



# AGENDA REPORT

## CITY OF SAN CLEMENTE

### CITY COUNCIL MEETING

910 Calle Negocio  
2nd Floor  
San Clemente, California  
www.san-clemente.org

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**Meeting Date:** March 19, 2024

**Agenda Item:** B

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**Submitted By:** Community Development

**Prepared By:** Adam Atamian, Community Development Director

**Subject:**

**OVERVIEW OF THE STRATEGIC IMPLEMENTATION PROGRAM (SIP)**

**Fiscal Impact:**

None to receive and file this report.

**Summary:**

Every year, the City Council undertakes a review of City progress on work that contributes to implementing the goals and policies of the City's General Plan. The last major update of this document, entitled the Centennial General Plan, occurred in 2014. This progress review occurs in two ways: 1) the Annual Progress Report (APR), which summarizes accomplishments over the prior year and is transmitted to the State; and 2) the Strategic Implementation Program (SIP), which identifies ongoing and pending projects that serve to implement the General Plan. Prior to City Council review, the Planning Commission reviews the SIP, and forwards a recommendation to City Council for consideration.

**Background:**

Annually, with the budgeting process, the City Council approves a five-year Strategic Implementation Program (SIP) comprising "Implementation Measures" (IMs) to carry out General Plan goals and policies. The SIP identifies projects the Council prioritizes in terms of funding and available staff time to complete in the next five years or by the beginning of Fiscal Year 2029-2030 ("FY30"). This is an important tool for the City Council and the City Manager to help identify available staff time for one-time projects, given most staff time is allocated to completing reoccurring work duties necessary for regular City operations.

Planning staff presented the Strategic Implementation Program Update to the Planning Commission on February 7, 2024. This report, provided as Attachment 1 to this memorandum, identifies a simplification of projects (referred to as "Implementation Measures" or "IM's"), batching them into groups of tasks with a target completion within the next 5 years or beyond the 5-year horizon. Those to be initiated within 5 years are identified with a target commencement and completion year. This information is categorized by the City Department that is responsible for managing the project and can be referenced in Exhibit A-1 and A-2 of Attachment 1.

The 2023 APR is included as a Consent Calendar item on the City Council Regular Meeting agenda of Tuesday, March 19, 2024. The SIP will be presented to City Council for consideration at a later City Council meeting in advance of budget adoption so that the City Council can concur with the priorities therein or provide direction on altering the referenced projects and their priority

status. This helps to inform the budget process by ensuring that staff resources are in alignment with City Council priorities.

***Council Options:***

- Receive and file this report.

***Environmental Review/Analysis:***

Providing an overview of the City's SIP does not constitute a "project" under the California Environmental Quality Act. No action is being taken by the City Council as part of this report.

***Recommended Actions:***

Staff Recommendation

Staff recommends the City Council receive and file this report.

***Attachment:***

1. Strategic Implementation Program Update for Fiscal Year 2024- 2025 ("FY25"), and available at:

<https://www.san-clemente.org/home/showpublisheddocument/78349/638424000030400000>

***Notification:***

None.



# STAFF REPORT SAN CLEMENTE PLANNING COMMISSION

Date: February 7, 2024

**PLANNER:** Christopher Wright, Lead Project Planner

**SUBJECT:** **Strategic Implementation Program Update**, a request to forward a recommendation to the City Council on the approval of an annual update to the General Plan Strategic Implementation Program for Fiscal Year 2024-2025 (“FY25”).

### **EXECUTIVE SUMMARY**

On February 4, 2014, the City Council adopted the Centennial General Plan, the City’s long-term policy document to achieve San Clemente’s vision. Annually, with the budgeting process, the City Council approves a five-year Strategic Implementation Program (SIP) comprising “Implementation Measures” (IMs) to carry out General Plan goals and policies. The SIP identifies projects the City Council prioritizes in terms of funding and available staff time to complete in the next five years or by the beginning of Fiscal Year 2029-2030 (“FY30”). This is an important tool for decision makers and the City Manager to focus upon with available staff time for one-time projects, given most staff time is allocated to completing reoccurring work duties necessary for regular City operations. City Council direction is requested on whether to accept a proposed priority project list to complete over the next five years based on available resources. This proposed project list is included as Attachment 1 and summarized below.

### **DISCUSSION**

#### **Process for SIP Update**

Staff proposes changes to the SIP based on a review of progress on existing projects, staff capacity for new projects, Council direction since the previous SIP update, community needs and interests, legal requirements, and new opportunities for efficiencies. Following this review, staff recommends which projects to prioritize in the five-year SIP and which projects to initiate beyond five years. Additionally, staff provides recommendations to add, delete, consolidate, or revise proposed SIP projects. After the SIP is drafted, the Planning Commission reviews the proposed SIP at a public meeting and provides guidance for staff to consider revisions. Lastly, the City Council acts on the SIP update in conjunction with a decision on the Long-Term Financial Plan and Annual Budget.

#### **Improvements to SIP Format**

Initially, the SIP was approved in September 2014, following adoption of the General Plan. The SIP is to be a tool for the City Council to set its strategic priorities that carry over into decisions on staffing, budgeting, and initiatives to act upon with available resources. Therefore, the intent is to present potential General Plan implementation projects in a

manner that facilitates this decision process. Since 2014, the SIP has included an overview and a several page list of one-time projects color categorized by high, medium, and low priority; and ongoing IMs that are reoccurring activities. Part of the SIP process is to evaluate whether the format can be improved to facilitate priority setting by making the document user friendly, useful, and as concise as possible. This year, staff saw an opportunity to improve the SIP format by:

- Focusing the SIP project list on one-time projects and separating ongoing IMs given they are occurring activities that are mostly static and do not involve special attention in the budget process.
- Simplifying how projects are listed. Projects are now listed based on whether: 1) projects are prioritized in the SIP for completion within five years, or 2) projects that would be deferred beyond five years.
- Identifying the anticipated timeframe for completing projects by identifying the expected year to initiate and complete projects.
- Including notes on project status and whether resources are needed to make progress on the projects.

To compare the new and existing format, you can view the [previously approved FY24 SIP](https://www.san-clemente.org/department-services/planning-services/general-plan) on the City's website <https://www.san-clemente.org/department-services/planning-services/general-plan>.

### **Progress on General Plan Implementation**

The City has completed several projects from the SIP since the General Plan's adoption. For a list of project accomplishments, see Attachment 3. Additionally, through regular operations, the City completes reoccurring or "ongoing" activities that implement General Plan policies. A majority of staff time is spent on these activities. Examples include park planning, pursuing grant funding, reviewing projects for Zoning compliance, and maintaining public infrastructure. A list of these ongoing activities is provided as Attachment 4.

For additional information on recent accomplishments, the [Annual Progress Report](https://www.san-clemente.org/department-services/planning-services/general-plan) is available on the City's website at <https://www.san-clemente.org/department-services/planning-services/general-plan>. This report is required by the State each year to provide information to the City Council and State to assess how the General Plan is being implemented. Also, the report provides State required information regarding the City's progress in meeting its share of regional housing needs.

### **Proposed Projects**

The table below identifies projects proposed to include in the SIP for completion by the beginning of FY30 or to defer beyond five years. The projects are sorted by lead City department that would oversee completion of the project. For more project details, Attachment 1 provides a list with status notes and resources needed to complete projects. Staff recommendations to add, consolidate, delete, or revise projects are shown in Attachment 2.

