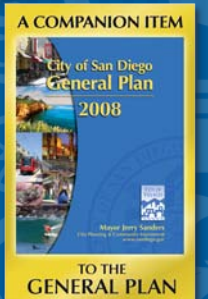


CITY OF SAN DIEGO
CITY PLANNING & COMMUNITY INVESTMENT

COMMUNITY PLAN PREPARATION MANUAL

DRAFT

2009



DRAFT Community Plan Preparation Manual

A COMPANION MANUAL
TO THE GENERAL PLAN OF THE CITY OF SAN DIEGO

CITY OF SAN DIEGO
City Planning & Community Investment Department
2009



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Introduction

This manual is intended to serve as a guide and companion manual to the City of San Diego's General Plan when preparing or updating community plans. The General Plan provides citywide policies that will guide development in the City for the next 20-plus years. The City is also comprised of 55 distinct community planning areas which have their own land use plans, referred to as community plans. These community plans are an extension of the General Plan Land Use & Community Planning Element and specifically address land use distribution and land use designations at the community specific level. Policies of the General Plan are not repeated in the community plans but are built upon, and the policies and recommendations included in community plans supplement the General Plan. In order to meet community needs and more fully implement the General Plan, timely updates to community plans will be necessary.

Community Planning Program

The City's community planning program began in the 1960s. The first community plans were the La Jolla community plan in 1967 and the Peninsula community plan in 1968. In the 1970's community plans were developed by City staff for the established areas of the City. The plans of the 1980's and 1990's were primarily developed for communities in the northern area of the City, such as Carmel Mountain Ranch, Sabre Springs and Scripps Ranch, and were developer-initiated with oversight from Planning staff.

The City is divided into a total of 55 planning areas where 42 of these areas have recognized community planning groups (CPGs). Public participation and involvement has always been an important part of the planning process. CPGs are responsible for advising the City on community goals and development proposals as well as providing official recommendations to the City on land use related matters. Community planning groups usually meet once a month to review public and private development projects proposed in their communities. Project applicants then work together with City staff and community members to address concerns raised during these public meetings.

Relationship to the General Plan

The General Plan provides a vision, core values and policy guidance to balance the needs of the City of San Diego while enhancing the quality of life of current and future residents. It includes ten elements that provide a comprehensive approach to guide the City's growth over the next 20-plus years. These elements include: Land Use & Community Planning (for ease of reference, this element will be referred to as the Land Use Element); Mobility; Urban Design; Economic Prosperity; Public Facilities, Services and Safety; Recreation; Conservation; Noise; Historic Preservation; and Housing.

In the City of San Diego, the community plans represent an essential and vital component of the Land Use Element of the General Plan in that they contain detailed land use designations and community-specific policy recommendations that are not available at

the citywide level. Community plans address specific geographic areas of the City and build upon the more general citywide policies established in the General Plan with policy recommendations that apply at the community and neighborhood level. This structure allows the City to better address the City's diverse geography, development patterns, cultural and ethnic communities, and other variations. Community plans provide the level of information and community-specific detail that is needed in order to review and assess proposed public and private development projects. However, it is important to emphasize that community plans are policy documents that do not contain regulatory information. While the community plan addresses community needs, its policies and recommendations must be consistent with the General Plan, other community and resource plans, and citywide policies. Community plans also address other aspects of land use planning that are unique to their areas, such as mobility, community facilities, and urban design features and guidelines.

As of 2009, approximately one-third of the City's community plans are in need of update. With the comprehensive update to the General Plan adopted in the spring of 2008, the Planning Division is now focusing its resources on updating community plans. Staffing for community plan updates will rely on a combination of City staff and consultants depending on the needs and funding availability for each community. The consultants are intended to be an extension of City staff, with Planning staff ultimately responsible for the management of the community plans update process. CPGs will play a central role in the plan updates through their direct input, and as community leaders who will help organize and conduct the public participation process. The general purpose of the community plan update program is to revise community plans to reflect current conditions and the long-term vision for the communities. Community plan updates will ensure consistency between the community's land use policies and infrastructure strategies, and, where applicable, redevelopment strategies.

Relationship to Precise Plans and Specific Plans

The term "Precise Plan" is a creation of the City of San Diego. Some community plans contain only broad community-wide policies, and precise plans were used to lay out specifics associated with land uses, public facilities, and design issues (a good example of this is the Carmel Valley community planning area). Precise plans were also utilized for smaller areas in a community that did not warrant, or was not ready for, a community plan to be developed. A precise planning area was separated from the original community planning area, and developed later, sometimes with very detailed policies within a small area. Examples are: the Mission Beach Precise Plan area which was originally part of Pacific Beach; the La Jolla Shores Precise Plan area which is part of La Jolla; and the Ocean Beach Precise Plan area which was part of the Peninsula planning area. In Ocean Beach and Mission Beach, where separate community planning groups were created, no effort has been made to reunite the planning areas. In La Jolla's case, the 2004 community plan for La Jolla reunified the planning areas.

The terms "Precise Plan" and "Specific Plan" have sometimes been used interchangeably. A specific plan is a type of plan identified in State Planning and Zoning Law, which says

a specific plan can be a policy document alone, or a combined policy/regulatory document. The combination has been used in the City in the past, notably in Mission Valley. However, in the future, if specific plans are used, they will be policy documents only and will rely on Land Development Code (LDC) regulations and zones (see LDC §122.0107). Specific plans are also used at a project level for long-term projects with multiple phases, and in master plan situations.

Future community plan updates are intended to simplify these multiple layers of policy documents by incorporating precise plan and specific plan policies and recommendations into community plan updates as they take place.

Public Facilities Financing Plans

In order to address the need for public facilities in the various communities as related to their growth, the City has Public Facilities Financing Plans (PFFP) which are companion documents to community plans. These documents identify major public facilities in the areas of transportation (streets, storm drains, traffic signals, etc.), libraries, park and recreation facilities, and fire stations that are needed to serve the needs of the community over the upcoming years. These documents also identify fees that are necessary to help mitigate costs of public facilities required as a result of development in the communities. Public Facilities Financing Plans should be updated concurrently with, or closely following the associated community plan updates.

The Facilities Financing Section of the City Planning & Community Investment Department has a procedure manual that outlines and discusses the steps involved in developing a PFFP for both Facilities Benefit Assessment (FBA) Planned Urbanizing Communities and Development Impact Fee (DIF) Urbanized Communities.

Preparing for a Community Plan Update

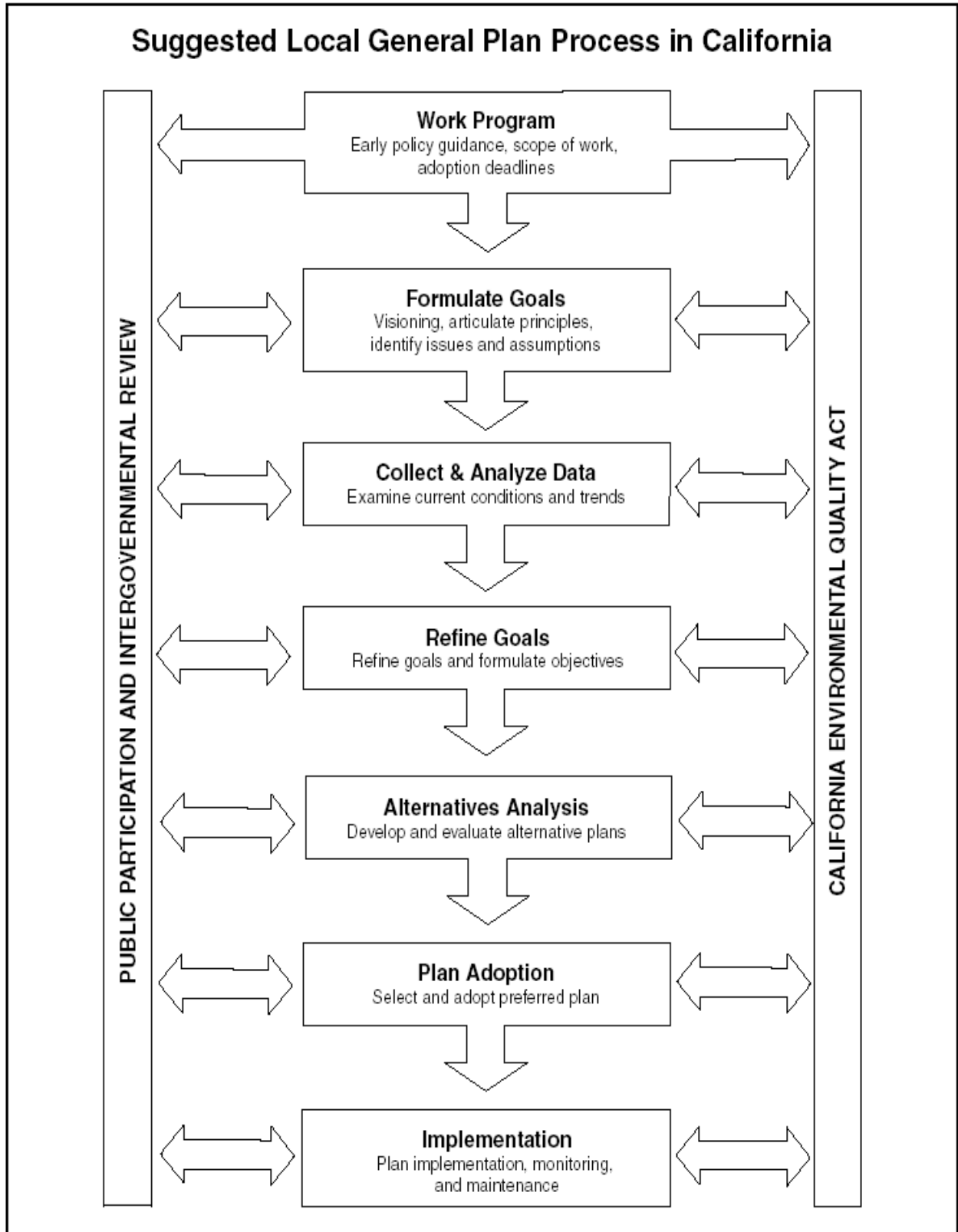
Chapter 1: The Update Process

Plan updates require significant City resources, staff time and funding. There are many community plans in line to be updated and there are several factors which help determine the need for updating a plan. The most common reasons for initiating an update to a community plan are as follows:

- Development pressure manifested through frequent amendment requests
- Consistency with the General Plan
- Citywide programs that result in a rethinking of land use/circulation patterns, such as Multiple Species Conservation Program (MSCP), Airport Land Use Compatibility Plan (ALUCP) adoption
- Demographic shifts within a community
- Outdated policies and recommendations
- Frequent conflict on interpretation of plan policies and recommendations
- Policies not achieving desired effects of the community

Reasons for updating community plans may vary, however as plans approach their horizon year it is important to revisit plans on a comprehensive basis to address the current community's vision and provide policies that are relevant to the needs of the community.

