within two years of General Plan adoption and update it at least every ten years. Establish or improve joint-use agreements to maximize public recreation opportunities.	City Initiative	None	BPR	Red
8		City Initiative	None	BPR	Yellow
9	Consider reconfiguring Bonita Park to meet changing park user needs and provide additional parking for the Los Molinos area.	City Initiative	None	BPR	Green
10	Prepare a plan which identifies underserved areas in terms of parks and recreational facilities and seek grants or other funding sources to help implement the plan.	City Initiative	None	BPR	Red
11	Work with other public agencies and non-profit organizations to help ensure all community-serving facilities, such as libraries, health centers, wellness centers, recreation facilities and parks are universally accessible.	City Initiative	Ongoing	BPR and CDD	Blue
12	The City will continue to support a dog park and access for dogs in neighborhood parks.	City Initiative	Ongoing	BPR	Blue
<b>Beaches</b>					
13	Continue to maintain and enhance the City's beaches and Municipal Pier and seek outside funding sources to help support these efforts.	City Initiative; CIP	Ongoing	BPR	Blue

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14	Continue to enhance the beaches and beach support facilities at the Municipal Pier and North Beach train stations, recognizing their importance as City gateways.	City Initiative	Ongoing	BPR	Blue
15	Seek sand nourishment and replacement funding opportunities to ensure beachgoers have a high quality beach experience and to maintain ongoing monitoring activities.	City Initiative	Ongoing	BPR	Blue
16	Continue to provide and maintain beach fire pits in designated public beach locations.	City Initiative	Ongoing	BPR	Blue
<b>Open Space and Trails</b>					
17	Work with private land owners to help expand the community trails network by making privately-owned trails available for public use.	City Initiative	None	BPR	Green
18	Evaluate the feasibility of and work towards extending the Beach Trail north and south.	City Initiative	None	BPR and CDD	Green
19	Create signage on the Coastal Trail and at Vista Hermosa Park for educational outreach about critical habitats and native plant and animal species.	City Initiative	None	BPR	Green
20	Look for opportunities to create small neighborhood green/open spaces.	City Initiative	None	BPR	Green
<b>Golf Course</b>					
21	Incorporate golf course management and design improvements in future Beaches, Parks and Recreation master planning.	City Initiative	None	BPR	Green
<b>Health &amp; Wellness</b>					
22	Work with the State, Federal and County agencies to advocate strict enforcement of laws against the sale to or use of alcoholic beverages and tobacco products by minors.	City Initiative	Ongoing	CDD	Blue
23	Work with governmental and non-governmental agencies to stem the availability of illegal drugs and to prevent substance abuse.	City Initiative	Ongoing	CDD	Blue
24	Encourage the development of healthy food outlets, farmers markets and food cooperatives and amend the Zoning Ordinance to establish standards allowing such uses where appropriate.	City Initiative	Ongoing	CDD	Blue
25	Encourage restaurants to provide nutritional information to help customers make healthy dining choices and recognize those that do.	City Initiative	Ongoing	CDD	Blue
26	Encourage that healthy foods be served at City-sponsored events, meetings, and community-wide forums.	City Initiative	Ongoing	BPR	Blue
27	Implement the Bicycle and Pedestrian Master Plan by allocating a portion of the annual City budget to complete sidewalk projects that infill public sidewalk gaps and provide connectivity.	City Initiative; CIP	Ongoing	Public Works and CM	Blue
28	Encourage private contributions to provide, improve or maintain public improvements that promote health and wellness, such as fitness stations, benches, bike racks and play equipment.	City Initiative	Ongoing	BPR	Blue
29	Seek grant funding and innovative public-private partnerships, where feasible, to increase residents' access to healthy foods and opportunities for physical activity, especially in underserved areas.	City Initiative	Ongoing	CDD/BPR	Blue
30	Amend the Zoning Ordinance to allow small, neighborhood-serving markets within easy walking and biking distance from most residential areas and encourage such markets to include fruits, vegetables and other healthy foods.	City Initiative	None	Community Development	Red
31	Support farmers' markets and similar types of events at various locations, times, and days of the week throughout the community and amend the Zoning Ordinance to broaden the range of temporary uses to allow the sale of agricultural products in commercial areas.	City Initiative	None	Community Development	Red
32	Continue City-sponsored Mayor's Walks and similar activities to encourage residents' participation in community events and encourage healthy neighborhoods.	City Initiative	None	City Manager	Red
33	Ensure that Police Services continues to work with neighborhoods to promote safety and the "Neighborhood Watch Program."	City Initiative	Ongoing	City Manager	Blue
34	Continue collaboration with local health providers to provide public health programs and services in City parks with an emphasis on target areas.	City Initiative	Ongoing	BPR and CDD	Blue