City Council direction is requested on whether to accept the project list as proposed or reprioritize projects based on available resources, such as funding and staff time for completing projects.

Lead Department	Projects to Include in SIP (ie. Complete before FY2029-30)	Projects to Defer
Beaches Parks and Recreation	<ul style="list-style-type: none"> <li>• Continue updates to site specific park master plans.</li> <li>• Add educational signage on habitats along beach trail and Vista Hermosa park.</li> <li>• Consider public art ordinance.</li> <li>• Complete cost of services study.</li> <li>• Digitize BPR documents.</li> <li>• Complete City-wide facilities lease reviews.</li> <li>• Update Golf Course Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish community garden program.</li> </ul>
City Manager	<ul style="list-style-type: none"> <li>• Adopt economic development strategy.</li> <li>• Develop public engagement manual.</li> <li>• Develop a digital wayfinding program.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish location for historic resource library.</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>• Support Miramar Theatre rehab project.</li> <li>• Prepare and certify Local Coastal Program.</li> <li>• Adopt objective design standards.</li> <li>• Update Emergency Shelter zoning overlay.</li> <li>• Evaluate inclusionary housing program.</li> <li>• Process a dark sky lighting ordinance.</li> <li>• Complete a parking management plan for the coastal zone.</li> <li>• Update the historic resource survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey potential historic structures that are unlisted, such as mid-century modern.</li> <li>• Update the City Design Guidelines.</li> <li>• Implement a sign program for North Beach historic district.</li> <li>• Process a zoning amendment for various General Plan policy implementation changes.</li> </ul>
Public Works	<ul style="list-style-type: none"> <li>• Develop Urban Forest Management Plan and tree ordinance.</li> <li>• Continue lifeguard headquarters feasibility study.</li> <li>• Update Climate Action Plan.</li> <li>• Adopt a living streets model design manual.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop feasibility study for potential utility undergrounding.</li> </ul>

**ENVIRONMENTAL REVIEW/COMPLIANCE**

This item is not a “project” within the meaning of the term in State CEQA Guidelines Sections 15378(b)(2) and 15378(b)(5) because it involves administrative activities and organizational or administrative activities of governments that will not result in direct or indirect physical changes in the environment. Appropriate environmental review and analysis would be conducted at a future date for projects subject to CEQA.

## **CALIFORNIA COASTAL COMMISSION REVIEW**

The SIP is used to prioritize General Plan implementation and to direct resources to meet City goals. SIP projects are separately processed and evaluated according to the Coastal Act as required. Therefore, the project does not require California Coastal Commission approval.

## **GENERAL PLAN CONSISTENCY**

The proposed SIP update is consistent with the General Plan. The SIP lists projects and on-going programs to implement goals and policies, ensures the General Plan responds to changing needs and conditions, and identifies projects to include in the annual budget, based on yearly evaluation of priorities to ensure appropriate resources are committed to continue progress on General Plan implementation.

## **ALTERNATIVES**

The Planning Commission may take any of the following actions:

1. Recommend City Council approval of the proposed SIP update. This is staff's recommendation.
2. Recommend the City Council approve the proposed SIP update with changes. If the Planning Commission requests staff to research issues or recommend significant revisions, a continuance of this agenda item may be necessary to make revisions and reassess the project(s).
3. Recommend the City Council deny the proposed SIP update. If the Commission wishes to pursue this option, the hearing will need to be continued to allow the appropriate resolution to be prepared.

## **RECOMMENDATION**

Staff recommends that the Planning Commission:

1. Adopt Resolution PC 24-001, recommending approval of the FY25 SIP.

## **Attachments**

1. Resolution PC 24-001  
Exhibit A- Proposed Strategic Implementation Program (SIP) Section of  
FY25 Long-Term Financial Plan
2. Proposed Changes to SIP Projects
3. Completed SIP Projects
4. Ongoing General Plan Implementation Measures

RESOLUTION NO. PC 24-001

A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF SAN CLEMENTE, CALIFORNIA, RECOMMENDING THAT THE CITY COUNCIL APPROVE THE GENERAL PLAN STRATEGIC IMPLEMENTATION PROGRAM (SIP) FOR FISCAL YEAR 2024-2025

WHEREAS, the State of California requires cities to have an adopted General Plan to provide guidance on land use decisions; and

WHEREAS, on February 4, 2014, the City Council approved the Centennial General Plan, dated February 2014, and certified Final Environmental Impact Report (FEIR), State Clearinghouse (SCH) No. 2013041021, mitigation monitoring program, and statements of overriding consideration; and

WHEREAS, the City of San Clemente Centennial General Plan (“General Plan”) is the City’s comprehensive long-term policy document comprised of goals and policies for achieving San Clemente’s vision. The plan guides land use and physical development of the geographic area of the incorporated City limits; and

WHEREAS, the General Plan contains the seven State-required elements and six additional elements, as follows: 1) Land Use; 2) Urban Design; 3) Historic Preservation; 4) Economic Development; 5) Mobility and Complete Streets; 6) Housing, 7) Beaches, Parks and Recreation; 8) Natural Resources; 9) Coastal; 10) Safety; 11) Public Services, Facilities and Utilities; 12) Growth Management; and 13) Governance; and

WHEREAS, each General Plan Element has goals and policies that are intended to achieve specific objectives. The City’s General Plan Strategic Implementation Program (SIP), updated each fiscal year with the budget, lists and prioritizes specific projects and ongoing programs or Implementation Measures that align with goals and policies in General Plan Elements, excluding Housing. For the Housing Element, implementation measures are included in a Housing Action Plan certified by the California Department of Housing and Community Development (“HCD”) with the Housing Element; and

WHEREAS, the City has prepared a SIP for Fiscal Year 2024-2025 (“FY2024-25 SIP”) to achieve the goals and policies of the General Plan; and

WHEREAS, the Planning Division completed an environmental assessment on the FY2024-25 SIP according to the California Environmental Quality Act (CEQA), and recommends that the Planning Commission finds the FY2024-25 SIP does not require further environmental analysis because the FY2024-25 SIP: 1) is not a “project” within the

meaning of the term in State CEQA Guidelines Section 15378, and 2) is exempt under Section 15061(b)(3), the general rule exemption; and

WHEREAS, on February 7, 2024, the Planning Commission of the City of San Clemente held a public meeting on the FY2024-25 SIP, considered written and oral comments, and facts and evidence presented by City staff, and other interested parties. The FY2024-25 SIP is Exhibit A and incorporated herein by reference.

NOW, THEREFORE, the Planning Commission of the City of San Clemente does hereby resolve as follows:

Section 1. Incorporation of Recitals.

The Planning Commission hereby finds that all of the facts in the Recitals are true and correct and are incorporated and adopted as findings of the Planning Commission as fully set forth in this resolution.

Section 2. CEQA Findings.

Based upon its review of the entire record, including the Staff Report, any public comments or testimony presented to the Planning Commission, and the facts outlined below, the Planning Commission hereby finds the FY2024-25 SIP does not require further environmental analysis because the FY2024-25 SIP: 1) is not a “project” within the meaning of the term in State CEQA Guidelines Section 15378, and 2) is exempt under Section 15061(b)(3), the general rule exemption. The FY2024-25 SIP is limited to an organizational and administrative government activity to list and prioritize General Plan implementation measures, evaluate progress, and to direct resources through the budget process to meet City goals. General Plan implementation activities are separately processed and evaluated according to CEQA.