The California State Office of Planning and Research's *2003 General Plan Guidelines* provides guidance on developing General Plans. Since community plans are part of the General Plan Land Use Element the steps involved in updating community plans is similar to that of the General Plan. The following page contains a flow chart from the *Guidelines* outlining the state's suggested process for updating plans. This manual provides a similar approach to updating community plans with the subsequent chapters elaborating on key components of a plan update process.



Resource: California State Office of Planning and Research's *2003 General Plan Guidelines*

Plan Boundaries

In most cases, community plan boundaries are defined by the community planning area. There may be situations where communities would benefit from a larger comprehensive planning study, in which case the update may include multiple planning areas. Likewise, the reasons for an update may suggest that only a concentrated planning effort to a specific area within a community is needed.

Although planning areas are unique, similar land use issues and patterns may be prevalent in several adjoining community planning areas. In such cases, a geographic cluster approach to conduct plan updates may be considered for multiple communities sharing the same transportation corridors, contiguous boundaries, and development patterns and trends. Each community planning area will maintain its own community plan, however, coordinating community plan updates allows for shared studies and analysis, such as traffic and mobility studies. This is intended to result in more comprehensive studies and to reduce the overall cost of having to do separate studies for each plan update. For a complete list of studies that may be needed for a plan update see the Technical Studies Checklist located in *Chapter 3 Developing Existing Conditions and Setting Goals*.

There may also be situations where a study area does not follow community plan boundaries or the study area crosses community plan boundaries. These study areas may include large plan amendments or multi-acre project areas. For example, a focused amendment of a major corridor to address land use objectives, streetscape design, and roadway conditions could be considered a specific area plan update/amendment and may cover two or three planning areas.

Collaboration

Plan updates are complex and will require collaborating with many entities. Technical and professional expertise is often dispersed within different City departments and among consultant parties. Planning staff will be required to identify and coordinate with other staff members and planning consultants at the beginning of the update process to set expectations and responsibilities for accomplishing tasks related to the update.

Community plan updates will require significant public participation and outreach. The community planning groups, the community plan update advisory committees, and public workshops and hearings will all provide opportunities for public participation in the update process. A detailed discussion on public participation is located in *Chapter 2 Public Participation*.

City Planning & Community Investment Department (CPCI)

Planning staff from the City Planning & Community Investment (CPCI) Department will serve as the project managers of the community plan updates. They will be responsible and involved in all processes related to: contract initiation; consultant selection and management; ensuring the processing and approval of project related invoices, act as the

Community Plan Preparation Manual

primary point of contact for the plan update process; and attend all community outreach events.

Community Planning Groups/Community Plan Update Advisory Committee

The process of preparing or updating community plans is a highly collaborative one. CPCI recognizes the importance of community participation and the sharing of knowledge and ideas that stimulates the public process. Planning staff manages the community plan update process and the recognized community planning groups serve as the major partner in the process. To ensure timely participation by the public and planning group a Community Plan Update Advisory Committee should be formed. This committee may be a subcommittee of the community planning group or formed as a separate committee by the City in consultation with the CPG. This committee will focus solely on the plan update and will meet regularly in a formal public setting where the appropriate time can be committed to the update and community input is encouraged. This committee is subject to the Brown Act meeting requirements and as a subcommittee of the planning group it is subject to the planning group's bylaws and Council Policy 600-24.

Inter-department Collaboration

Planning staff will be responsible for scheduling interdepartmental team meetings with various City departments that will be directly involved in the process. These coordinating meetings are to ensure there is a clear understanding of the process, various roles, responsibilities, timeline, and planning area issues that will be addressed in the preparation of the community plan. The first meeting should agree to a schedule and define the role of each staff member involved in the preparation of the community plan. Continue subsequent inter-department meetings in order to update participating departments on the update process and identify and address any potential issues. Planning staff should brief the various staff involved on the vision and goals determined through the community plan update process.

Planning Commission

The Planning Commission plays an important role in the plan update process. They will be consulted at major points during the process in order to assist with identifying issues and developing policy. The Planning Commission may hold a series of workshops during the update process to resolve planning issues and provide a public forum for comment. Planning Commission is also required to provide a final recommendation to the City Council on the community plan.

Plan Users

The community plans serve as guiding policy documents for the development of the City's communities and must maintain relevance so that it can be used effectively by:

- Residents

- Community planning group members and other community stakeholders
- City staff
- City Council
- Mayor
- Planning Commission
- Property owners and developers, and
- Nonprofits, academics, public at large, and outside agencies.

Consultant Services

Consultant teams may be hired by the City to work under planning staff's direction to prepare technical studies and supporting documentation, facilitate workshops, develop public outreach strategies, make presentations related to progress on an update and collaborate with the City staff and recognized community planning groups. Consultants will be advised and managed by Planning staff, and be required to follow and adhere to the public outreach process. A complete scope of work and responsibilities should be clearly detailed within the consultant contract.

The consultant selection process requires Planning staff to work closely with the City's and Purchasing & Contracting Department. A consultant may be selected through either a Request for Proposal (RFP) or Request for Qualifications (RFQ) process. The contract selection process is lengthy. Allow a few months to publish requests, process the proposal, conduct interviews, complete the selection process, and secure funding.

Planning staff acts as the facilitator of the contract selection process. The selection panel for consultants should consist of Planning staff, technical experts and may include a representative from the City's Equal Opportunity Contracting Program and the community planning group. The representative from the community planning group should be either the chair of the CPG or a designee from the current membership of the CPG board. It will be the responsibility of the CPG panel member to comply with the City's Confidentiality Agreement and maintain the strictest confidence with all interview information during the selection process. The panel will review proposals, recommend a short list of firms for interviews, participate in the interviews, and grade the finalists. Once a firm is selected, the City will enter into negotiations with the selected firm. A signed agreement by a consultant requires Mayoral Action or City Council resolution, whichever is required based on the dollar value of the contract to be approved. Once approved, the Purchasing & Contracting Department and the City Attorney will sign the agreement. Once signed by both parties, the agreement is managed by CPCI.

The primary planning consultant may be selected prior to the commencement of the plan update to avoid delays in the update process, however consultants for specific studies such as the economic analysis and environmental review may occur after the update is underway. Planning staff should work closely with the Purchasing & Contracting Department to ensure that the consultant selection process is properly followed and consultant contracts are executed in a timely manner. A Policies and Procedures Manual (October 2006) issued by the Purchasing & Contracting Department is located on the

City Intranet to provide guidance with the consultant contracting process.
<http://citynet.sannet.gov/pac/policies/index.shtml>

Develop a Work Program

A two and a half year timeline is ideal to maintain relevance, utility and interest in the plan update process. The initial six months would be used as “lead –in” time in order to make any necessary arrangements with the community planning group and Community Plan Update Advisory Committee, prepare and initiate studies, and gather and analyze existing conditions data prior to working on new policy formation and zoning.

The plan update timeline must be reviewed and approved by the Program Manager, Deputy Director and Planning Director. The timeline should include time to review technical studies, draft elements of a plan update, and the draft environmental document. Ensure that other city and agency staff can adhere to the schedule. It is recommended to meet with other disciplines at the beginning of the plan update process to discuss and identify potential obstacles, agree on review timelines, and discuss options in case deadlines are not met. This document provides a general list of tasks that may be part of the update process. Below is Table 1-1 General Community Plan Update Timeline, a summary list of the critical elements and associated timeframes that will need to be considered when preparing a timeline.

Table 1-1 General Community Plan Update Timeline (Actual duration of update components will vary)											
Possible Community Plan Update Components		Phase I (6 months)		Phase II (1st Year)				Phase III (2nd Year)			
Community Plan Update	30 months										
Contracting	3-6 months										
Establish a Community Plan Update Advisory Committee & Develop a Public Outreach Strategy	3 months										
Public Meetings and Planning Commission Workshops ❖ Community Workshops/Charrette	24 months										
Existing conditions data gathering and analysis	3 months										
Mobility/Traffic Studies and Forecasting	15 months										
Developing and drafting plan policies ❖ Drafts of Community Plan	12 months										
Zoning updates	5 months										
Environmental Impact Review (EIR) process - screenchecks, Draft EIR, public review & Final	10 months										
Public Facilities Financing Plan Update - Conducted on a separate timeline, but concurrent with Community Plan Update Process	5-7 months										
Planning Commission and City Council approval process ❖ Schedule first hearing	2 months*										

* The 2 month hearings timeline is not included in the plan update schedule.

Chapter 2: Public Participation

Public outreach and participation is an important aspect of the community plan update process. Balanced and representative participation provides credibility to the planning effort and ensures that the resulting consensus is broadly shared. Each community is unique and the approach to public participation may vary from update to update. Therefore, it is necessary to devise a public outreach strategy at the beginning of a community plan update process that will discuss the various approaches which will be used to achieve broad community participation; identify stakeholders and committees; and identify the roles of staff, planning consultants, the recognized community planning group, and the Community Plan Update Advisory Committee.

Creating a Public Outreach Strategy

Planning staff and planning consultants will work together to develop a preliminary public outreach strategy during the initiation phase of the update process and it will be the planning staff's responsibility to oversee the planning consultants work, and ensure the outreach strategy's effectiveness. To attract broad representation from the community the public outreach strategy should consider the make up of the area and determine outreach approaches, meeting locations and times that best fit the community. For example, to accommodate those that work or own businesses, meetings and workshops after normal business hours should be standard. To accommodate community members with children or with limited availability to attend outreach events, consider coordinating informational open houses with visual displays before regularly scheduled meetings so residents are able to remain informed as the process progresses. In essence, the outreach strategy should offer a variety of participation options such as surveys, workshops, open houses, visual displays, charrettes, and regular monthly meetings to achieve a balanced public involvement approach. Providing food and beverages and childcare are other options for encouraging attendance. Planning staff should anticipate expenses that may be incurred by hosting public meetings and workshops. These expenses may include food and beverages provided at public meetings, reproduction costs for informational material, and additional noticing costs. All expenses should be agreed to by Planning staff prior to assuming any external costs on behalf of the plan update effort.

The strategy should include solutions for reducing language barriers in communities where many of the residents are non-English speakers. Providing broad community translation services should be identified early in the scope of work and be based on the community's demographics and needs. In preparing for meetings, allow time for materials to be translated and for translators at meetings to have time to familiarize themselves with the material being presented.

Meeting locations need to be easily accessible and should be at locations within the community that are near transit, when possible. It might also be necessary to evaluate the outreach strategy at various points in the update process to make sure it is achieving broad participation from the community.