35	Staff shall continue participation in healthy living programs sponsored by collaborative partners and active youth.	City Initiative	Ongoing	BPR and CDD	Blue



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36	Continue to promote local health service providers participation in community-wide health fairs and similar events.	City Initiative	Ongoing	BPR and CDD	Blue
37	Continue to cooperate with nonprofit health organizations to provide no- or low-cost health services on a regular basis.	City Initiative	None	BPR/CDD	Blue
38	In collaboration with local hospitals and health service providers, the City will support measures that improve the availability of and access to primary care and other physicians' services and emergency care facilities in San Clemente, such as public access to mobile health services.	City Initiative	None	CDD	Green
39	Promote and support a City Employee Wellness Program.	City Initiative	None	CM	Blue
40	Encourage San Clemente businesses to have employee wellness programs.	City Initiative	None	CDD	Green
41	Consider amending the Zoning Ordinance to allow keeping chickens in low-density residential zones for home-based egg production and non-chemical pest control. City will establish guidelines and specific zoning standards for poultry raising in low-density residential zones.	City Initiative	None	Community Development	Green
42	City staff will cooperate with various community organizations and local agencies to provide free or low cost health information, nutrition classes, community-wide health fairs and other health and wellness – oriented events.	City Initiative	None	BPR	Green
43	Where feasible, the City will implement the Vista Los Mares Revitalization recommendations in the University of California at Irvine's Healthy Community Guide (March 2012), as grant funding is available.	City Initiative	Ongoing	CDD	Blue
44	Amend the Zoning Ordinance to allow the development of community gardens throughout the City.	City Initiative	None	Community Development	Red
45	Establish a Community Living Gardens program, identify viable community garden sites and consider the feasibility of planting fruit trees in parks and on City-owned property and parkways.	City Initiative	None	Community Development	Yellow
46	Amend the Zoning Ordinance to allow compatible agriculture uses in Residential, Commercial and Public zones.	City Initiative	None	Community Development	Yellow
47	Implement the City's Quiet Zone/Railroad Safety Program.	City Initiative	Ongoing	Public Works	Blue
48	Introduce and promote organic gardening and encourage pursuit of local community organic gardens through education and local grants or programs.	City Initiative	None	Community Development	Green
<b>Beaches, Parks and Recreation Economics and Financing</b>					
49	Continue to require open space dedication or appropriate park in-lieu fees as part of the development review process.	City Initiative	Ongoing	CDD/BPR	Blue
<b>BEACHES, PARKS and RECREATION ELEMENT</b>					
50	Pursue grants and other funding opportunities for beaches, trails, parks and other recreational facilities in San Clemente.	City Initiative	Ongoing	BPR	Blue
51	Regularly review and update the Beaches, Parks and Recreation Master Plan, Bike and Pedestrian Master Plan and the City Facilities Master Plan to provide adequate guidance for the provision of parks, trails, and other recreational facilities.	City Initiative	Ongoing	BPR	Red
52	Investigate the possibility of establishing a volunteer staffing program to assist with recreational programs and reduce staffing costs at City public parks and recreational facilities.	City Initiative	None	BPR	Yellow
<b>NATURAL RESOURCES ELEMENT</b>					
<b>Biological Resources/Habitat</b>					
1	Identify and protect riparian corridors through zoning, easements or other measures that ensure effective, long-term conservation.	City Initiative	Ongoing	Community Development	Blue
2	Continue to provide public education materials regarding the City's sensitive habitats, the values of watershed, biological resources and sensitive habitats and how to protect them.	City Initiative	Ongoing	Public Works and CDD	Blue
3	Create minimal and appropriate signage along the Coastal Beach Trail and in the Vista Hermosa Sports Park for educational outreach about critical habitats and native plant and animal species.	City Initiative	None	BPR	Yellow

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4	Amend the Zoning Ordinance to regulate the establishment or encroachment of non-compatible land uses or activities in habitat areas and passive open space, such as commercial uses, off-road motorized vehicle use, off-trail, non-motorized vehicle use, hang gliding, grading or other activities that conflict with biological conservation goals or policies.	City Initiative	None	Community Development	Yellow
5	Working with community volunteers, conservation clubs, youth groups and non-profit agencies, help plan and support conservation activities such as habitat restoration, interpretive signage and tours, trail building, erosion control and litter removal.	City Initiative	None	Public Works and CDD	Green
<b>Aesthetic Resources</b>					
6	Review the Zoning Ordinance, Hillside Development Ordinance and other City standards to ensure regulations and guidelines adequately address ridgeline preservation, access roads, driveway and site design, and architectural and sign design to protect hillsides, coastal canyons and bluffs, and beaches.	City Initiative	None	Community Development	Yellow