Section 3. General Plan Consistency Findings

The Planning Commission hereby finds that the FY2024-25 SIP is consistent with the Centennial General Plan and the Plan’s goal to achieve continuous progress in implementing the City’s Five-Year “Strategic Implementation Program”, in that:

- A. 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;
- B. 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;



- C. 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;
- D. 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;
- E. Consistent with the Governance Element, the SIP assists City Council in preparing the Long Term Financial Plan and Strategic Priorities to implement the General Plan priority actions in a timely manner; and
- F. Consistent with the Governance Element, the SIP completes the City's objective in tracking and reporting progress with achieving the goals of the Centennial General Plan by evaluating the effectiveness of Implementation Measures and by complying with State requirements to prepare a City-wide Annual Progress Report.

Section 4. Approval of FY2024-25 Strategic Implementation Program

Based on the entire record, including all written and oral evidence presented to the Planning Commission, and the findings made and evidence discussed in the Staff Report and this Resolution, the Planning Commission hereby recommends the City Council approve the FY2024-25 SIP set forth in Exhibit A and incorporated herein by reference.

PASSED AND ADOPTED at a regular meeting of the City of San Clemente Planning Commission on February 7, 2024.

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Chair

CERTIFICATION:

I HEREBY CERTIFY this Resolution was adopted at a regular meeting of the City of San Clemente Planning Commission on February 7, 2024, carried by the following roll call vote:

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

\_\_\_\_\_  
Secretary of the Planning Commission

# Centennial General Plan Strategic Implementation Program

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## **Objective**

Prioritize one-time projects to complete over the next five-years in an update of the Strategic Implementation Program to achieve the General Plan’s goals and policies.

## **Executive Summary**

On February 4, 2014, the City Council adopted the Centennial General Plan, the City’s long-term policy document to achieve San Clemente’s vision. Annually, with the budgeting process, the City Council approves a five-year Strategic Implementation Program (SIP) comprising “Implementation Measures” (IMs) to carry out General Plan goals and policies. The SIP identifies projects the City Council prioritizes in terms of funding and available staff time to complete in the next five years, or by the beginning of Fiscal Year 2029-30. This is an important tool for decision makers and the City Manager to focus upon with available staff time for one-time projects, given most staff time is allocated to completing reoccurring work duties necessary for regular City operations. City Council direction is requested on whether to accept a proposed priority project list to complete over the next five years based on available resources. This proposed project list is included as Attachment 1 and summarized below.

## **Process for SIP Update**

Staff proposes changes to the SIP based on a review of progress on existing projects, staff capacity for new projects, Council direction since the previous SIP update, community needs and interests, legal requirements, and new opportunities for efficiencies. Following this review, staff recommends which projects to prioritize in the five-year SIP and which projects to initiate beyond five years. Additionally, staff provides recommendations to add, delete, consolidate, or revise proposed SIP projects. After the SIP is drafted, the Planning Commission reviews the proposed SIP at a public meeting and provides guidance for staff to consider revisions. The Planning Commission meeting was held on February 7, 2024. Meeting minutes are included as Attachment 5. Lastly, the City Council acts on the SIP update in conjunction with a decision on the Long-Term Financial Plan and Annual Budget.

## **Improvements to SIP Format**

Initially, the SIP was approved in September 2014, following adoption of the General Plan. The SIP is to be a tool for the City Council to set its strategic priorities that carry over into decisions on staffing, budgeting, and initiatives to act upon with available resources. Therefore, the intent is to present potential General Plan implementation projects in a manner that facilitates this decision process. Since 2014, the SIP has included an overview and a several page list of one-time projects color categorized by high, medium, and low priority; and ongoing IMs that are reoccurring activities. Part of the SIP process is to evaluate whether the format can be improved

## Strategic Implementation Program

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to facilitate priority setting by making the document user friendly, useful, and as concise as possible. This year, staff saw an opportunity to improve the SIP format by:

- Focusing the SIP project list on one-time projects and separating ongoing IMs given they are occurring activities that are mostly static and do not involve special attention in the budget process.
- Simplifying how projects are listed. Projects are now listed based on whether: 1) projects are prioritized in the SIP for completion within five years, or 2) projects that would be deferred beyond five years.
- Identifying the anticipated timeframe for completing projects by identifying the expected year to initiate and complete projects.
- Including notes on project status and whether resources are needed to make progress on the projects.

To compare the new and existing format, you can view the previously approved [FY 2023-24 SIP](https://www.san-clemente.org/department-services/planning-services/general-plan) on the City's website <https://www.san-clemente.org/department-services/planning-services/general-plan>.

### **Progress on General Plan Implementation**

The City has completed several projects from the SIP since the General Plan's adoption. For a list of project accomplishments, see Attachment 3. Additionally, through regular operations, the City completes reoccurring or "ongoing" activities that implement General Plan policies. A majority of staff time is spent on these activities. Examples include park planning, pursuing grant funding, reviewing projects for Zoning compliance, and maintaining public infrastructure. A list of these ongoing activities is provided as Attachment 4.

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### **Proposed Projects**

The table below identifies projects proposed to include in the SIP for completion by the beginning of FY 2029-30 or to defer beyond five years. The projects are sorted by lead City department that would oversee completion of the project. For more project details, Attachment 1 provides a list with status notes and resources needed to complete projects. Staff recommendations to add, consolidate, delete, or revise projects are shown in Attachment 2.

City Council direction is requested on whether to accept the project list as proposed or reprioritize projects based on available resources, such as funding and staff time for completing projects.

## Strategic Implementation Program

Lead Department	Projects to Include in SIP (ie. Complete before FY 2029-30)	Projects to Defer
Beaches Parks and Recreation	<ul style="list-style-type: none"> <li>• Continue updates to site specific park master plans.</li> <li>• Add educational signage on habitats along beach trail and Vista Hermosa park.</li> <li>• Consider public art ordinance.</li> <li>• Complete cost of services study.</li> <li>• Digitize BPR documents.</li> <li>• Complete City-wide facilities lease reviews.</li> <li>• Update Golf Course Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish community garden program.</li> </ul>
City Manager	<ul style="list-style-type: none"> <li>• Adopt economic development strategy.</li> <li>• Develop public engagement manual.</li> <li>• Develop a digital wayfinding program.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish location for historic resource library.</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>• Support Miramar Theatre rehab project.</li> <li>• Prepare and certify Local Coastal Program.</li> <li>• Adopt objective design standards.</li> <li>• Update Emergency Shelter zoning overlay.</li> <li>• Evaluate inclusionary housing program.</li> <li>• Process a dark sky lighting ordinance.</li> <li>• Complete a parking management plan for the coastal zone.</li> <li>• Update the historic resource survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey potential historic structures that are unlisted, such as mid-century modern.</li> <li>• Update the City Design Guidelines.</li> <li>• Implement a sign program for North Beach historic district.</li> <li>• Process a zoning amendment for various General Plan policy implementation changes.</li> </ul>
Public Works	<ul style="list-style-type: none"> <li>• Develop Urban Forest Management Plan and tree ordinance.</li> <li>• Continue lifeguard headquarters feasibility study.</li> <li>• Update Climate Action Plan.</li> <li>• Adopt a living streets model design manual.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop feasibility study for potential utility undergrounding.</li> </ul>

### Attachments

1. Proposed Strategic Implementation Plan (SIP)  
*(to be included in LTFP paper, following Planning Commission hearing)*
2. *Proposed Changes to SIP Projects (to be included following Planning Commission Hearing)*
3. *Completed SIP Projects*
4. *Ongoing General Plan Implementation Measures*
5. *Planning Commission Meeting Minutes, February 7, 2024*