The outreach strategy should identify a primary facilitator for public meetings and workshops and include a detailed list of the approaches to public outreach that will be used based on the make up of the community and the scope of the plan update. Event and meeting locations can be included if known. A preliminary public outreach calendar should be a part of the strategy and coordinated with the overall plan update timeline. This timeline should be shared with the public to inform them of upcoming events and participation opportunities.

The outreach strategy may include, but is not limited to the following:

- Monthly Community Plan Update Advisory Committee meetings and Focus Group meetings
- Regular updates to the community planning group
- Public workshops
- Intense charrette process (up to six days in length)
- Focus group meetings
- Walk audits
- Community surveys
- Presentations/updates to public officials
- Project website
- Project information brochure
- Regular project newsletters
- Visual displays
- Media participation through interviews, public service announcements, etc.

There is no single approach to public participation that fits all events or communities. All updates will have a Community Plan Update Advisory Committee that will be tasked with meeting regularly and reviewing all aspects of the plan update. The Community Plan Update Advisory Committee is responsible for convening the public discussion on the update and may be a newly formed group, a subcommittee of the community planning group, or other advisory body depending on the needs of the community. In addition to regularly scheduled Community Plan Update Advisory Committee meetings, visioning workshops, walking audits, and charrettes may be organized by planning staff and planning consultants at various stages during the plan update process. Focus groups may also be formed as a subcommittee of the Community Plan Update Advisory Committee to tackle specific issues such as urban design, street calming, historic preservation, and park and recreation equivalencies. The need for focus groups and the topic areas discussed will vary depending on the community. In addition, for clustering updates, a separate combined stakeholders committee may be established with representatives from each of the Community Plan Update Advisory Committees to discuss issues that are of mutual interest to the communities in the geographic cluster.

Community Planning Groups

Community planning groups are governed by Council Policy 600-24 which provides the operating framework for "officially-recognized" planning groups. The City Council

recognizes one official planning group in each community. The primary purpose of the officially-recognized community planning groups, as outlined in Article II Section 1 and 2 of Council Policy 600-24, is to provide City decision-makers with input and recommendations on land use matters, specifically, concerning the preparation of, adoption of, implementation of, or amendment to, the General Plan or a land use plan when a plan relates to each planning group's planning area boundaries.

When a community plan update commences, Planning staff will attend the community planning group meeting and discuss the update process in detail and go over the roles and responsibilities of the group for the pending update. In addition to participating in the plan update, reviewing development projects and other activities that implement their community plan will remain a crucial part of the planning group's function. Since a plan update will require a significant time commitment beyond these regular duties the community planning group should work with Planning staff to determine how they would like to participate. A Community Plan Update Advisory Committee may be established as a subcommittee of the planning group or the planning group may have representatives on a separately established committee. Although the Community Plan Update Advisory Committee's primary task is to provide a public forum for an update, Planning staff will continue to attend the full community planning group meetings and regularly report on the progress of the plan update. It is the responsibility of Planning staff to inform the community planning group of the plan update's progress. Staff updates should include both monthly report outs and scheduled presentations at key points in the update process.

Community Plan Update Advisory Committee

The Community Plan Update Advisory Committee may be an advisory subcommittee of the community planning group and will work closely with Planning staff to provide a public forum for the plan update and help develop consensus on planning issues. The Community Plan Update Advisory Committee will need to have balanced representation and include both elected members of the community planning group as well as non-members who wish to participate in the plan update. This advisory committee will follow Robert's Rules of Order and be required to comply with California's Open Meeting Law, the Ralph M. Brown Act, Council Policy 600-24, and the community planning group's bylaws to ensure the actions and deliberations occur openly with public access and input. These rules will apply for all community group members and non-members who make up the Community Plan Update Advisory Committee.

A community planning group benefits from forming a subcommittee for the plan update for four primary reasons:

1. All the elected members of the community planning group may not have time to commit to both the regular duties of the planning group and the plan update process;
2. The plan update will span several years and therefore several community planning group rosters and a subcommittee allows the flexibility for continued participation;
3. There will be other members of the community interested in participating in the unique opportunity of a plan update; and

4. There is value gained in the participation process from a diverse group of people.

The Community Plan Update Advisory Committee is to follow the plan update process, provide a regular public forum to convene the public discussion on the update and provide recommendations on the various aspects of the plan update. A final draft plan should be presented to the full community planning group for a formal recommendation to the decision makers.

The advisory committee will work closely with the City on plan updates. Planning staff will assist with facilitating and coordinating efforts between planning groups, redevelopment project area committees and other city-recognized entities. Once the plan update begins and Planning staff has identified all the stakeholders involved, the community planning group will form a Community Plan Update Advisory Committee.

Forming a Community Plan Update Advisory Committee

The composition of the Community Plan Update Advisory Committee will contain a broad representation of the community. In most circumstances the committee will be arranged as a subcommittee of the local community planning group and allow the maximum number of voting seats as determined under Article VI Section II.b.iii of Council Policy 600-24. Since plan updates are expected to be a minimum of two years, provisions for rotating seats may be considered to share responsibilities. The advisory committee should be formed to achieve the following goals:

- Conformance with the community planning group bylaws;
- A proportional representation among residents, non-resident property owners, and business owners;
- Broad representation to balance community interests; and
- An equal representation for each community when clustering updates.

Community Stakeholders

As part of the plan update process, it will be necessary through the public outreach strategy to identify the local stakeholders and make sure they have an opportunity to participate. Below is a general list of stakeholder categories and types:

Table 2-1: Potential Stakeholder Categories and Types		
Category	Type	Examples
Residents	Property Owners	CPG member; general public
	Residential Tenants	
	Property Managers	
Non-Residential Property Owners	Business Owner	CPG member; general public
	Commercial Property Owners	
	Industrial Property Owners	
	Property Managers	
Non-Profits and Community Organizations	Community Representatives	Town Councils Neighborhood Associations

		Civic Associations Park and Recreation Boards Business Improvement District Associations San Diego Bicycle Coalition WalkSanDiego
	Environmental Representatives	
	Housing Representatives	
	Social Service Agency Representatives	
	Redevelopment Project Area Committee Representatives	
	Historic and Arts Representatives	
	Adjacent Community Planning Group Representatives	
Government Agencies and Organizations	School Districts	PTA
	Universities and other institutions	
	San Diego Unified Port District	
	County of San Diego	Public Health Services
	Community Development Corporations	SEDC CHCDC CCDC
	Regional Agencies	SANDAG MTS
	Federal and State Agencies	US Navy US Marines GSA (border related issues) Fish and Wildlife Service agencies Caltrans
Note: For an expanded list of potential stakeholders refer to the Acknowledgements in the General Plan.		

There are few ways in which the stakeholders in the community have the opportunity to participate in the plan update process:

- As a member of the Community Plan Update Advisory Committee or Focus Groups;
- As an individual attending and participating in public meetings and workshops; and/or
- As a representative from a group or organization attending and participating in public meetings and workshops.

In addition to an advisory committee, focus groups may be formed to concentrate on a specific planning issue related to the plan update in order to help resolve complex issues.

Focus Groups

A focus group or a working group of the Community Plan Update Advisory Committee will look at specific issues related to the plan update. Depending on the complexity of the plan update there could be any number of focus groups created. Ideally, a focus group would meet separately from the Community Plan Update Advisory Committee and discuss particular aspects of the plan update in greater detail. Topics for a focus group may include assisting in the development of a context statement for historic surveys or

developing street tree themes. Focus groups could be formed by element or by topic issue. The decisions or discussions that take place during the focus group should be presented back to the full advisory committee.

Establishing a Committee Schedule

The Community Plan Update Advisory Committee and Planning staff should work together to outline the roles, responsibilities, and expectations of the committee. The advisory committee should expect to meet regularly once a month for the duration of the plan update and make advisory recommendations regarding the update process. The committee should create a detailed schedule using the public outreach strategy and identify ways the committee can enhance public participation. Consider including the following information when creating a schedule:

- Calendar of meetings with topics identified
- Meeting times and location
- Posting and noticing of meeting agendas
- Review turnaround times for draft sections
- Community outreach effort

Potential topics for Community Plan Update Advisory Committee meetings are listed below in Table 2-2. This list is intended to be a general guideline committees may use and modify for their needs.

Table 2-2	
Examples of Potential Community Plan Update Advisory Committee Meeting Topics	
Existing Conditions Analysis and Visioning	
Possible Topics	Details
Kick off	<ul style="list-style-type: none"> • Member and staff introductions • Ground rules • Scheduling
Existing Policies	<ul style="list-style-type: none"> • General Plan and Guiding Principles introduction and discussion • Existing Community Plan goal and policies review and discussion • Other relevant policy document goals and policies review and discussion • Initial Planning Context (policy, social, economic)
Values and Vision	<ul style="list-style-type: none"> • Community Values • Community Issues • Survey and Stakeholder Interviews and Feedback • Develop a Vision • Refine Community Vision
Focused Issues	Prepare for Focus Groups <ul style="list-style-type: none"> • Develop and integrate a schedule for Focus Groups to report back to main committee
Existing Conditions	Reports on Existing Conditions Examples:

	<ul style="list-style-type: none"> • Land Use – existing • Transportation Study – existing • Community identity • Economic analysis • Public Facility inventory
Development of Alternatives & Strategies	
Possible Topics	Details
Land Use Alternatives	Discussion on Alternatives <ul style="list-style-type: none"> • Preliminary Alternatives • Preferred Alternative
Technical Studies	Reports on final Technical Studies Examples: <ul style="list-style-type: none"> • Traffic/Circulation study and alternatives • Historic analysis and conservation area study • Public View analysis • See Technical Studies list for a complete list of studies
Plan/Elements development	<ul style="list-style-type: none"> • Discussion on Plan Elements (discussion should follow the finalization of any technical study) • Discussion of Preferred Plan • Discuss refinements to plan
Draft & Final Community Plan	
Possible Topics	Details
Draft Plan	<ul style="list-style-type: none"> • Review Draft Plan • Review maps and figures for accuracy
Environmental Document	<ul style="list-style-type: none"> • Review Draft EIR • Submit comments and recommendation
Final Draft of the Plan	<ul style="list-style-type: none"> • Review final plan and provide comments and recommendation

Public Hearings

Workshops and informational presentations to Planning Commission, Historic Resources Board, the City Council’s Land Use & Housing Committee and full City Council offer an opportunity for decision makers to become familiar with plan updates, community issues and opinions earlier in the process. These workshops help define issues and provide staff with direction on planning issues. Workshops and presentations with public officials should be included in the public outreach strategy and should occur at various points in the update process. A plan update will be required to go before the Planning Commission and City Council for final approval. The adoption hearings offer a final opportunity to provide public input. Below is Table 2-3, Sample of Public Outreach Strategy Schedule:

Table 2-3: Sample Outreach Strategy Schedule

Outreach Effort	Timeframe	Phase I (6 mons)	Phase II (1st Yr)	Phase III (2nd Yr)	Public Hearings²
Establish an Community Plan Update Advisory Committee	3 months	❖			
Monthly subcommittee meetings 1 st : Kick off meeting See Table 2-2: for subsequent subcommittee meeting topics	1 meeting/month				
Subcommittee Focus Group meetings	varies				
Community Planning Group Progress reports and updates Formal Recommendation	Every 1-3 months			❖	
Community surveys	1-5 months				
Public workshops	5 workshops minimum				
Visioning (2)	2 workshops				
Goal setting (2)	2 workshops				
Alternatives (2)	2 workshops				
Special Issues	varies				
Intense charrette process (up to six days in the length)	2-6 days				
Walk audits	1 day				
Presentations to appointed and elected boards - updates/workshops	6 meetings minimum				
Planning Commission	2 workshops average				
City Council	2 workshops average				
Land Use and Housing Council Committee	2 workshops average				
Historical Resources Board	2 meetings				
Airport Authority ¹	2 meetings				
Code Monitoring Team	2-4 meetings				
Tribal Noticing and Consultation	90 day notice				
Public Hearing Process	3 - 4 months				
Planning Commission	1 month				
Docketed date	tbd				
Noticing	10 business days				
Report	1 wk from docket date				
City Council	2 months				
1472 Process	2-4 weeks				
Docketed date	tbd				
Noticing	10 business days				
Report	2 wks from docket date				
Coastal Commission¹	Following CC adoption hearing				

¹ Schedule if needed.

² The hearings timeline is not included as part of the official 2½ year plan update schedule.

Chapter 3: Setting Goals and Creating an Existing Conditions Report

Once the initial preparations for the plan update is complete, a work program is developed, and the Community Plan Update Advisory Committee is formed the plan update is ready to begin.

Identifying initial goals and determining existing conditions is essential in providing direction for the plan update effort. Data collection, as is part of existing conditions, incorporates both public outreach and education and professional planning research and analysis. In addition to the public process of identifying issues and goals, Planning staff and professional consultants will begin gathering factual information on existing conditions to produce an Existing Conditions Report. This report provides baseline information that describes the condition of the community and helps structure the update process by discussing community specific issues and focusing on the community's vision. At this point in the update process, the Community Plan Update Advisory Committee should become knowledgeable about the role of the General Plan and its Guiding Principles, look critically at the current community plan for its relevancy and goals, and share their knowledge by participating in the goal setting and visioning process that is further defined below.

Formulate Goals and Identify Issues

Setting goals and identifying community issues occurs earlier in the update process. Initial goals are formulated through the public visioning process and refined throughout the update process. Visioning is a part of the public planning process that seeks to describe an agreed-upon desired future for a community. To do this, citizens and stakeholders are actively engaged in discussions and exercises about alternative futures. To help facilitate a discussion on community specific goals and develop a vision, it is important for those involved to be familiar with the existing community plan and the Guiding Principles of the General Plan.

During this phase of public outreach, Planning staff should:

- Introduce the community to the General Plan, the relevant policy documents, and focus public discussions on identifying the needs and desires of the community. This portion of public outreach strategy helps identify the issues and trends in the community and formulates initial goals to be addressed through the update process.
- Coordinate goal setting exercises and visioning workshops with the public and the Community Plan Update Advisory Committee.
- Conduct community-wide interviews and surveys to gather broad feedback on the community's issues, opportunities and constraints.

- Present the information collected from the public workshops and meetings to the Community Plan Update Advisory Committee. Report on the general trends in the community and identify the community goals and overall vision crafted from this outreach effort.

Suggestions for Facilitating Public Outreach	
<p>Exercise for Community Plan Update Advisory Committee</p> <p>One example to help facilitate the discussion on goals is to prepare a goals matrix. Planning staff can provide a matrix of existing community goals that the Committee may use as a discussion point at their meeting. The matrix should list goals from the existing community plan, a column for comments/rating system, and a column for future suggestions or strategies having to do with the goal. Each member of the committee can then provide feed back on the success of the goals based on their knowledge of the community. This exercise could be useful in determining which goals are still relevant or where goals may need refinement to address current conditions in the community.</p>	<p>Organization of a Public Workshop</p> <p>Public workshops should be as interactive as possible. An example to help facilitate individual comments and small group conversations between the public and Planning staff, would be to arrange the workshops by topic area (ie. Mobility, Parks and Open Space, Land Use, Urban Design, Historic Resources) and focus each topic on clarifying key issues important to the community, refining initial goals and developing a community vision. It is important to provide existing condition information, maps, and visual tools to help facilitate discussions and allow the public to submit written comments, easily identify issues important to them and have people assigned to each station to take notes to capture oral comments.</p>

During this phase of public outreach, the Community Plan Update Advisory Committee should:

- Dedicate one or two meetings for reviewing the content in the existing community plan, other adopted policy documents that may address the community planning area and the Guiding Principles of the General Plan. These public meetings should focus on the relevancy and interpretation of the goals of the documents and begin identifying the key issues and goals that will drive the community plan update process.
- Participate in the goal setting exercises and visioning workshops coordinated by Planning staff and share information from the recent Community Plan Update Advisory Committee meetings.
- Request Planning staff to present information collected at the goal and visioning workshops.
- Consider scheduling future meetings or organizing Focus Groups to look at planning issues that may warrant additional attention and discussion. The meetings or Focus Groups should be solution driven and provide recommendations for addressing these issues in the update.

The objective of having a combination of public committee meetings, goal setting exercises and vision workshops is to create an interactive environment for the community at large to share their ideas and concerns and for Planning staff, planning consultants, and the Community Plan Update Advisory Committee to gain a better understanding of the public's overall perception of the community and educate the public on the current conditions of the community. The vision and goals that are developed during public outreach will be reflected and refined in the draft plan.

Community Vision

The community vision is developed through the public outreach effort and is a comprehensive statement of where the community wants to be in the future. Visioning is a consensus-building tool often used when residents have strong and opposing feelings about what needs to be done. Visioning exercises help communities begin to consciously create a future by advancing a shared sense of purpose. A vision should be optimistic and blend the community goals into one statement. Ideas that are incorporated into the vision should be identified during the first few public workshops and meetings. The Guiding Principles of the General Plan should also be a source of inspiration when creating a community vision statement.

We are stewards of a remarkable resource, a City on the Pacific of great cultural and physical diversity. In the 21st century, San Diego must continue to evolve in harmony with its exceptional natural environment, always treasuring the unique character of its neighborhoods, striving for equity, and celebrating the rich mosaic that is San Diego.

~ Strategic Framework Element Vision Statement, 2002

Community Issues and Strategies

The issues that are identified during the early planning process through the existing conditions research and public outreach effort will be the focus of future public meetings. All the issues, comments, and feed back received will be compiled by planning staff into associated topic areas and reported to the Community Plan Update Advisory Committee. It is at this time that the committee and planning staff begin to brainstorm and develop strategies for how to address issues. Planning staff may recommend and the committee may determine that certain issues be further discussed within a focus group setting. After a series of public meetings (as a committee or focus group) to discuss the community issues, the group should provide recommendation for addressing these issues in the plan update. These recommendations along with the final Existing Conditions Report should be presented at a public workshop or during an intensive two to five day public charrette. In addition to coordinating public workshops and the charrette, Planning staff will provide regular reports to the Community Plan Update Advisory Committee and the Community Planning Group on ideas and information collected from the public outreach, research and data gathering effort.

Collect and Analyze Data

Current data and existing land use conditions should be collected, analyzed and organized into an Existing Conditions Report. Planning staff should present the Existing Conditions Report to the public and acknowledge this data serves as the basis for developing the new community plan.

Existing Conditions

An Existing Conditions Report provides background on a community and arranges baseline information on the community’s physical environment and built form. The Report should include an analysis of the community’s demographics, existing and adopted land uses, existing circulation, existing public facilities, and infrastructure capacity. The discussion on the demographics of the community should include a comparison with City wide statistics for a comparative analysis. Field studies, maps, and review of relevant documents should be utilized in developing an accurate picture of the existing land uses in the area. Preliminary data collected for mobility and traffic studies should be included to help facilitate the discussion of possible changes in the community. The Existing Conditions of the community character should include details such as architectural styles, types, bulk and scale. An Existing Conditions Report is a collaborative process that includes information gathered at public workshops and meetings which represent the people’s perception of their community.

A compilation of the quantitative and qualitative data collected for the existing condition should be analyzed and organized to indicate opportunities and challenges and to determine preliminary issues that should be considered in subsequent steps of the plan update process. Once a draft of the Existing Conditions Report is complete, Planning staff should present the information to the Community Plan Update Advisory Committee and evaluate the information and issues. Below, in Table 3-1, is an example of the content that may be included in an Existing Conditions Report.

Table 3-1: Potential Topics for an Existing Conditions Report	
Section	Topics
Introduction	Scope and Purpose of Existing Conditions Report
	Community Setting and Land Form (size, boundaries, surrounding areas) Vicinity Map
Demographics	Population, Age, Race, Ethnicity, Household Characteristics, Income, Occupations Non-resident demographics (employees, tourists etc.) Citywide comparison Discuss issues and trends
Existing Land Uses	Community History Discuss existing community plan and any major amendments and the impact of those amendments Discuss other policy plans that may apply to the area (precise plans, resource plans, master plans) Discuss gaps in plan implementation

Chapter 3: Setting Goals and Creating an Existing Conditions Report

	<p>Summary of Existing and Adopted Land Uses</p> <ul style="list-style-type: none"> • Residential • Commercial • Industrial • Institutional • Parks • Open Space <p>Include maps and photographs Include a summary of the adopted land uses at build out</p>
	Zoning (including PDO); existing regulatory framework
	Historic Resources
	Community Character (Built environment and culture)
	Public views and public access routes
	Discuss overall issues and trends related to existing and adopted land use (ie. deficiencies in park land, land use conflicts etc.)
Mobility	Roadway Descriptions
	Existing Average Daily Traffic
	Existing Level of Service
	Walkability and alternative transportation (ie. Sidewalk conditions; existing bike paths; bus stop conditions)
Infrastructure and Facilities	<p>Facilities and Infrastructure</p> <ul style="list-style-type: none"> • Parks • Schools • Police & Fire • Libraries <p>Water/Wastewater Facilities Discuss overall issues and trends related infrastructure capacity.</p>
Economics	<p>Existing condition of the economic and fiscal analysis Market information (patterns of recent development; housing types; retail and other commercial types; and commercial assessment)</p>
Summary	Analyze conditions and describe opportunities, challenges and determine preliminary issues.
Fact Sheet	A one or two page summary including data tables to be include as an appendix to the community plan.
Appendix	May include raw data and background information used to compile the Existing Conditions Report.