7	Develop a Tree Ordinance (refer to Urban Forest Implementation Measures for Urban Design Element).	City Initiative	None	BPR and CDD	Red
8	The City will develop and implement a utilities undergrounding plan to avoid the adverse impacts to aesthetic resources of public utilities and unmanned telecommunications facilities, where feasible and where costs of such undergrounding do not pose economic hardship. Where undergrounding is determined by the City to not be physically possible, such features shall be located and designed to reduce their visibility and in developed areas, consistent with prevailing architectural character and scale. In beaches, parks and open spaces areas, such facilities shall be designed and located to blend in with natural colors, textures and landforms.	City Initiative	None	Public Works	Green
9	Conduct a Visual Resource Assessment to identify Public View Corridors and specific sections of the Corridors meriting designation and consider expanding the list of the designated View Corridors as a result of the Assessment's finding.	City Initiative	None	Community Development	Green
<b>Mineral Resources</b>					
10	Maintain up-to-date information regarding the location of mineral resource zones in the City.	City Initiative	Ongoing	Community Development	Blue
11	Revise City ordinances to require that all proposals for mineral extraction and reclamation be reviewed by the Planning Commission and City Council.	City Initiative	None	Community Development	Red
<b>Air Quality</b>					
12	Require development projects to utilize appropriate AQMD air quality mitigation measures.	City Initiative	Ongoing	Community Development	Blue
13	Implement greenhouse gas emission reduction measures of the City's Climate Action Plan.	City Initiative	None	Public Works	Varies
14	Consider adopting an ordinance to establish an anti-idling zone (e.g. cars waiting to pick up students at schools).	City Initiative	None	CDD	Green
<b>Energy</b>					
15	Review and update the San Clemente Municipal Code to further the goals, policies and measures of the Climate Action Plan and Sustainability Action Plan. Enforce provisions and establish additional energy performance requirements in the building code as information becomes available.	City Initiative	None	Public Works	Yellow
16	Promote private utility programs for energy audits of existing structures and public education programs to promote energy conservation. The programs should define the current levels of use, compare these to current standards for similar types of structures and prescribe corrective methods to improve conservation.	City Initiative	None	Public Works	Yellow
17	Promote the retrofitting of buildings to help achieve energy conservation goals.	City Initiative	None	Community Development	Green
18	Solicit state and federal grants to implement the City's energy conservation programs as such funding becomes available.	City Initiative	Ongoing	Community Development	Blue
19	Ensure that energy conservation improvements for historic buildings preserve original historic features, materials, and details, consistent with the Secretary of the Interior's Standards for the Treatment of Historic Properties.	City Initiative	None	CDD	Yellow
<b>Dark Skies</b>					
20	Use the International Dark-Sky Association's (IDA's) Model Lighting Ordinance to aid in developing outdoor lighting standards for residential and non-residential uses.	City Initiative	None	Community Development	Red
21	Establish lighting zones that provide different guidelines and standards for different areas, recognizing their various safety, aesthetic and environmental constraints and functions.	City Initiative	None	Community Development	Yellow
22	Establish a retrofitting plan for outdoor lighting at City buildings, streets and parks.	City Initiative; CIP	None	Public Works	Yellow



City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Prgram, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Dept.	Priority red=1-5 yrs yellow=>5 yrs green=Indeterminate blue=Ongoing
23	Seek grant funding for City lighting upgrades, incentive programs, and new fixtures.	City Initiative	Ongoing	Public Works	Blue
24	Develop a dark sky public awareness campaign (e.g., April is Dark Sky Month, dark sky page on city's website, City Council proclamation, etc.).	City Initiative	None	CDD	Red
25	Collaborate with neighboring jurisdictions to identify the appropriate location and night lighting standards for a dark sky park.	City Initiative	None	CDD/BPR	Green
26	Review Engineering standards for possible changes to public street lighting design/spacing to reduce light pollution, improve energy efficiency and maintain safety.	City Initiative	None	Public Works	Yellow
<b>From Sustainability Action Plan</b>					
27	Consider potential for achieving LEED Operations and Maintenance certification, or the equivalent, for appropriate City facilities.	City Initiative	None	Public Works	Green
28	Consider programs that benchmark and sub-meter all City facilities.	City Initiative	None	Public Works	Yellow
29	Consider point-of-sale efficiency retrofit requirements.	City Initiative	None	CDD	Green