Fiscal Year 2024-25 General Plan Strategic Implementation Program

Fiscal Year 2024-25 General Plan Strategic Implementation Program

LEAD DEPT.	IMPLEMENTATION MEASURE	STATUS	START YEAR	TARGET YEAR TO COMPLETE	COUNCIL DIRECTED YEAR TO COMPLETE	BUDGET NEEDS? DESCRIBE (e.g. STAFF, FUNDS)	NOTES
BPR	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.	Do by 2029	2027	2029			
BPR	Consider establishing an Art in Public Places Ordinance	Do by 2029	2024	2025		Staff time; possible funding for artist stipend NTE \$5,000 annually	Transferred from CDD. This project will be on the Arts and Culture Committee's list of tasks
BPR	Complete cost of services study	Do by 2029	2024	2025		Funded FY 2023-24	
BPR	Digitize BPR documents, records, and inspection reports	Do by 2029	2024	2026		Staff time	
BPR	Complete City-wide facilities lease reviews	Do by 2029	2024	2026		Funded FY 2023-24	
BPR	Update the Golf Course Master Plan	Do by 2029	2024	2024			
BPR	Implement 2018 BPR Master Plan with continued updates to site specific master plans, addressing existing park facilities and upgrading for accessibility as necessary	Do by 2029	2019	2029			Steep park plan updated. Work is ongoing on San Grogorino, San Luis Rey, Bonito Canyon, and Linda Lane parks
BPR	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.	Do after 2029					Transferred from Community Development department
City Manager	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.	Do by 2029	2023	2027			Transferred from CDD. Partially started already, additional public engagement enhancements forthcoming
City Manager	Develop a digital wayfinding program, including electronic or web-based interpretive information.	Do by 2029	2026	2029			Transferred from CDD. Staff to create work plan and schedule
City Manager	Help establish historic archives and/or library to protect, organize, preserve and make accessible the City's written and graphic archival records.	Do after 2029					Transferred from CDD
Community Development	Work with the property owner, citizens, San Clemente Historical Society, schools, performing arts, business and other community groups to assist in the rehabilitation of the Miramar Theatre.	Do by 2029	2017	2024			Continue inspections

Fiscal Year 2024-25 General Plan Strategic Implementation Program

LEAD DEPT.	IMPLEMENTATION MEASURE	STATUS	START YEAR	TARGET YEAR TO COMPLETE	COUNCIL DIRECTED YEAR TO COMPLETE	BUDGET NEEDS? DESCRIBE (e.g. STAFF, FUNDS)	NOTES
Community Development	Prepare a Local Coastal Program and secure California Coastal Commission certification. The LCP includes an update of the Land Use Plan (LUP), a Sea Level Rise Vulnerability Assessment (SLRVA) and Sea Level Rise Resiliency Plan (SLRRP), and an Implementation Plan (IP), which comprises Specific Plans for coastal zone areas.	Do by 2029	2019	2025	2023		Public review draft of revised Implementation Plan, Land Use Plan Amendment, and Categorical Exclusion Order update
Community Development	Update the Zoning Ordinance to establish a Housing Overlay and objective design standards to comply with State laws requiring streamlined review of new development that includes affordable and senior housing. This is a housing element action plan requirement.	Do by 2029	2022	2024			Planning Commission Design Review Subcommittee review in January 2024
Community Development	Update the Emergency Shelter Overlay (ESO) development standards, evaluate additional areas in the City for inclusion in the ESO, and amend the overlay to ensure it consists of up to five to ten acres that is suitable for development with access to transportation and services. This is a housing element action plan requirement.	Do by 2029	2023	2025			Schedule a public workshop
Community Development	Evaluate the effectiveness of Inclusionary Housing Program in facilitating the development of all income levels, and conduct a feasibility study to evaluate increasing the inclusionary housing requirement. This is a housing element action plan requirement.	Do by 2029	2024	2025			Draft a request for proposals
Community Development	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. Lighting zones that provide different guidelines and standards for different areas, recognizing their various safety, aesthetic and environmental constraints and functions. Also, consider changes to public lighting design/spacing standards to reduce light pollution, improve energy efficiency and maintain safety.	Do by 2029	2025	2026			Revisit draft ordinance and schedule public hearings
Community Development	Complete a parking management plan for the coastal zone in support of reestablishing an in-lieu fee program, parking credit for e-bikes, and other alternative parking programs.	Do by 2029	2025	2026		Funding, possibly grant with City match	Apply for grant funds
Community Development	Update the City's historic structures survey.	Do by 2029	2028	2029		Contingent on grant funding with 50 percent match	Focus available resources on higher prioritized projects

Fiscal Year 2024-25 General Plan Strategic Implementation Program

LEAD DEPT.	IMPLEMENTATION MEASURE	STATUS	START YEAR	TARGET YEAR TO COMPLETE	COUNCIL DIRECTED YEAR TO COMPLETE	BUDGET NEEDS? DESCRIBE (e.g. STAFF, FUNDS)	NOTES
Community Development	Survey potential historic resources that are not currently listed in the City's list of designated Landmarks and Historic Resources, such as post-war, mid-century modern, etc.	Do after 2029				Contingent on grant funding with 50 percent match	Apply for grant funds
Community Development	Update the City's Design Guidelines to address various policies, such as architecture, historic preservation, gateways, focus areas, signage and wayfinding, etc.	Do after 2029				Funding for consultant services	Work is ongoing on objective design standards for the housing element. This is deferred to monitor evolving state housing laws that could effect this issue, and to defer based on available resources to complete other prioritized projects
Community Development	Implement and get grant funding for a sign plague program to identify historic resources in the North Beach historic district.	Do after 2029				City funds needed	Focus available resources on higher prioritized projects
Community Development	Consider changes to the Zoning Ordinance that credit outdoor areas toward minimum commercial Floor Area Ratio standards for mixed-use zones, fast food and drive-through restaurant location standards, update use classifications with a focus on encouraged uses in policies, and provide for chickens in low-density residential zones.	Do after 2029					Focus available resources on higher prioritized projects
Public Works	Prepare a feasibility study to determine the best location for a new lifeguard headquarters. Consider future sea level rise, local and long-term sand erosion rates and trends, as well as applicable Coastal Act policies.	Do by 2029	FY 23/24	2025			
Public Works	Develop Urban Forest Management Plan and tree ordinance that will identify standards and procedures for the City's urban forest, such as standards for tree palette, size, spacing, irrigation, maintenance, removals, and protecting public infrastructure. The City will consider standards encouraged by the International Society of Arboriculture. The tree ordinance is to include criteria for evaluating potential conflicts which may arise when trees uplift sidewalks or where new sidewalks are being constructed. Potential mitigation may include root pruning, modification of frontage improvements, root barriers, relocation, and removal and replacement.	Do by 2029	FY 24/25	2027			Tree maintenance specifications and plans developed