An Existing Conditions Report Fact Sheet will be included as an appendix to the community plan. A community’s Existing Conditions Report will be available on the website under the community’s Community Profile page.

Existing Planning Resources

A variety of existing planning resources should be reviewed and analyzed when preparing the Existing Conditions Report and prior to any public workshops to help facilitate the goals discussions. The existing planning resources may be useful in drafting the existing conditions report. Examples of these resources are included below:

- Existing community plan
- Land use map
- Other policy documents and relevant studies specific to the area

Community Plan Preparation Manual

- Zoning Maps
- Zoning (including overlay zones)
- Field Surveys
- Input from community outreach
- Assessor's Maps
- Aerial photographs
- Resource agencies

Planners and members of the Community Plan Update Advisory Committee should be familiar with a variety of resources to better facilitate discussions and plan for the future.

Technical Studies

Many of the technical studies that will be required for the plan update and/or CEQA review provide existing conditions information. It is recommended that Planning staff and consultants coordinate and begin collecting data for technical studies with the Existing Conditions Report effort. For example, the existing conditions of the Mobility Analysis and Traffic Study will be useful information for the Existing Conditions Report and for public workshops. Refer to Table 3-2 Technical Studies Checklist on the following page for a complete list of studies and to determine what studies may contribute to the community discussion at this stage in the plan update process.

Table 3-2 Technical Studies Checklist	
Technical studies (will vary depending on community plan update and environmental document)	Varies 1 to 15 months
Air Quality Study*	4 months
Airport Land Use Compatibility Study	2 months
Biological Resources Study*	3 months (seasonal)
Co-location and Buffer Strategy	2 months
Drainage Study	3 months
Energy Conservation	1 month
Economic and Fiscal Analysis Study	6 months
Geology/Soils*	3 months
Geotechnical Study*	6-7 months
Greenhouse Gas Emissions*	1 month
Historical Resources*	4-6 months
Conservation Areas Study	2 months
Historic Surveys for the Built Environment	4-6 months
Paleontological Resources	4-6 months
Reconnaissance and Archeological Study	4-6 months
Hazardous Materials Study*	1-3 months
Health & Safety Study	1-3 months
Land Use Alternatives*	6-8 months
Land Use Compatibility Study	2 months
Natural Resources/Agriculture*	1 month
Noise Study*	2 months
Parks System Strategy and Phasing Plan	3 months
Pedestrian Access	1 month
Population & Housing	1-3 months
Public Facilities & Infrastructure Financing Phasing Plan	4 -6 months
Public Vantage Points - Public Views	1-2 months
Traffic/Circulation Forecasting*	11 - 15 months
Land Use Modeling	2 months
Mobility Analysis/Traffic Study - Existing	4 months
Mobility Analysis/Traffic Study - Future	8 months
Mobility Analysis/Traffic Study - Alternatives	8 months
Truck Traffic Study	1 month
Utilities Assessment	3-4 months
Sewer Capacity	3-4 months
Water Capacity	3-4 months
Visual Effects & Neighborhood Character*	1-3 months
Vernal Pools Study	3 months (seasonal)
Water Supply Assessment	3 months
Water Quality/Hydrology*	3 months

* Studies that may also be needed for the environmental document

Drafting a Community Plan

Chapter 4: Formatting and Content

This chapter provides guidelines on the format and the general organization of community plans. These guidelines are generally directed at those who will draft the text and graphics of the plan; however, it offers insight into the process for all participants involved in a plan update. This information will be used as a starting point for drafting a community plan. The intent of providing a standard format for community plan documents is for the plan to be easier to use in conjunction with the General Plan. Each community plan will have unique policies and site specific recommendations with the format and overall organization of a community plan document complementing the General Plan.

The layout for community plans is to create an illustrative, graphically based land use document that will visually convey community goals, objectives, and recommendations. The content of community plans will be organized to include a unique cover page, table of contents, introduction, relevant Elements, maps and figures, implementation measures, and appendices. See Table 4-1 General Guidelines for Formatting a Community Plan for more detail.

In addition, the content and more specifically the words chosen in the community plan are extraordinarily important not only in the adoption of the update but in understanding and interpreting the plan for years to come. Words must be chosen carefully with a goal to avoid ambiguity and misinterpretation and where possible, important concepts should be illustrated with maps, photographs or illustrations. Words critical to understanding the intent of the plan should be drawn from defined terms in the General Plan. If that is not possible, critical words should be defined and made a part of the plan. Such terms should be *italicized* or Capitalized to highlight their importance.

Formatting

The general formatting guidelines for community plan documents are intended to be similar to the General Plan format with some flexibility for style and function. All working documents should be created using Microsoft Word (an electronic word processing software) and Geographic Information System (GIS) software. Documents drafted by planning consultants should provide Planning staff with electronic and hardcopy drafts. Electronic drafts for Planning staff review are to be in Microsoft Word. Public Draft documents should be provided in hardcopy and in a searchable Adobe Acrobat PDF format for posting on the website. Refer to the specific formatting instructions given below when creating a community plan document.

Table 4-1 General Guidelines for Formatting a Community Plan	
Format	Instructions and Details
Applications for Working Documents	
Microsoft Word	All documents including draft and final versions of community plans, existing conditions, and appendices must be in Microsoft Word (.doc). In addition to hardcopies submitted, digital copies need to be submitted to Planning staff.
GIS - Maps	Maps submitted to Planning staff should be created in GIS and all layers and shapefiles should be assessable and provided to Planning staff.
Applications for Public Draft Documents	
Adobe Acrobat PDF	Public drafts should be distributed as searchable Adobe Acrobat PDFs. Embedded graphics and photos should not be located over text to impact the searchable quality of the document. Watermarks are acceptable. Online documents should provide hyperlinks when possible.
PDF - Maps	Convert GIS maps to PDF format.
General Formatting	
Paper size: 8½ x 11”	Documents should be produced using standard paper size so the general public can easily print the document.
Orientation: Portrait	Documents should be oriented in portrait format so it is easier to view online in standard font size.
Pages: Mirror Margins	
Font: This is flexible but a standard font is preferred	Times New Roman or Arial are usually the best choices for font style. Bookman Old Style or Palatino are also acceptable.
Size: 12 pt for main text 10 pt for captions, text boxes, figures and tables	The size of the text should be legible in printed documents as well as online.
Titles and Subheaders - Bold text or use different text colors	Bold and differentiate from the body of text so sections and topics can be easily found.
Headers	Element name appears on outside of page
Footer	<ul style="list-style-type: none"> • Page numbers and community icon appear on the outside of left and right pages • “City of San Diego General Plan” appears on the inside left page • Community name appear on inside right page
Tables	<ul style="list-style-type: none"> • Organize data in tables when feasible
Graphics/illustrations	<ul style="list-style-type: none"> • Pictures should be of places within the community area • Use illustrations if there are no examples in the community • All figures should be provided in a high resolution.
Document	
Cover Page	<ul style="list-style-type: none"> • Create a unique cover that visually expresses the community’s character • Include the full document’s name • Consider including a community logo and the City logo • Consider including a graphic depiction of the relationship to the General Plan • If document is a draft, clearly indicate this on the cover as well as the date of the draft. It may be helpful to indicate a version number. • Clearly display the date of the document
Inside Cover Page	<ul style="list-style-type: none"> • Include the full document’s name • Graphics and pictures optional

	<ul style="list-style-type: none"> • Include adoption date and resolution number (provide blanks for same in draft documents)
Acknowledgements	Recognize: Elected officials; City staff; Advisory Stakeholders Committee members; Community Planning Group members; other contributors/stakeholders
Table of Contents	Use the General Plan as a guide List page numbers for Element/Chapters and Sections/Headers only Provide a separate lists for figures and maps
Introduction	<ul style="list-style-type: none"> • Community Profile (setting and context) • Vision Map (organizing principles) • Legislative Framework • Relationship to General Plan • Local Coastal Program • Other Related Land Use Plans and Documents
Elements	Element names should be consistent with General Plan Section titles should be consistent with General Plan Structure for each Element: <ul style="list-style-type: none"> • Introduction • Section - Title • Goals • Discussion – 2 or 3 paragraphs • Policies • (Repeat as needed)
Implementation	Discussion on key Actions List Action Items
Appendix	Items that support policy decisions and provide additional context and background. (Appendix are not typically consider part of the official community plan)

Overall considerations for community plan content and major components of the community plan are provided in more detail below.

Plan Introduction

The Introduction for a community plan should include a community profile, a general vision map and organizing principles, the legislative framework and relationship to General Plan, and a discussion on the Local Coastal Program (if applicable).

Chapter/Element	Sections or Topics	Figures/Graphics/Tables
Introduction	Community Profile <ul style="list-style-type: none"> • Community Setting and Context (areas of stability and areas of change) • General Plan Principles • Vision Map and Community Goals • Strategic Issues 	Vicinity Map Community Fast Facts Vision (Bubble) Map

	<p>Legislative Framework</p> <ul style="list-style-type: none"> • Relationship to the General Plan • Related Land Use Plans • Local Coastal Program (LCP) 	
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Community Profile

A Community Profile provides context for the community planning area. Include a summary background on the community, briefly describe the existing conditions and discuss the goals and vision of the community.