30	Research opportunities for Power Purchase Agreements (PPAs) and Sustainable Communities Program (SDG&E) for renewable power on City facilities.	City Initiative	None	Public Works	Yellow
31	Continue to promote energy conservation and educate residents on benefits of energy efficiency and solar power generation.	City Initiative	Ongoing	Public Works	Blue
32	Continue to promote utility sponsored programs and training for City staff, local businesses and residents.	City Initiative	Ongoing	Public Works	Blue
33	Approach SDG&E about forming a local government partnership to develop, operate and maintain energy resources using sustainable practices and materials.	City Initiative	None	Public Works	Yellow
<b>COASTAL ELEMENT</b>					
<b>Local Coastal Program</b>					
1	Prepare a Local Coastal Program and secure California Coastal Commission certification.	City Initiative	Begun	Community Development	Red
<b>Coastal Trail</b>					
2	Maintain the San Clemente Beach Trails as part of the California Coastal Trail siting and design standard contained <a href="http://san-clemente.org/sc/Standard.aspx?PageID=356">here</a> . [ <a href="http://san-clemente.org/sc/Standard.aspx?PageID=356">http://san-clemente.org/sc/Standard.aspx?PageID=356</a> ]	City Initiative	Ongoing	BPR	Blue
<b>Public Access</b>					
3	Protect the public's right of coastal access where established through public ownership, legislative authorization prescriptive rights, as adjudicated by a court of law. Where appropriate and legally permissible, new development shall be designed to provide public access or be required to provide public access or irrevocable offer to provide public access, as a condition of development.	City Initiative	Ongoing	Community Development	Blue
4	Identify and require property owners to remove all non-permitted structures, including signs and fencing, which inhibit legal public access.	City Initiative	Ongoing	Community Development	Blue
5	Periodically inventory beach access facilities to identify access needs. Based on the inventory, prepare capital improvements projects and/or establish schedule for renovating access facilities.	City Initiative; CIP	Ongoing	BPR	Blue
6	Update the City's way-finding program and City website to facilitate regional access from Interstate 5 to coastal destinations (e.g., Del Mar, Pier Bowl, North Beach), primary beach access points, parks, public parking areas, prominent natural features and City entry points.	City Initiative	None	Community Development	Yellow
<b>Access Management Programs</b>					
7	Preserve existing and identify opportunities for and encourage new low cost overnight accommodations in the Coastal Zone.	City Initiative; Development Project	Ongoing	Community Development	Blue

City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Program, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
8	Access management programs for Capistrano Shores and the private beach area north of Capistrano Shores, La Ladera, Cypress Shores and Cotton's Point private communities shall be prepared when development is proposed in one of these private communities and a property owner is required to dedicate public coastal access. The purpose of such programs shall be to provide maximum public access consistent with the Coastal Act of 1976. The access management programs shall be implemented by the City of San Clemente, other public agencies or by private homeowner associations that accept the offers of dedication. The access management program shall include the following: a. Establishment of hours of public access which shall include, at a minimum, the hours between sunrise and sunset, and b. The provision of aesthetically pleasing bicycle racks for the appropriate number of bicycles based on use and site conditions, and c. The provision of signage at the entrance to the private communities in order to make the public aware of the existence of the accessway and its hours of operation, and d. The provision of a public restroom facility, and e. The provision of signage relating to proper animal management and animal waste disposal on the beach trail.	City Initiative	Ongoing	Community Development	Blue
<b>Scenic and Cultural Resources</b>					
9	Update the Master Landscape Plan for Scenic Corridors to identify public view corridors and views and establish a process for doing so, including public outreach.	City Initiative	None	CDD	Yellow
10	Develop a GIS-based map of significant designated scenic view corridors and significant public views.	City Initiative	None	Community Development	Green
<b>Funding</b>					
11	Seek funding to maintain and improve access ways, implement complete streets projects as identified in the Mobility and Complete Streets Element, and to enhance public coastal access, including: a. Improved pedestrian railroad crossings through the construction of at-grade, above-grade, or below-grade crossings at existing accessways. b. Additional off-street public parking spaces at or near public coastal access ways through improvements of existing beach parking lots and creation of parking lots, where feasible.	City Initiative; CIP	Ongoing	Public Works	Blue
<b>Environmentally Sensitive Habitat</b>					
12	Advocate and support the preservation and creation of coastal terrestrial wildlife or plant sanctuaries.	City Initiative	Ongoing	Community Development	Blue