Fiscal Year 2024-25 General Plan Strategic Implementation Program

LEAD DEPT.	IMPLEMENTATION MEASURE	STATUS	START YEAR	TARGET YEAR TO COMPLETE	COUNCIL DIRECTED YEAR TO COMPLETE	BUDGET NEEDS? DESCRIBE (e.g. STAFF, FUNDS)	NOTES
Public Works	Adopt a Street Design Manual based on the Model Design Manual of Living Streets.	Do by 2029	FY 25/26	2027		Additional staffing support needed funding for consultant \$50-100K	Staffing and prioritization of workloads
Public Works	Update the Climate Action Plan	Do by 2029	FY 25/26	2027		Estimated cost is \$150,000. Staff will seek potential grant funding	
Public Works	The City will develop a feasibility study for the potential to develop and implement a utilities undergrounding plan, where feasible and where costs of such undergrounding do not pose economic hardship	Do after 2029				Grant funding would likely be needed. The City-wide cost to underground utilities is likely to be well above 100 million dollars	Currently, the City is working on phase 1 & 2 of undergrounding utilities in the Downtown T-zone. Staff is waiting on a SDG&E cost estimate. When received, staff will provide an update to City Council



# Proposed SIP Changes for FY25

## Proposed SIP Changes for FY25

LEAD DEPT.	IMPLEMENTATION MEASURE	CHANGES
BPR	Work with community groups to help promote and establish projects that help celebrate the City's surf heritage.	Change to ongoing
Community Development	Update the Zoning Ordinance to establish a Housing Overlay and objective design standards to comply with State laws requiring streamlined review of new development that includes affordable and senior housing. This is a housing element action plan requirement.	Add
Community Development	Review and update City landscaping and irrigation requirements for public and private development to ensure regulations promote drought-tolerant landscaping and systems best practices.	Change to ongoing
Community Development	Working with LAFCO, update the City's Sphere of Influence and Municipal Services Review to address potential development in unincorporated areas adjacent to the City.	Change to ongoing
Community Development	Amend the Zoning Ordinance to establish standards that allow for farmers markets, food cooperatives, community gardens, and similar temporary agricultural retail uses in commercial areas; and allow small, neighborhood-serving markets within easy walking and biking distance from most residential areas.	Consolidate
Community Development	Review and where appropriate, amend zoning standards and design guidelines to allow added flexibility in land uses in the Downtown/T-Zone Focus Area to respond to changing economic market forces over time.	Change to ongoing
Community Development	Conduct public meetings or design charrettes, 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 objective design standards to improve the effectiveness and predictability of the design review process, including how to accommodate commercial development on small mixed-use zoned lots. This includes but is not limited to potential form-based standards for Avenida del Mar and El Camino Real with emphasis on the commercial core in the T-Zone.	Consolidate
Community Development	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.	Consolidate

## Proposed SIP Changes for FY25

## Proposed SIP Changes for FY25

LEAD DEPT.	IMPLEMENTATION MEASURE	CHANGES
Community Development	Update the Emergency Shelter Overlay (ESO) development standards, evaluate additional areas in the City for inclusion in the ESO, and amend the overlay to ensure it consists of up to five to ten acres that is suitable for development with access to transportation and services. This is a housing element action plan requirement.	Add
Community Development	Consider changes to the Zoning Ordinance or incentives that preserve “experiential retail uses” in key shopping areas along Avenida Del Mar and El Camino Real, from the Downtown/T-zone to North Beach. 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.]	Consolidate
Community Development	Review the Zoning Ordinance, Hillside Development Ordinance and other City standards and amend if necessary 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.	Change to ongoing
Community Development	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.	Change to ongoing
Community Development	Consider design guidelines and zoning standards for North Beach that implement goals and policies for the North Beach/North El Camino Real Focus Area.	Consolidate
Community Development	Evaluate the locations of fast food outlets and drive-through restaurants and where applicable, establish zoning standards for the spatial distribution of such uses.	Consolidate
Community Development	Identify and pursue opportunities to improve gateways with the creation of a gateways program and/or updates to the Design Guidelines.	Consolidate
Community Development	Prepare and adopt Design Guidelines for Historic Preservation that describe design methods and standards for development on or adjacent to sites with historic resources; including buildings in the Architectural Overlay with distinctive architecture other than Spanish Colonial Revival.	Consolidate

## Proposed SIP Changes for FY25

## Proposed SIP Changes for FY25

LEAD DEPT.	IMPLEMENTATION MEASURE	CHANGES
Community Development	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.	Consolidate
Community Development	Update the City's Design Guidelines to address crime prevention features in the orientation and design of new buildings and public facilities.	Consolidate
Community Development	Update the Design Guidelines for Architectural Overlay areas where policies allow "Other Spanish" architectural styles in addition to Spanish Colonial Revival, such as Mission, Monterey, Italianate, and Tuscan; and include a "Surf Zone" architectural style in the South El Camino Real area east of Interstate 5, to allow additional design flexibility.	Consolidate
Community Development	Update the Design Guidelines to clarify encouraged design principles for Spanish Colonial Revival, including the incorporation of the Henry Lenny Design Guidelines.	Consolidate
Community Development	Update Zoning Ordinance 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.	Consolidate
Community Development	Consider point-of-sale efficiency retrofit requirements.	Recommend delete
Community Development	With the update of Design Guidelines, consider guidelines that highlight cultural or historic themes for different General Plan Focus Areas that provide cohesion City-wide, without compromising their distinctiveness.	Consolidate
Community Development	Evaluate the effectiveness of Inclusionary Housing Program in facilitating the development of all income levels, and conduct a feasibility study to evaluate increasing the inclusionary housing requirement. This is a housing element action plan requirement.	Add
Community Development	Complete a parking management plan for the coastal zone in support of reestablishing an in-lieu fee program, parking credit for e-bikes, and other alternative parking programs.	Add
Community Development	Update the City's historic structures survey.	Add

## Proposed SIP Changes for FY25

## Proposed SIP Changes for FY25

LEAD DEPT.	IMPLEMENTATION MEASURE	CHANGES
Community Development	Implement and get grant funding for a sign plague program to identify historic resources in the North Beach historic district.	Add
Public Works	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.	Consolidate
Public Works	Update priorities for the undergrounding of overhead utility lines, including implementation plan and funding strategies.	Consolidate
Public Works	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.	Change to ongoing
Public Works	Work with neighborhood volunteers to establish a Zero Trash chapter, or similar organization devoted to keeping San Clemente litter free. [Link to ZeroTrash.org]	Change to ongoing
Public Works	Explore the feasibility of establishing a City grant program to provide funding support for local energy retrofitting projects.	Recommend delete
Public Works	Develop a Tree Ordinance. The ordinance will consider standards and procedures for city-owned property tree selection and removal, preservation and maintenance and the establishment of a tree canopy percentage target, based on standards encouraged by the International Society of Arboriculture. The tree ordinance shall include criteria for evaluating potential conflicts which may arise when trees uplift sidewalks or where new sidewalks are being constructed. Potential mitigation may include root pruning, modification of frontage improvements, root barriers, relocation, and removal and replacement.	Consolidate
Public Works	Establish mode shift/share goals, and track mode shift to quantify greenhouse gas reductions.	Consolidate