Community Setting and Context

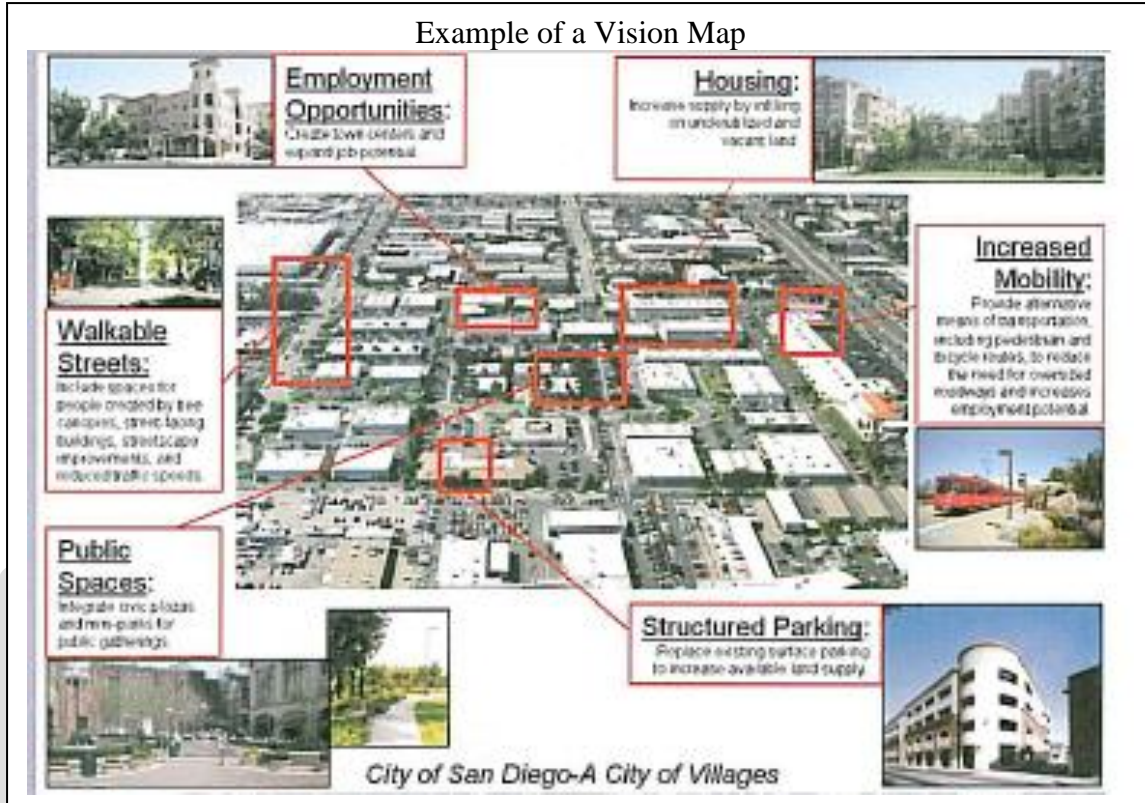
The community setting and context should include a community setting section which describes general location, size, and topography of the community within the City or regional context. This section may describe adjacent physical, cultural, or institutional features (e.g. downtown, Balboa Park, the ocean, a University Campus, natural resources, etc.) and identify the areas of stability and areas of change within the community.

General Plan Guiding Principles

Briefly discuss the General Plan Guiding Principles and how they relate to the community. The Guiding Principles form the basis of the community plan goals, objectives, and recommendations, and should be summarized in this section and identified under each plan element. Include a discussion of community issues and the overall land use themes specific to the community which were identified during the plan update public outreach effort.

Vision Map and Community Goals

The Vision Map reflects the goals developed through the public visioning process. The Vision Map should visually portray the community plan vision and identify key areas within the community where site specific recommendations are provided to help achieve community plan goals. Below is an example of a vision map where specific sites are identified to illustrate various goals.



Legislative Framework

Community Plan Relationship to the General Plan

Provide an explanation of the General Plan structure, elements and the relationship between it and the community plan.

Other Related Land Use Plans and Documents

Summarize key recommendations and the relationship of other related land use documents. These may include precise plans, specific plans, master plans, subarea plans, and adopted area design guidelines and indicate where the recommendations of those documents have been incorporated in the community plan.

Local Coastal Program (LCP)

Include a figure in the Local Coastal Program (LCP) section representing the community area within the Coastal Zone Boundary. Summarize the policies and recommendations of the LCP and where they have been incorporated in the community plan.

Individual Elements

The Elements of a community plan follow the same layout as the General Plan. The General Plan provides the overall policy framework for the city and its communities with

the community plans providing more site specific policy recommendations and implementation measures. Specifically, the community plan should not reiterate broad policy goals but instead focus on more community specific objectives. For example:

General Plan policy: *ME-A.1 Design and operate sidewalks, streets, and intersections to emphasize pedestrian safety and comfort through a variety of street design and traffic management solutions, including but not limited to those described in the Pedestrian Improvements Toolbox, Table ME-1.*

Potential Community Plan policy: *Incorporate angled parking along Main Street to increase parking spaces and to reduce traffic speeds within the commercial area.*

Specific direction on what to include in each Element of a community plan is found in *Chapter 5 Community Plan Elements* of this document. When drafting the plan, it is important to use plain language that all stakeholders can understand with relative ease. Regulatory language may be included in the form of a Community Plan Implementation Overlay Zone (CPIOZ) to provide additional design guidelines for the community. CPIOZ is further discussed in *Chapter 6 Implementation*.

Implementation Measures

The implementation section should focus on discussing the implementation of policy recommendations. Each Element Section will also include implementation measures for the policies of that Section. This Implementation section is intended to be comprehensive and include an Action Matrix (described in *Chapter 6 Implementation*) listing implementation measures as well as a description of related implementation mechanisms. For example, this section will include discussions on the Public Facilities Financing Plan update and any zoning changes that may occur concurrently with the update.

Maps, Figures, and Graphics

Maps should primarily be created using Geographic Information System (GIS) electronic software that is fully compatible with City of San Diego software. If possible, land use maps should be accurate to the parcel level. A list of maps that will be needed for the plan document will be discussed with staff at the beginning of the update process. Maps should clearly illustrate information by:

- Showing surrounding community planning areas and jurisdictions
- Including scales and north arrows
- Indicating and labeling major roadways
- Providing noticeable map titles
- Including map legend on the same page as the map
- Including topography or aerial backgrounds to enhance natural features on the ground

Aside from maps, use tables as much as possible when providing data or information that can be categorized. Also include photos, drawings, and sketches of high quality resolution to portray concepts within the context of the vision of the plan, element, or

specific plan policy. Illustrations and photographs should be used whenever possible to illustrate concepts, particularly when describing urban design features or street improvements. Photographs included in a plan should be of places within the community. Using illustrations are encouraged if an example does not exist within the community. The Community Plan Update Advisory Committee should closely review draft maps and figures as part of the review of the draft plan.

Appendices

The appendix should include relevant background information and information that provides additional context to support the community plan document. Information that is subject to regular updates and revisions and/or under the jurisdiction of another agency should not be included as an appendix but rather provided on the Community's Profile page on the City's website so updated information can be regularly posted. The Appendix should be included as part of the hard copy of the community plan. Examples of items that may be included in the appendix:

- Existing Conditions Report Fact Sheet
- Demographic statistics
- Community historic background
- General/Community Plan Amendment Index table that will document any past amendments to the plan and includes a brief description of the amendment, date of City Council Adoptions, and City Council Resolution number
- Street Tree Plan
- Coastal Access and Public Vantage Point Maps
- List of References and Supplemental Documents
- List of documents relevant to the community planning area
- Glossary (Define terms that are not already located in the General Plan.)

Reports and studies such as Environmental Impact Reports (EIRs), recommended zoning maps, city or region wide recommendations, and survey information collected for existing conditions may be too cumbersome to include as appendixes to the plan, however these supporting documents may remain useful after the update and should be accessible from the community planning area's website. Planning staff is responsible for using the Community Profile pages on the City's website and to post relevant information on each community.

Chapter 5: Community Plan Elements

The Elements of a community plan will be organized similarly to the General Plan in order to maintain a clear relationship between the two documents.

Community plan topics, by element, are listed below. Table 5-1 Community Plan Topics by Element, found at the end of the chapter, is an overall guide to help organize the draft plan. However, certain topics may be discussed under more than one element, for example “Airport Land Use Compatibility” could be discussed under the Land Use and Community Planning Element or the Noise Element. Conversely, specific community plans may not need to include every topic. The topics that are included in each plan will ultimately depend on the public input and data collected through the update process and the unique characteristics of each community.

Exercises prior to drafting a community plan

- Create a draft outline for each element and identify sections to be included in the plan.
- Identify maps and graphics that will need to be created for the document.

Land Use Element

The Land Use Element will include the official community land use map, a list of the land use designations applied within the community, and community-specific land use policies that discuss the following topics:

Land Use Element	
Sections or Topics	Figures/Graphics/Tables
Introduction Overview of land use distribution	
Village Areas • Village location and type	Village Area Map
Community Land Uses Housing • Residential Uses • Balanced Communities and Equitable Development • Environmental Justice Commercial Use • Commercial Districts and Corridors • Mixed Use Industrial Use • Prime Industrial • Brownfield sites • Environmental Justice Institutional Use Agricultural Use	Land Use Map Area or District Maps with Graphics (Specific graphics and/or maps that depict a point of interest in the community and provides additional details on how the land use pattern should be organized and/or examples of improvements that are envisioned for the area.)

Coastal Resources	Coastal Zone Map
Airport Land Use Compatibility	Airport Overlay Map
Other (ie. Annexations, Coastal Resources)	

Housing should be discussed in the Land Use Element due to the close link between housing opportunities and land use designations. The housing discussion in community plans should include residential land use designations and equitable distribution of housing, and identify any additional opportunities for housing. City wide housing data, inventories, and programs will remain a function of the General Plan Housing Element which is subject to more frequent updates per state law.

General Plan policies in the Land Use and Community Planning Element, specifically Sections A, B, C, E, H and I, contain additional guidance for drafting the Land Use Element of a community plan.

Introduction

Provide a brief introduction and list land use goals.

Include a general discussion on land uses in the community. Describe areas of stability and change, and transit- land use connections. Reference the community’s land use map and transit/land use connections map. Discuss the role and relationship of the community plan to General Plan Land Use & Community Planning Element and relevancy of citywide land use goals as they relate to the community.

Calculating Density

Community Plans should indicate whether density is calculated in gross acres (du/ac) or by net residential acres (du/nra). If a plan chooses to use net residential acres, it should determine what components of new development will not be calculated in the total acreage (e.g. public roads, sensitive habitat areas, existing water bodies, etc.).

Villages

Village Location and Type

Identify and discuss any existing mixed-use village areas and, where appropriate, designate new village areas as consistent with the locational criteria in the General Plan. Provide policies for growth and development as discussed in General Plan policies LU-A.6 - 11. Refer to Appendix B, LU-1 Village Propensity Map Methodology in the General Plan as a guide for identifying areas within a community that exhibit village characteristics and are potential village locations. Design guidelines for existing and/or potential village areas may be directed to the Urban Design Element, however, graphics related to the land use and street layout for specific villages should accompany the discussion on Village areas to the extent possible. Community plans should clearly

portray the vision of the Village area and provide specific direction on how to achieve Village goals.

Community Land Uses

The Community Land Use Section should include a discussion on each of the various land use types found in the community. This section will include the official *Land Use Map* for the community, which should be accurate at the parcel level (see General Plan Policy LU-C.2a). It is also the responsibility of the community plan per state law to identify densities and intensity of land uses. Select plan land use designations from Table LU-4 in the General Plan, *General Plan and Community Plan Land Use Categories*. However, it may be necessary to include a separate table within this Section which provides more refined land use designations and intensity guideline as it relates to the community. Further direction on establishing density and intensity at the community plan level is provided in General Plan Policy LU-B.1.

Housing

Residential Uses

Identify existing and/or planned residential areas within the community and include policies on the growth and development of these areas. The discussion on housing may be arranged by housing type, residential land use category, or by neighborhood.