COASTAL ELEMENT					
13	Provide public information on residential landscape plantings in coastal canyon and bluff areas. The information should address recommended plant types and their care, invasive plants removal, and landscaping for fire safety.	City Initiative	None	CDD and BPR	Blue
14	Evaluate Environmentally Sensitive Habitat Areas (ESHAs) to determine their viability, restore degraded ESHAs, remove ESHA designation from areas that no longer contain environmentally sensitive habitat, and develop standards to protect ESHAs as open space.	City Initiative	Begun as part of LCP update	Community Development	Red
<b>Hazards</b>					
15	Implement City Policies and Procedures (effective date September 5, 2001) regarding Management of Beach Facilities in terms of their maintenance, replacement, protection, or relocation.	City Initiative	Ongoing	BPR	Blue
16	Update hazard maps (e.g., sea level rise, flood zones, etc.) as new information becomes available and make these publicly available.	City Initiative	Ongoing	Community Development	Blue
17	Prepare and implement a shoreline management strategy which includes, but is not limited to, the following: a. An examination of local and regional long-term erosion rates and trends to identify and plan for shoreline changes. b. An examination of mean sea level elevation trends and future sea level rise projections to help determine future erosion rates and plan for potential shoreline changes.	City Initiative	None	CDD/Public Works/BPR	Yellow
SAFETY ELEMENT					



City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Program, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
<b>Geologic, Seismic and Soil Hazards</b>					
1	When feasible, make information on fault locations, soil hazards and areas of landslide or liquefaction publicly available, on request.	City Initiative	Ongoing	Public Works	Blue
2	Review and update building, zoning, and grading codes to ensure adopted standards are appropriate to mitigate potential geologic, seismic, soils, flooding, and noise hazards, and would comply with the Alquist-Priolo Act if an active fault were identified in the City.	City Initiative	None	CDD	Yellow
3	Encourage public and private entities to ensure that buildings housing critical public facilities, such as schools, hospitals and emergency services, are seismically strengthened to meet applicable building codes.	City Initiative	None	CDD	Yellow
<b>Flooding and Marine Hazards</b>					
4	Review and update drainage and water retention studies and improvement plans to incorporate appropriate best practices and Federal, State, and County flood control regulations.	City Initiative	Ongoing	Public Works	Blue
5	Obtain and maintain information on flooding, tsunami, and sea level rise hazards and make the information publicly available.	City Initiative	None	Public Works	Green
<b>Fire</b>					
6	Obtain and maintain information on fire and wildfire hazards and home, business, and open space fire mitigation measures. Make the information publicly available.	City Initiative	Ongoing	Fire and CDD	Blue
7	Partner with Orange County Fire Authority to pursue grant and other funding opportunities for appropriate Fire and Emergency Medical Services measures, staffing, and facilities, and to support wildfire mitigation efforts in the City and in surrounding open space areas such as the Richard and Donna O'Neill Conservancy and San Onofre State Beach.	City Initiative	Unknown	CDD and BPR	Yellow
<b>Noise</b>					
8	Review the Existing and Future Noise Contour Maps and Noise Ordinance for applicability to each development project to identify potential impacts to sensitive uses.	City Initiative	Ongoing	Community Development	Blue
9	Work with local, State and Federal agencies to reduce highway-generated noise levels to within acceptable General Plan levels.	City Initiative	Ongoing	Community Development	Blue
10	Working with other agencies and property owners, the City will seek to re-establish ocean views blocked by noise barriers, where feasible.	City Initiative	Unknown	Community Development	Green
11	Continue to use a program of truck prohibitions, including appropriate signage, to minimize truck traffic noise impacts to sensitive land uses.	City Initiative	Ongoing	Public Works	Blue
12	As part of a larger regional effort, improve safety in the Quiet Zone by using targeted and directed measures to reduce noise to within acceptable General Plan levels.	City Initiative	Ongoing	CDD	Blue
13	Adopt and maintain a City policy of best management practices for live entertainment uses to mitigate noise impacts on residential or other sensitive uses.	City Initiative	None	Community Development	Yellow
<b>Radiological Hazards</b>					
14	Continue to collect and disseminate information relating to all hazards, as well as to radiological hazards preparedness, response, and recovery for SONGS.	City Initiative	Ongoing	Public Works	Blue
15	Study the feasibility and practicality of obtaining adequate generators for critical City facilities that do not currently have them.	City Initiative	Unknown	Public Works	Red
<b>Emergency Services, Preparedness, Response and Recovery</b>					
16	Regularly review and update, exercise and revise the San Clemente Multi-Hazard Emergency Plan with appropriate best practices related to the community's natural and human-made hazards.	City Initiative	Ongoing	Public Works	Blue