LEAD DEPT.	IMPLEMENTATION MEASURE	CHANGES
Public Works	Update the Master Landscape Plan for Scenic Corridors. The update will reconsider the tree palette, size, spacing, and irrigation guidelines for streets, neighborhoods, and districts, based on several factors such as water use, desired visual character, plant coverage, topography, public view corridors, and the Tree Ordinance.	Consolidate
Public Works	Consider adopting an ordinance to establish an anti-idling zone (e.g. cars waiting to pick up students at schools).	Consolidate
Public Works	Review the standards established by the International Society of Arboriculture and adopt a citywide maintenance plan for street trees and City-owned trees, including trimming and pruning procedures, which cultivates the full potential of street trees as providers of shade and designators of key design corridors. Consider referencing the plan in the Tree Ordinance and into city policies for maintenance of city-owned trees.	Consolidate
Public Works	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.	Change to ongoing
Public Works	Implement the Climate Action Plan and Sustainability Action Plan	Change to ongoing
Public Works	Consider requiring future City facilities to meet LEED Certification standards or equivalent standards.	Change to ongoing
Public Works	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.	Change to ongoing
Public Works	Establish a bicycle-friendly business program to encourage and facilitate use of alternative modes of transportation by employees and customers.	Change to ongoing
Public Works	Establish a retrofitting plan for outdoor lighting at City buildings, streets and parks.	Change to ongoing
Public Works	Review and if necessary, update the existing City Drainage Master Plan in order to identify deficiencies and needed improvements in the drainage system.	Change to ongoing

# Completed Implementation Measures

## Completed Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE DESCRIPTION
BPR	Create a Beaches, Parks and Recreation Master Plan within two years of General Plan adoption and update it at least every ten years.
BPR	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.
BPR	Work with private land owners to help expand the community trails network by making privately-owned trails available for public use.
BPR	Incorporate golf course management and design improvements in future Beaches, Parks and Recreation master planning.
City Manager	List surplus City properties for sale or lease and consider proposals.
City Manager	Meet with medical office professionals and hospital administration to better understand their needs and use of City resources, and provide leadership to help them better accomplish the City's goals and objectives.
City Manager	Develop City-wide navigational tools such as maps, digital map, GPS, or other emerging technologies. (M-2.11 Bicycle and Pedestrian Wayfinding).
City Manager	Explore opportunities to expand library services through creative public/private/non-profit partnerships, either as a supplement or alternative to the County operation.
City Manager	Update/extend leases at City properties or pursue new tenants for any vacancies at City properties.
City Manager	Respond to Covid-19 by providing safe facilities for employees and the public.
City Manager	Implement emergency measures to facilitate public health and business support through the powers afforded to the Director of Emergency Services during the City's Declared Local Emergency due to the Covid-19 pandemic.
City Manager	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 Manager	Coordinate IT infrastructure needs to allow for staff to work remotely in response to Covid-19.
City Manager	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 Manager	Explore opportunities to establish a new San Clemente School District.
City Manager	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 Manager	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 Manager	Adopt and implement an Economic Development Strategy that considers a Business Retention and Expansion (BRE) program, includes a branding and public relations program, and working with the local arts community. 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.
Community Development	Update Specific Plans for City areas outside and within the Coastal Zone to be consistent with the Centennial General Plan

# Completed Implementation Measures

## Completed Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE DESCRIPTION
Community Development	Update the Rancho San Clemente Specific Plan Business and Industrial Park regulations to streamline the establishment of business consistent with the purpose and intent of these areas, such as the relocation of automotive uses from El Camino Real.
Community Development	Review the Zoning Ordinance and amend if necessary to ensure regulations adequately address non-compatible land uses 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.
Community Development	Consider amending the Zoning Ordinance to encourage childcare facilities to be established, especially where such facilities are appropriate to serve working parents.
Community Development	Update design guidelines in the West Pico Corridor Specific Plan to provide new design guidance for architecture and landscape character.
Community Development	Establish design guidelines 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.
Community Development	Adopt and maintain a City policy of best management practices for live entertainment uses to mitigate noise impacts on residential or other sensitive uses.
Community Development	Review and update City landscaping and irrigation requirements for public and private development to ensure regulations promote drought-tolerant landscaping and systems best practices.
Community Development	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.
Community Development	Review and update the Zoning Ordinance and Design Guidelines to require three-story buildings in the Downtown 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.
Community Development	Prepare comprehensive parking and circulation strategies for key commercial areas, including: North Beach, Del Mar/T-Zone and Outlets at San Clemente.
Community Development	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.
Community Development	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 non-residential sites.
Community Development	Consider improvements to our alleyways and paseos to provide alternative pedestrian and bicycle routes.
Community Development	Update the Zoning Ordinance and Zoning Map for consistency with the Centennial General Plan.
Community Development	Create new development standards for mixed use, including stand-alone corridor residential uses.

# Completed Implementation Measures

## Completed Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE DESCRIPTION
Community Development	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
Community Development	Consider amending the Design Guidelines to direct building mass and scale, preserve views of the ocean from Interstate-5, and 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.
Community Development	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.
Community Development	Develop a GIS-based map of significant designated scenic view corridors and significant public views.
Community Development	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.
Community Development	Develop and consider adopting criteria and procedures for designating historic districts and thematic historic districts. Consider establishing a historic district that 1) provide historic preservation incentives, 2) enforce historic preservation measures in the Zoning Ordinance, and 3) include eligibility criteria for the designation of potential district contributing properties.
Community Development	Work with U.S. Postal Service to explore opportunities to re-design the post office located on Avenida Pico, or relocate to a more appropriate location, to provide opportunities for improved circulation and new development opportunities with a master plan for the Pico Plaza area.



# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
BPR	Host bicycle and walking safety lessons such as international walk/bike to school day events.
BPR	Work with community groups to help promote and establish projects that help celebrate the City's surf heritage.
BPR	Monitor, plan, and implement recreational programs based on demand and resources according to the Beaches, Parks, and Recreation Master Plan.
BPR	Establish or improve joint-use agreements to maximize public recreation opportunities.
BPR	The City will continue to support a dog park and access for dogs in neighborhood parks.
BPR	Encourage that healthy foods be served at City-sponsored events, meetings, and community-wide forums.
BPR	Pursue funding such as private contributions, grants, and public-private partnerships provide, improve or maintain recreational facilities that promote health and wellness, , for fitness stations, benches, bike racks, and play equipment, and other improvements.
BPR	Continue collaboration with local health providers to provide public health programs and services in City parks with an emphasis on target areas.
BPR	Staff shall continue participation in healthy living programs sponsored by collaborative partners and active youth.
BPR	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.
BPR	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 Manager	Meet with medical office professionals and hospital administration to better understand their needs and use of City resources, and provide leadership to help them better accomplish the City's goals and objectives.
City Manager	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 Manager	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 Manager	Continue to support and promote an annual business awards program to recognize San Clemente's outstanding business citizens.
City Manager	Implement and update the Technology Strategic Plan as needed to guide communication and information technology decision making, budgeting, and implementation across all City functions and operations. The updates are to reflect new technology initiatives and technological advancements, while adapting to changing business needs and financial conditions.
City Manager	Develop Geographic Information System solutions for public engagement, spatial analysis, decision support, and mapping and visualization.
City Manager	Encourage City officials and employees, as well as other employers, to participate in "Bike to Work Month" and "Bike to Work Week."