Balanced Communities, Equitable Development and Environmental Justice

Although there is flexibility in the organization of this section there are topics that must be discussed, including: balanced communities, equitable development and environmental justice as follows:

- Discuss the community's housing stock and future needs as described in General Plan Policy LU-H.3 and Housing Element Policies 1-4 on page HE-23;
- Provide information on low and moderate income housing, as well as information on housing programs within the community (e.g. transitional, senior, SRO's, etc.) per the Housing Element Policy 3 on page HE-102);
- Identify areas appropriate for both single-family and multifamily development as recommended in Housing Element Policy 2 on page HE-23;
- Provide community specific policies regarding compatibility of uses, sensitive receptors, and separation distances between uses as described in General Plan policies LU-I.13 and LU-I.14 and in the Economic Prosperity Element Section A;
- Discuss the relationship between housing and the location of transit and services within the community and provide policy solutions aimed at improving accessibility for under represented populations (See General Plan policy LU-H.7 and LU-I.10); and
- Review General Plan environmental justice policy LU-I.10 and link to discussions in the community plan Mobility Element.

Commercial Land Use

Commercial Districts and Corridors

Identify and discuss existing and/or planned commercial areas and provide for balanced commercial development in the community as described in General Policy LU-H.4 and the Economic Prosperity Section B. Discuss and identify commercial-residential transitional areas as needed and provide policies related to the relationship between commercial districts/corridors and residential neighborhoods. Reference the Economic Prosperity Element as needed.

Mixed Use Commercial

Mixed Use is not reserved solely for village areas but is also a viable land use option within commercial designated areas. Mixed Use comes in many forms and the community plan should discuss these forms and opportunities in the community.

Industrial Land Use

Prime Industrial; Brownfield Sites; Environmental Justice

Identify and discuss industrial areas within the community and include policies for growth and development. Refine the Prime Industrial Lands map and policies as needed. Provide policies, if any, regarding redevelopment of brownfield sites, environmental justice issues and compatibility of uses as needed. A detailed discussion on industrial land uses may either be discussed in the Land Use Element of the community plan or as part of an Economic Prosperity Element. The location of industrial lands discussion will depend on the community specific significance of economic prosperity policies. If a community plan has an Economic Prosperity Element it is important to cross reference the element in this portion of the Land Use Element. Refer to General Plan policies LU-I.13 and LU-I.14 and in the Economic Prosperity Element.

Institutional Land Use

Identify the presence of existing and proposed schools, fire stations, and other public services and facilities located in the community.

Agriculture Land Use

Identify and discuss any existing and/or planned agriculture areas and uses within the community and provide policies pertaining to the preservation or development of these areas.

Mobility Element

The Mobility Element of the community plan will identify existing conditions and identify future multi-modal improvements. Consult with city, regional and state transportation planners and engineers.

Mobility Element	
Sections or Topics	Figures/Graphics/Tables
Introduction	
Walkability <ul style="list-style-type: none"> • Sidewalks • Accessibility • Pedestrian Improvements • Linkages 	Pedestrian Access Map with Graphics <ul style="list-style-type: none"> • Aerial or Land Use Base Map • Existing Major Pedestrian Areas • Accessibility Issue Areas • Existing and Future Linkages and Connections • Link Map with Graphics
Public Transit <ul style="list-style-type: none"> • Transit Routes and Stops • Identify Key Transit Corridors • Identify Transit Priority Measures 	Transit Land Use Connections Map <ul style="list-style-type: none"> • Transit Routes and Stops
Streets <ul style="list-style-type: none"> • Street Classification • Street Improvements and Linkages • Traffic Calming 	Streets Map <ul style="list-style-type: none"> • Existing and Proposed Street Systems • Average Daily Trips Street and Sidewalk Improvement Map <ul style="list-style-type: none"> • Aerial or Land Use as the Base Map • Identify Traffic Calming Areas • Identify Areas for Improvement • Link Map with Graphics
Bicycling <ul style="list-style-type: none"> • Linkages • Priorities • Multi-Use Trails 	Existing and Proposed Bicycle Routes
Parking	Including residential, visitor, commercial, on site, street, and parking garages
Other (ie. Goods Movements, Airports, Border crossing)	Photographs or Design Graphics

Introduction

Provide a brief introduction and list mobility goals.

The Mobility Introduction sets the stage for the Element. Discuss the relationship between land use and transportation, multi-modal opportunities, and the key issues that presented themselves through the public outreach effort. Discuss the role and relationship of the General Plan Mobility Element and the link between transit-supportive development and the community plan’s Land Use Element.

Walkability

Sidewalks; Accessibility; Pedestrian Improvements

Provide for pedestrian safety, accessibility, connectivity, and walkability. Access the community plan recommended changes in land use and street patterns that may present opportunities to improve walkability. Include a Pedestrian Access Map which provides detailed information on pedestrian routes throughout the community and, to adjacent communities. Show existing and proposed sidewalks, pathways, and trails on the map. Using General Plan Table ME-1, Pedestrian Improvement Toolbox, identify specific improvements to enhance accessibility and connectivity throughout the community, or recommend that the toolbox be applied in certain locations through the development review process. Draft policies designed to create a safe and cohesive pedestrian circulation system throughout the community and to address the issues raised during public outreach.

Public Transit

Transit Routes and Stops

Discuss the transit opportunities in the community and how the land use pattern supports creating an effective and efficient transit network. Create a Transit Land Use Connections Map which identifies transit corridors serving the community that should be implemented, improved, or maintained over time. Identify where the City will need to work with regional agencies to implement community plan transit recommendations, especially if community recommendations are not currently reflected in regional transportation plans. Include a discussion and policies on transit priority measures needed in the community planning area, which may include specific actions for street design and connectivity, transit right-of-way, and integration of transit with streetscape features and adjacent development. Identify future mobility needs and improvements required to meet community, city and regional transit needs to the extent possible. Refer to General Plan Policy ME-B.9 for additional direction. Discuss the integration of transit in Village areas.

Streets

Street Classification

Describe the streets and freeway system and circulation patterns within and through the community. Discuss traffic circulation and regional accessibility and evaluate safety, capacity, efficiency, control devices, number of lanes and level of service at key intersections and roadway segments along identified traffic circulation corridors. Include the Streets Map which illustrates existing and proposed streets and the street classifications. Discuss issues that were raised during the public outreach and in the traffic study and provide site specific policy recommendations.

Street Improvements and Linkages

Identify specific street, median, and sidewalk locations where improvements are needed. Create a Street and Sidewalk Improvement Map or, if necessary, create a series of maps by neighborhood to identify the location of these improvements. In addition to the General Plan Mobility Element, consider Urban Design Element policies, UD.C-6, 7, 8, when determining improvements and reference the community plan Streetscape and Linkages Guidelines located in the community plan’s Urban Design Element. Provide a policy framework or where possible, specific recommendations which identify cost-effective intersection and roadway improvements that provide for transit, bicycle and pedestrian needs. Using the General Plan Traffic Calming Toolbox, Table ME-2, identify traffic calming tools that should be evaluated to achieve the desired roadway conditions, and recommend that these tools be used in a subsequent implementation project.

Bicycling

Create an Existing and Proposed Bicycle Routes Map. Review and refine the City’s Bicycle Master Plan as needed to address issues raised during public outreach and to provide community-specific policies that provide for safety improvements for cyclists, locations for bike parking and storage, the relationship between other modes of transportation, and increased accessibility for bicycles to services. Identify the difference between commuter routes and recreation routes if needed.

Parking

Discuss parking supply, demand and management. Use General Plan Mobility Table ME-3, Parking Strategies Toolbox, to develop more specific area recommendations, where appropriate. Also discuss parking issues such as oversized vehicle parking and bicycle parking at recreation areas.

Urban Design Element

Write this element to provide a community character that suits the residents and that includes: village design, neighborhood and community gateways and linkages, streetscape and pedestrian orientation, design guidelines for development near sensitive lands, and other unique aspects of a community. Cross reference discussions on community character with historic preservation policies.

Urban Design Element	
Sections or Topics	Figures/Graphics/Tables
Introduction	
Distinct Neighborhoods <ul style="list-style-type: none"> • Neighborhoods Character • Conservation Areas • Landmarks and Signs • Cultural Amenities 	Conservation Area Map(s) Conservation Area Graphics Village
Village Area Design	Design Graphics

Commercial Design	Photographs/Design Graphics
Industrial Design	Photographs/Design Graphics
Public Spaces	Photographs/Design Graphics
Public Art	Photographs/Design Graphics
Design Guidelines <ul style="list-style-type: none"> • Streetscape Guidelines 	

Introduction

Provide a brief introduction and list urban design goals.

Discuss the overall community context and relationship to the goals and values identified during public outreach, as well as the Guiding Principles of the General Plan. Discuss the role of the Urban Design Element in articulating design guidelines to achieve the goals of the other community plan elements.

Distinctive Neighborhoods

Neighborhood Character

Discuss the urban form of the community, including:

- Relationship between the built environment and the natural environment;
- Significant urban design, architectural, and streetscape themes within the community;
- Architectural style and architectural details, provide definitions and examples when needed;
- Historical resources opportunities
- Scale, form, proportion, and materials of distinct structures within the community;
- Safety concerns and solutions related to design (lighting, physical features and orientation, visibility, fire hazard, and public and private security issues.); and
- Cultural amenities and the cultural character of the community and individual neighborhoods.

Additional topics identified in General Plan Urban Design Element Sections A. and B.

Conservation Areas

The purpose of the conservation areas is to respect the characteristics of a community that provide a sense of place or history. This may include the general mass, volume, and scale of the built environment or the relationship and orientation of buildings and landscape features to the street. The historic reconnaissance surveys will assist in identifying character-defining features of potential conservation areas within the community planning area. Conservation Areas are determined during the existing conditions research of a reconnaissance survey and refined through the public outreach process.

Excerpt from General Plan Policy UD-A.7:

“Respect the context of historic streets, landmarks, and areas that give a community a sense of place or history. A survey may be done to identify “conservation areas” that retain original community character in sufficient quantity and quality by typically do not meet designation criteria as an individual historical resource or as a contributor to a historical district.”

Identify conservation areas for special design treatment as recommended by the General Plan. Develop design guidelines and policies for “conservation areas” to:

- Community specific development policies, such as types of uses to be encouraged in a particular land use category, mixed use guidelines, live/work or shopkeeper units;
- Landmarks and signage; and
- Street Trees – coordinate with the Street Tree Guidelines (also see Implementation).

Review General Plan policy UD-A.7 and HP-A.2 for additional considerations when establishing “conservation areas” and developing design guidelines and policies. Include sufficient photographs and illustrations to portray the conservation area policies.