17	Explore the siting and structural integrity of the City's critical facilities to identify and plan to mitigate any potential defects related to natural or human-made hazards.	City Initiative	Ongoing	Public Works	Blue
18	Continue to maintain and update emergency services, preparedness, response and recovery plans and training programs that meet Federal and State requirements.	City Initiative	Ongoing	Public Works	Blue
19	Pursue emergency services grants and other funding opportunities for emergency planning, public safety, and marine safety staffing, facilities, training, and programs.	City Initiative	Ongoing	Public Works and BPR	Blue

City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Program, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
<b>SAFETY ELEMENT</b>					
20	Information Technology staff will periodically review and update an emergency preparedness and response plan into overall City Emergency Response Plan.	City Initiative	Unknown	IS	Yellow
21	Update the City's Design Guidelines to address crime prevention features in the orientation and design of new buildings and public facilities.	City Initiative	None	Community Development	Yellow
22	Provide educational materials and outreach efforts to inform the public about emergency preparation and response, and about the availability of emergency services.	City Initiative	Ongoing	Public Works	Blue
23	Support and maintain active programs to enhance community safety, emergency preparedness and disaster response through volunteer programs such as the Community Emergency Response Team Program (CERT), Retired Senior Volunteer Program (RSVP), Explorer Scouts, Neighborhood Watch and Radio Amateur Citizen Emergency Services (RACES).	City Initiative	Ongoing	Public Works	Blue
24	Support and maintain an Active Ambulance Subscription Service.	City Initiative	Ongoing	FIRE	Red
<b>PUBLIC SERVICES, FACILITIES AND UTILITIES ELEMENT</b>					
<b>Education</b>					
1	Publicize and promote the successes of the schools on an ongoing basis. While this is a typical responsibility of the local school district, we recognize that an educated workforce and quality educational opportunities are important considerations for investment by residents, businesses and property owners, and as such, we seek to recognize local educational excellence.	City Initiative	None	City Manager	Green
2	Continue communication and cooperation efforts between City officials and CUSD, especially in the areas of population projections, safety and security, circulation and pedestrian elements, development of schools and funding sources, and monitoring of development activities to prevent overcrowding of schools and help meet future educational needs.	City Initiative	Ongoing	Community Development	Blue
3	Through the development review process, solicit CUSD input to help assess the cumulative impacts of recent and new development on educational services and facilities.	City Initiative	Ongoing	Community Development	Blue
4	Promote the idea of attracting a higher educational facility or other educational/vocational training institution in the Los Molinos Focus Area.	City Initiative	None	City Manager	Green
5	Explore opportunities to establish a new San Clemente School District.	City Initiative	None	City Manager	Green
<b>Library Services</b>					
6	Work closely with the County of Orange Library System and Friends of the San Clemente Library to understand their local services and facilities needs.	City Initiative	Unknown	City Manager	Yellow
7	Work with the County of Orange to expedite the expansion of San Clemente's Public Library into the former Senior Citizen's Center and to include state-of-the-art technology and facilities.	City Initiative	None	City Manager	Red
8	Explore opportunities to expand library services through creative public/private/non-profit partnerships, either as a supplement or alternative to the County operation.	City Initiative	None	City Manager	Yellow
<b>Arts and Culture</b>					
9	Work with the local arts community to contribute to future economic development through tourism, branding and retail spinoffs, and community events or activities.	City Initiative	None	City Manager	Green
10	Encourage San Clemente arts and cultural groups and organizations to grow and contribute to the community's cultural richness and diversity.	City Initiative	None	CDD	Blue
11	Promote the City's rich cultural history by partnering with private and non-profit organizations to promote and support local arts, history and culture.	City Initiative	None	CDD	Blue
12	Consider establishing an Art in Public Places Ordinance, including a funding mechanism that might include incentives to encourage private development to provide public art.	City Initiative	None	Community Development	Red



City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Prgram, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
13	Establish cultural or historic themes for different areas of the City that provides cohesion City-wide, without compromising their distinctiveness.	City Initiative	None	Community Development	Accelerate for SP updates
14	Incorporate unique public art in public improvements such as street lighting, sidewalks, walls, bridges and public buildings.	City Initiative; CIP	None	Community Development	