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
City Manager	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 Manager	Continue City-sponsored Mayor's Walks and similar activities to encourage residents' participation in community events and encourage healthy neighborhoods.
City Manager	Ensure that Police Services continues to work with neighborhoods to promote safety and the "Neighborhood Watch Program."
City Manager	Promote and support a City Employee Wellness Program.
City Manager	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 Manager	Information Technology staff will periodically review and update an emergency preparedness and response plan into overall City Emergency Response Plan.
City Manager	Support and maintain an Active Ambulance Subscription Service.
City Manager	Explore opportunities to expand library services through creative public/private/non-profit partnerships, either as a supplement or alternative to the County operation.
City Manager	Collaborate with 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 Manager	Maintain City participation in the Richard and Donna O'Neill Conservancy, located on the Reserve at Rancho Mission Viejo.
City Manager	City shall periodically update its standards for the provision of public services to reflect current needs and costs, including: fire/emergency medical, library, and police.
City Manager	If annexation to the City is considered, the potential annexation shall require preparation of an economic impact analysis.
City Manager	The City will study and adopt updated fees and other appropriate financing measures to increase revenue and ensure new in-City development pays its share of the costs of new services and facilities needed to serve it.
City Manager	Pursue grant opportunities for Economic Development or Capital Improvement projects that would benefit the public
Community Development	Review and update City landscaping and irrigation requirements for public and private development to ensure regulations promote drought-tolerant landscaping and systems best practices.
Community Development	Meet with developers to better understand changing opportunities and constraints (physical, regulatory and financial), and use feedback to maintain and implement effective standards for development that fulfills City goals.
Community Development	Working with LAFCO, update the City's Sphere of Influence and Municipal Services Review to address potential development in unincorporated areas adjacent to the City.
Community Development	Review and where appropriate, amend zoning standards and design guidelines to allow added flexibility in land uses in the Downtown/T-Zone Focus Area to respond to changing economic market forces over time.

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Community Development	Review and update regulations and design guidelines as necessary to reflect best practices in architectural design, landscaping and maintenance.
Community Development	Review and update the Zoning Ordinance and Design Guidelines to streamline the development review process, including the possibility of parking waiver and in-lieu fee programs and other incentives that encourage the rehabilitation and facade upgrades in the Downtown Core.
Community Development	Consider nominating properties for inclusion on the National and/or State Register of Historic Places when registration criteria is met.
Community Development	Pursue financial resources from state, federal and private sources, and other funding options, including the possibility of public-private partnerships, to support of historic preservation objectives.
Community Development	Participate in the National Trust for Historic Preservation Main Street Program. [ <a href="http://www.preservationnation.org/main-street/">http://www.preservationnation.org/main-street/</a> ]
Community Development	Maintain the City's list of designated Landmarks and Historic Resources.
Community Development	Continue to support and explore preservation incentives and potential financial assistance, such as rehabilitation tax credits, facade easements, preservation grants, transfer of development rights, zoning incentives, and state, federal, non-profit assistance and private donations, permit fee waivers, and rehabilitation loans.
Community Development	Provide the public with technical assistance and information on preservation methods and promote the use of California's Historic Building Code for preservation of historic resources. This information may consist of historic preservation materials and media for homeowners, realtors, contactors and developers to educate the public on requirements, guidelines and processes. Outreach should be provided through workshops for homeowners, developers, real estate professionals and others describing the benefits and obligations of owning historic property and the incentives available for rehabilitation.
Community Development	Review the Zoning Ordinance, Hillside Development Ordinance and other City standards and amend if necessary 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.
Community Development	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.
Community Development	Maintain Certified Local Government (CLG) status.
Community Development	Establish and regularly update a list of qualified architectural historians to use for project consultation.
Community Development	Review discretionary development applications for consistency with historic preservation policies in the General Plan, the Historic Preservation Ordinance and zoning standards, the Secretary of the Interior Standards for the Treatment of Historic Properties, and the Design Guidelines.
Community Development	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.

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Community Development	Work with public works through the CIP to identify and pursue public improvements adjacent to or on properties with historic resources .
Community Development	Implement a historic plaque program for all historic resources. Plaque designs shall be consistent with the adopted wayfinding sign program.
Community Development	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.
Community Development	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.
Community Development	Explore opportunities to partner with a business "incubator" in San Clemente.
Community Development	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.
Community Development	Continue to enhance the beaches and beach support facilities at the North Beach train station, recognizing their importance as City gateways.
Community Development	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.
Community Development	Work with governmental and non-governmental agencies to stem the availability of illegal drugs and to prevent substance abuse.
Community Development	Encourage restaurants to provide nutritional information to help customers make healthy dining choices and recognize those that do.
Community Development	Continue to promote local health service providers participation in community-wide health fairs and similar events.
Community Development	Continue to cooperate with nonprofit health organizations to provide no- or low-cost health services on a regular basis.
Community Development	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.
Community Development	Continue to require open space dedication or appropriate park in-lieu fees as part of the development review process.
Community Development	Identify and protect riparian corridors through zoning, easements or other measures that ensure effective, long-term conservation.
Community Development	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.
Community Development	Review discretionary development applications to ensure projects follow mitigation measures of the General Plan Environmental Impact Report, including AQMD air quality requirements.

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Community Development	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.
Community Development	Identify and require property owners to remove all non-permitted structures, including signs and fencing, which inhibit legal public access.
Community Development	Update the City's 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.
Community Development	Preserve existing and identify opportunities for and encourage new low cost overnight accommodations in the Coastal Zone.
Community Development	<p>Access management programs for Capistrano Shores and the private beach area north of Capistrano Shores, La Ladera, Cyprus Shores, Cyprus Cove, 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:</p> <ol style="list-style-type: none"> <li>Establishment of hours of public access which shall include, at a minimum, the hours between sunrise and sunset, and</li> <li>The provision of aesthetically pleasing bicycle racks for the appropriate number of bicycles based on use and site conditions, and</li> <li>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</li> <li>The provision of a public restroom facility, and</li> <li>The provision of signage relating to proper animal management and animal waste disposal on the beach trail.</li> </ol>
Community Development	Update hazard maps (e.g., sea level rise, flood zones, etc.) as new information becomes available.
Community Development	<p>Prepare and implement a shoreline management strategy which includes, but is not limited to, the following:</p> <ol style="list-style-type: none"> <li>An examination of local and regional long-term erosion rates and trends to identify and plan for shoreline changes.</li> <li>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.</li> </ol>
Community Development	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.
Community Development	Obtain and maintain information on fire and wildfire hazards and home, business, and open space fire mitigation measures.

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Community Development	Review the Existing and Future Noise Contour Maps and Noise Ordinance for applicability to each development project to identify potential impacts to sensitive uses.
Community Development	Working with other agencies and property owners, the City will seek to re-establish ocean views blocked by noise barriers, where feasible.
Community Development	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.
Community Development	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.
Community Development	Incorporate unique public art in public improvements such as street lighting, sidewalks, walls, bridges and public buildings.
Community Development	Continue coordination among the City and other human services-related agencies and institutions, both locally and regionally.
Community Development	Review structures intended for human occupancy located in the 100-year flood plain for conformance with local, State and Federal (FEMA) requirements.
Community Development	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.
Community Development	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.
Community Development	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.
Community Development	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.
Community Development	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.
Community Development	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.

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Community Development	<p>With clear communication and effective coordination among private and non-profit organizations, improve awareness and promote the following:</p> <ul style="list-style-type: none"> <li>a. The City's rich local arts, history and culture.</li> <li>b. Dark skies.</li> <li>c. Organic gardening and other health and wellness issues.</li> <li>d. City historic resource appreciation and preservation.</li> <li>e. Social and housing services.</li> <li>f. 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.</li> <li>g. Maps of hazard areas, land use plans, etc.</li> <li>h. Energy conservation.</li> <li>i. Liaison and customer service programs.</li> <li>j. Preservation and creation of coastal terrestrial wildlife or plant sanctuaries.</li> </ul>
Community Development	<p>Maintain and expand the Wayfinding Sign Program and City website to facilitate regional access from Interstate 5 to popular destinations (e.g., Del Mar, Pier Bowl, North Beach), primary beach access points, parks, public parking areas, prominent natural features and City entry points.</p>
Public Safety	<p>Consider designating a law enforcement liaison officer for the bicycle and pedestrian community.</p>
Public Safety	<p>Monitor beach attendance and trends in beach usage, using the data to develop projections for future lifeguard tower and staffing needs.</p>
Public Safety	<p>Support and maintain active programs to enhance ocean safety through community education programs such as: School Outreach program; Junior Lifeguards; safety presentations to civic groups; distribution of rip current awareness materials to hotels, trolleys, and Metro-link Beach Train; Ocean Safety Public Safety Announcements (PSA's) on YouTube; and Neighborhood Beach Watch program teaching proficient surfers how to safely assist others in the ocean.</p>
Public Safety	<p>Monitor beach erosion and the limitations reduced beach widths will have on emergency transportation access and lifeguard tower placement. Develop alternative lifeguard tower designs, and methods for safely transporting equipment, personnel, and injured persons as necessary.</p>
Public Safety	<p>Pursue emergency services grants and other funding opportunities for Marine Safety staffing, facilities, training, and programs.</p>
Public Works	<p>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.</p>
Public Works	<p>Develop strategies to improve transit, pedestrian and bicycle access and reduce congestion, possibly including shuttle services and bicycle facilities.</p>

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Public Works	Work with neighborhood volunteers to establish a Zero Trash chapter, or similar organization devoted to keeping San Clemente litter free. [Link to ZeroTrash.org]
Public Works	Consider traffic calming strategies in the area.
Public Works	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.
Public Works	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
Public Works	Establish programs to maintain clean, attractive sidewalks in commercial areas.
Public Works	Implement the Bicycle and Pedestrian Master Plan, including candidate projects in subject to more detailed engineering studies.
Public Works	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.
Public Works	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.
Public Works	Identify and designate Class 2 bike lanes where considered appropriate and there is sufficient curb-to-curb street pavement width.
Public Works	Install vehicle actuation to detect bicycles (CVC 21450.5) and install bicycle detector pavement markings at traffic signals using best practices and adopted State or Federal standards when intersections with signals are rehabilitated.
Public Works	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.



# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Public Works	Integrate walking routes into new greenways and open space areas, where appropriate, and encourage them in existing greenways and open space areas.
Public Works	Provide training opportunities for engineering and planning staff on ways to integrate bicyclists and pedestrians with the transportation network.
Public Works	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.
Public Works	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.
Public Works	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.
Public Works	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.
Public Works	Work towards closing gaps in San Clemente's pedestrian network.
Public Works	Continue to maintain and enhance the City's beaches and Municipal Pier and seek outside funding sources to help support these efforts.
Public Works	Continue to enhance the beaches and beach support facilities at the Municipal Pier, recognizing their importance as City gateways. and North Beach train stations
Public Works	Seek sand nourishment and replacement funding opportunities to ensure beachgoers have a high quality beach experience and to maintain ongoing monitoring activities.
Public Works	Continue to provide and maintain beach fire pits in designated public beach locations.
Public Works	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.
Public Works	Maintain up-to-date information regarding the location of mineral resource zones in the City.
Public Works	Maintain the San Clemente Beach Trails as part of the California Coastal Trail siting and design standard contained here.
Public Works	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, and update the City's way-finding program 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.

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Public Works	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.
Public Works	Implement City Policies and Procedures (effective date September 5, 2001) regarding Management of Beach Facilities in terms of their maintenance, replacement, protection, or relocation.
Public Works	When feasible, make information on fault locations, soil hazards and areas of landslide or liquefaction publicly available, on request.
Public Works	Review and update drainage and water retention studies and improvement plans to incorporate appropriate best practices and Federal, State, and County flood control regulations.
Public Works	Work with local, State and Federal agencies to reduce highway-generated noise levels to within acceptable General Plan levels.
Public Works	Continue to use a program of truck prohibitions, including appropriate signage, to minimize truck traffic noise impacts to sensitive land uses.
Public Works	Continue to collect and disseminate information relating to all hazards, as well as to radiological hazards preparedness, response, and recovery for SONGS.
Public Works	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.
Public Works	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.
Public Works	Continue to maintain and update emergency services, preparedness, response and recovery plans and training programs that meet Federal and State requirements.
Public Works	Pursue emergency services grants and other funding opportunities for emergency planning, and public safety.
Public Works	Provide educational materials and outreach efforts to inform the public about emergency preparation and response, and about the availability of emergency services.
Public Works	Continue to prepare 5-year Capital Improvement Programs for the City's storm drainage system.
Public Works	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.
Public Works	Where appropriate and feasible, install solar-powered street radar signs.
Public Works	Pursue grant funding and other financial resources to offset the public cost of energy retrofits to existing City facilities.

# Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Public Works	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.
Public Works	City shall periodically update its standards for the provision of public services and facilities to reflect current needs and costs, including: drainage/flood control, parks, water and wastewater, and traffic.
Public Works	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.
Public Works	Implement the Climate Action Plan and Sustainability Action Plan
Public Works	Solicit state and federal grants to implement the City's energy conservation programs as such funding becomes available.
Public Works	Study the feasibility and practicality of obtaining adequate generators for critical City facilities that do not currently have them.
Public Works	Consider requiring future City facilities to meet LEED Certification standards or equivalent standards.
Public Works	Develop incentives for the use of drought-tolerant and California native species in landscape design.
Public Works	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.
Public Works	Implement greenhouse gas emission reduction measures of the City's Climate Action Plan.
Public Works	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.
Public Works	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.
Public Works	Consider potential for achieving LEED Operations and Maintenance certification, or the equivalent, for appropriate City facilities.
Public Works	Consider programs that benchmark and sub-meter all City facilities.
Public Works	Research opportunities for Power Purchase Agreements (PPAs) and Sustainable Communities Program (SDG&E) for renewable power on City facilities.
Public Works	Continue to promote energy conservation and educate residents on benefits of energy efficiency and solar power generation.
Public Works	Continue to promote utility sponsored programs and training for City staff, local businesses and residents.
Public Works	Approach SDG&E about forming a local government partnership to develop, operate and maintain energy resources using sustainable practices and materials.

## Ongoing Implementation Measures

## Ongoing Implementation Measures

LEAD DEPT.	IMPLEMENTATION MEASURE
Public Works	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).
Public Works	Study feasibility and effectiveness of new technologies to reduce the use of chemicals at the water treatment plant.
Public Works	Expand local water recycling capabilities.
Public Works	Explore the feasibility of desalinization and other regional projects as an alternative resource to reduce the City's dependency on imported water.
Public Works	Maintain and update the City's Urban Water Management Plan, as needed, and implement and enforce the water conservation ordinance.
Public Works	Complete water efficiency use surveys of all City facilities.
Public Works	Continue providing education and community outreach on water conservation options and methods.
Public Works	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.
Public Works	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.
Public Works	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.
Public Works	Continue using rubberized asphalt and recycled aggregate for City street projects, as appropriate.
Public Works	Achieve state solid waste requirements including but not limited to a minimum construction and demolition waste diversion requirement of 75 percent.
Public Works	Establish a bicycle-friendly business program to encourage and facilitate use of alternative modes of transportation by employees and customers.
Public Works	Establish a retrofitting plan for outdoor lighting at City buildings, streets and parks.
Public Works	Review and if necessary, update the existing City Drainage Master Plan in order to identify deficiencies and needed improvements in the drainage system.