15	Foster collaboration between City, art associations, non-profits, businesses, educational institutions and the private sector to provide more opportunities and venues for cultural arts programs, including the establishment of a performing arts venue in San Clemente.	City Initiative	None	City Manager	
16	Establish a dedicated source of funding for preservation, enhancement and promotion of arts and cultural and historical resources and programs.	City Initiative	None	City Manager	
17	Recreational and cultural activities should be promoted in the Pier Bowl and North Beach since these are tourist and recreational hubs. Promote the City's historic resources in visitor and tourist-oriented media and publications.	City Initiative	None	BPR and CDD	
<b>Human Services</b>					
18	Continue coordination among the City and other human services-related agencies and institutions, both locally and regionally.	City Initiative	None	CDD	
19	Identify a staff member to seek grants and funding opportunities, in collaboration with non-profits and community organizations.	City Initiative	Unknown	CDD	
20	Amend the Zoning Ordinance to encourage child care facilities to be established, especially where such facilities are appropriate to serve working parents.	City Initiative	None	Community Development	
<b>Water Quality and Wastewater</b>					
	PUBLIC SERVICES, FACILITIES AND UTILITIES ELEMENT				
21	Study feasibility and effectiveness of new technologies to reduce the use of chemicals at the water treatment plant.	City Initiative	None	Public Works	
22	Continue implementation of a tiered water rate structure to incentivize water conservation.	City Initiative	Ongoing	Public Works	
23	Expand local water recycling capabilities.	City Initiative	Ongoing	Public Works	
24	Explore the feasibility of desalinization and other regional projects as an alternative resource to reduce the City's dependency on imported water.	City Initiative	Ongoing	Public Works	
25	Maintain and update the City's Urban Water Management Plan, as needed, and implement and enforce the water conservation ordinance.	City Initiative	Ongoing	Public Works	
26	Review City landscaping and irrigation requirements for public and private development to ensure regulations promote drought-tolerant landscaping and systems best practices.	City Initiative	None	BPR and CDD	
27	Complete water efficiency use surveys of all City facilities.	City Initiative	None	Public Works	
28	Continue providing education and community outreach on water conservation options and methods.	City Initiative	Ongoing	Public Works	
<b>Storm Drainage</b>					
29	Review and if necessary, update the existing City Drainage Master Plan in order to identify deficiencies and needed improvements in the drainage system.	City Initiative	Unknown	Public Works	
30	Continue to prepare 5-year Capital Improvement Programs for the City's storm drainage system.	City Initiative; CIP	Ongoing	Public Works	
31	Review and amend as necessary and appropriate, drainage impact fees collected from new development for the construction of new drainage facilities necessitated by the new development.	City Initiative	Ongoing	Public Works	
32	Review structures intended for human occupancy located in the 100-year flood plain for conformance with local, State and Federal (FEMA) requirements.	City Initiative	None	Community Development	
<b>Storm Water and Runoff</b>					
33	Continue to implement the Clean Ocean Program and Stormwater Local Implementation Plan to protect local surface water quality and meet or exceed applicable regional, state and federal requirements.	City Initiative	Ongoing	Public Works	
34	Include specific measure to address the need for sidewalk cleaning while protecting water quality and preventing runoff.	City Initiative	Ongoing	Public Works	
<b>Solid Waste</b>					



City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Program, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
35	Expand mandatory recycling for commercial customers consistent with State requirements.	City Initiative	Ongoing	Public Works	Blue
36	Establish a strategic plan and public outreach campaign to exceed solid waste diversion requirements of AB 939, including waste created by construction and demolition activities.	City Initiative	None	Public Works	Green
37	Continue using rubberized asphalt and recycled aggregate for City street projects, as appropriate.	City Initiative	Ongoing	Public Works	Blue
38	Continue to achieve at least the minimum construction and demolition waste diversion requirement of 75 percent.	City Initiative	Ongoing	Public Works	Blue
<b>Energy</b>					
39	Establish a schedule for energy efficiency and demand response program audits of City facilities.	City Initiative	None	Public Works	Yellow
40	Upgrade City facilities by installing energy-efficient lighting where feasible, upgrading City facilities with EnergyStar or equivalent facilities, updating HVAC systems and establishing shut-off times, occupancy-sensing lighting controls, programmable thermostats and variable speed drive motors in City water and sewer pumping stations.	City Initiative	Ongoing	Public Works	Blue
41	Transition to light emitting diode traffic signal light bulbs and pedestrian crossing signals.	City Initiative	Ongoing	Public Works	Blue
42	Where appropriate and feasible, install solar-powered street radar signs.	City Initiative	None	Public Works	Green
43	Explore the feasibility of establishing a City grant program to provide funding support for local energy retrofiting projects.	City Initiative	None	Public Works	Green
44	Consider requiring future City facilities to meet LEED Certification standards or equivalent standards.	City Initiative	None	Public Works	Green
45	Pursue grant funding and other financial resources to offset the public cost of energy retrofits to existing City facilities.	City Initiative	Ongoing	Public Works	Blue
46	Update our codes to encourage the private development of alternative energy infrastructure where appropriate.	City Initiative	None	Public Works	Green
<b>PUBLIC SERVICES, FACILITIES AND UTILITIES ELEMENT</b>					
47	Implement the Climate Action Plan and Sustainability Action Plan.	City Initiative	None	Public Works and CDD	Yellow
48	Update priorities for the undergrounding of overhead utility lines, including implementation plan and funding strategies.	City Initiative	None	Public Works	Green
49	Educate the community on and promote the benefits of energy efficiency and solar power generation and related utility-sponsored programs.	City Initiative	Unknown	Public Works	Yellow
<b>GROWTH MANAGEMENT ELEMENT</b>					
1	Continue to regularly update development impact fees and/or other financing mechanisms so that development outside City Limits that request use of City services or facilities pays the full costs needed to serve it and does not decrease levels of service to San Clemente residents.	City Initiative	Ongoing	Community Development	Blue
2	Maintain a formal communication process with Camp Pendleton to stay informed of land use, noise, and other issues relating to military sites adjacent to the City.	City Initiative	Ongoing	Community Development	Blue
3	Maintain City participation in the Richard and Donna O'Neill Conservancy, located on the Reserve at Rancho Mission Viejo.	City Initiative	Ongoing	City Manager	Yellow
4	Working with LAFCO, initiate an update of the City's Sphere of Influence and Municipal Services Review to address potential development in unincorporated areas adjacent to the City.	City Initiative	None	CDD	Red
5	City shall periodically update its standards for the provision of public services and facilities to reflect current needs and costs, including: drainage/flood control, fire/emergency medical, library, parks, police, water and wastewater, and traffic.	City Initiative	Ongoing	Public Works and CM	Blue
6	If annexation to the City is considered, the potential annexation shall require preparation of an economic impact analysis.	City Initiative	Ongoing	City Manager	Blue
7	The City will adopt a development-fee program and other appropriate financing measures, so that new in-City development pays its share of the costs of new services and facilities needed to serve it.	City Initiative	Ongoing	Finance and Administrative Services	Blue
<b>GOVERNANCE ELEMENT</b>					
1	Community Development Department staff will annually evaluate progress in achieving the Strategic Implementation Program and other General Plan milestones. Staff will report its findings to the Planning Commission, City Council, and State agencies as necessary.	City Initiative	None	Community Development	Blue

City of San Clemente General Plan Strategic Implementation Program

#	Implementation Measure	Implementation Type (CIP, City Initiative, Optional Program, Develop. Project)	Implementation Status (none, ongoing, completed, unknown)	Responsible Department	Priority red=High yellow=Medium green=Low blue=Ongoing
2	Community Development Department staff will develop annual Centennial General Plan and Housing status reports. Reports will include a system of indicators or other feedback mechanisms to track the General Plan's progress toward achieving its goals and community vision. The reports will be used to inform the Planning Commission, City Council, and the Long Term Financial Plan and annual budget process.	City Initiative	None	Community Development	Blue
3	Community Development Department staff will annually review the General Plan to ensure internal consistency and consistency with other Federal, State and local regulations and policies.	City Initiative	None	Community Development	Blue
4	Community Development Department staff will review each new Capital Improvement Plan and Long Term Financial Plan for consistency with the General Plan and report its findings to the Planning Commission and City Council.	City Initiative	None	Community Development	Blue
5	The City will collect an impact fee as part of development applications or permits to offset costs of maintaining the Centennial General Plan, including updating web based text and graphics.	City Initiative	Ongoing	Community Development	Blue
6	Community Development Department staff will develop a Public Engagement Manual that includes specific strategies and guidelines for enhanced community notice and participation to promote informed and comprehensive decision-making. Strategies could include, but are not limited to, an interactive website, public opinion surveys, automatic public notifications through various media, etc.	City Initiative	Ongoing	Community Development	Yellow

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