Village Area Design

Provide the design policies and guidelines specifically for village designated areas as determined in the Land Use Element of the community plan. Review General Plan Land Use & Community Planning Element Section A and Urban Design Element Section C.

Commercial Design

The Commercial Design subsection may be incorporated within the village design subsection. Commercial centers outside of villages areas as well as employment centers and other activity centers should be designed in accordance with many of the same design policies that apply to village areas, however if there are specific recommendations outside of the village areas provide them in this section.

Industrial Design

Refer to the General Plan Urban Design Element, in particular the Section D. Office and Business Park Development.

Public Spaces

Refer to the General Plan Urban Design Element Section E. Public Spaces and Civic Architecture. For additional public space design consideration, also review UD-C.5 for village and commercial areas.

Public Art

Identify existing public art within the community and identify when and where public art should be incorporated in the community.

Design Guidelines

These guidelines will build off the foundation of the Mobility Element and Urban Design Element and may be organized by area, neighborhood or as overall community guidelines. Below is a summary of the design guidelines and the potential topics that may be included in the guidelines.

Streetscape Guidelines

Streetscape guidelines should focus on the desired physical elements which make up the streetscape. For example, guidelines may be for a specific village area or along part of the commercial corridor.

Streetscape Design Guidelines
<ul style="list-style-type: none">• Pedestrian Movement and Sidewalks• Street Furniture and Sidewalk Cafes• Alleys• Parking Areas• Street Landscaping• Design Examples and Graphics

Pedestrian Movement; Sidewalks

Using the General Plan, Street Design Manual and Pedestrian Master Plan, provide specific ideas on how to provide for better pedestrian movement by reducing vehicular conflicts, using landscape buffers and noncontiguous sidewalks, preventing encroachments into the public right of way, increase visual appeal, and identify pedestrian routes. Also, there may be different sidewalk styles and/or needs within the community where specific guidelines can help achieve a desired look. If the Mobility Element identifies a particular intersection or road needing improvements to achieve better pedestrian movement, detailed guidelines can be included in this section.

Street Furniture; Sidewalk Cafes

Discuss and identify street furniture, signage, and lighting that will contribute to the character of the community. Provide recommendations on how street features can be used without obstructing pedestrian movement. Sidewalk cafes or other encroachments for private uses in the public right of ways can be discussed here or as part of the street furniture subsection.

Alleys and Lanes

Alleys and lanes are important thoroughfares and are often used by pedestrians as well as vehicles. Consider providing recommendations that address the safety and utility of alleys and lanes.

Parking Areas

Guidelines for parking may include on street parking, such as parallel or angled parking. It may include screening for off street parking along major pedestrian routes.

Street Landscape

Landscape is a key element to improving the streetscape. The guidelines should provide recommendations for parkways and possibly medians. This may also be a good place to provide guidelines for community gateways. .

Graphics

Conceptual streetscape designs may include 3-D perspectives, plan views, cross sections of traveled way, sidewalks, and parkways, to illustrate identified improvements that will be included in the updated community plan.

Economic Prosperity Element

This element can either be a stand along element in the community plan or as part of the Land Use Element depending on the community specific significance of economic prosperity policies.

Economic Prosperity Element	
Sections or Topics	Figures/Graphics/Tables
Introduction	
Commercial Areas	Graphics
Industrial Areas • Prime Industrial	Prime Industrial Map
Business Improvement	Graphics
Other (ie. Redevelopment, Visitor Services, International Relations, Military, Port Authority, Employment)	Employment Areas Map Graphics

Introduction

Provide a brief introduction and list economic prosperity goals.

Commercial Areas; Industrial Areas; Business Improvement

Include topics related to the community. The discussion related to Prime Industrial may be contained in this section or as part of the Industrial section in the Land Use Element.

If an Economic Prosperity Element is included as part of a community plan, cross reference the Land Use Element policies on industrial land uses. Review the Economic Prosperity Element of the General Plan when drafting this element.

Public Facilities, Services & Safety Element

This Element will describe existing conditions of public facilities and services in the community and provide policies that address their adequacy.

Public Facilities, Services, & Safety Element	
Sections or Topics	Figures/Graphics/Tables
Introduction	
Facilities and Services (Fire, Police, Libraries, Schools, Public Utilities, Wireless)	Public Facilities and Services Map <ul style="list-style-type: none"> Existing and Future
Safety <ul style="list-style-type: none"> Seismic Safety Flood Hazard Areas Fire Safety and Evacuation Routes 	Geotechnical and Hazards Map

Introduction

Provide a brief introduction and list public facilities, services and safety goals.

Facilities and Services; Safety

Identify existing facilities and services and future sites for facilities in this element and locate them on the *Public Facilities and Services Map*. Utilize symbols or icons to specifically identify facilities and services within the community. Policies within this element should address those facilities and services that make up existing deficiencies and support the land use plan and future growth. Provide a *Hazards Map* to illustrate safety issue areas. If necessary, include a discussion on fire risk, severity zones and evacuation routes. This Element requires coordination with Facilities Financing and Park Planning staff.

Recreation Element

Recreation Element	
Sections or Topics	Figures/Graphics/Tables
Introduction	
Parks <ul style="list-style-type: none"> Population-Based Parks and Recreation Facilities Recreational Opportunities & Equivalencies Joint Use/Cooperative Partnerships 	Designated Parks and Open Space Map Park Inventory Table Future Recreational Opportunities & Equivalences Table
Accessibility	Design Graphics

<p>Open Space</p> <ul style="list-style-type: none"> • Preservation • Resource-Based Parks • Canyon lands; Trails 	<p>Open Space and Canyons Map</p> <ul style="list-style-type: none"> • Aerial Base Map • Depict Existing and Future Trails including Multi-use trails • Identify Trail Entrances
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Introduction

Provide a brief introduction and list recreation goals.

Include a summary of existing parks and recreation facilities. Describe briefly the park system of the community and outline the opportunities. Include a discussion of the relationship between the community plan Recreation Element and the General Plan Recreation Element goals.

Parks

Population-Based Parks and Recreation Facilities

Discuss the existing population based parks and provide information on park inventory as well as identify deficits. Include a Parks and Open Space Map. Discuss the recreational facilities and provide a Park Inventory Table if necessary that catalogues the recreational opportunities. If facilities are old or outdated, this could be discussed here.

Recreational Opportunities & Equivalencies

Identify other recreation opportunities in the community that provide recreational opportunities but may not be part of the population based park inventory. These could include private recreational facilities (if applicable), and regional parks and beaches. Identify opportunities to help meet park needs and reduce population based park deficiencies. Identify general areas where facilities are needed and where potential parks may be located. Provide a discussion and guidelines on park equivalencies as determined through the public outreach effort.

Joint Use/Cooperative Partnerships

Describe existing and potential joint use parks and recreational facilities as well as other existing or potential cooperative partnerships that would create recreation opportunities accessible to the public.

Accessibility

Identify any needed improvements for better pedestrian crossings to park facilities. Discuss general and ADA improvement needs for recreational areas. Reference the accessibility related policies in the Mobility Element.

Open Space

Preservation; Resource-Based Parks; Canyon lands and Trails

If a community includes or is or near a resource based park, beach, canyon or other open space, provide a specific discussion on these resources. If staging areas or trail entrances are located in the community, it might be appropriate to discuss those areas in the section and even include trail information on a map.

Conservation Element

This Element discusses a variety of conservation topics and may contain specific design recommendations to provide for the preservation of and development adjacent to sensitive lands and resources. Include site specific policies which address the following:

Conservation Element	
Sections or Topics	Figures/Graphics/Tables
Introduction	
Sustainability <ul style="list-style-type: none"> • Sustainable Development • Energy Efficiency • Recycling • Urban Forestry 	
Resource Management & Preservation <ul style="list-style-type: none"> • Open Space • Landforms (Steep Slopes; MHPA; drainage;) • Water Resource Management • Urban Runoff Management • Biological Diversity • Wetlands • Water Supply 	Hillsides and Sensitive Lands Map <ul style="list-style-type: none"> • Steep Slopes • Wetlands • Bluffs Multiple-Habitat Planning Area Map Vegetation Types Map and Table
Coastal Resources <ul style="list-style-type: none"> • Wetlands and Lagoons • Bluff/Beaches • Coastal Public Views and Access 	Coastal Resource Map <ul style="list-style-type: none"> • Identify Physical Access Points • Identify Visual Access (Public View)
Air Quality	Pollution basins (Cross reference Urban Design Element for buffer and separation policies.)
Design Guidelines <ul style="list-style-type: none"> • Street Tree Guidelines 	
Other (ie. Agriculture Resources, Mineral Resources)	

Introduction

Provide a brief introduction and list conservation goals.

Discuss open space conservation and natural resources as they pertain to the community and identify where policy topics are cross referenced through out the community plan.

Sustainability

Discuss sustainability as it relates to the community. Potential topics may include *Sustainable Development; Energy Efficiency; Recycling; and Urban Forestry*. Investigate strategies that address climate change and identify and encourage community specific strategies to help implement citywide climate change goals.

Resource Management & Preservation

Discuss the preservation of open space and include information on steep slopes, MHPA areas, drainage, special flood hazard areas and biological resources. Recognize open space areas for its contribution to passive recreation, scenic and historic value, visual relief, and landform preservation. Discuss brush management and wildfire management when communities are located near open space areas.

Review the water supply assessment study for the planning area and include a discussion on water supply and potential impacts/limitations to growth. Compare water supply policies with land use policies for internal consistency. Consider specific water sustainability policies that address existing and future community landscaping.

Subtopics to include in this section are: *Open Space and Landforms, Water Resource Management, Urban Runoff Management; Biological Diversity; Wetlands; and Water Supply*. Review the General Plan Conservation Element for potential maps and policy topics.

Coastal Resources

The Coastal Resources section applies to the coastal communities located within coastal zone boundaries. Primary discussions beyond the Preservation section will include detailed conservation policies for *Wetlands and Lagoons; Bluff/Beaches*; and the preservation of *Coastal Public Views and Access*.

Air Quality

Air quality may be discussed as its own section or as part of the Land Use or Economic Prosperity Elements. Air quality policies should relate to the community's environment and public health concerns, and make sure policies contained in this section are consistent and compatible with the Land Use Element of the plan.

Design Guidelines

Street Tree Guidelines

The Street Tree guidelines provide a comprehensive list of the street tree themes used within the community. These guidelines designate street tree species that are consistent with pre-existing trees or by selecting appropriate trees from the Street Tree Selection

Guide (<http://www.sandiego.gov/street-div/pdf/treeguide.pdf>) in order to create neighborhood themes.

Street Tree Guidelines
<ul style="list-style-type: none"> • Street Tree Graphics • Street Tree List for Major Streets • Street Tree Districts – Tree List • Street Tree District Map

The guidelines may also propose future street tree objectives. Review Conservation Element Section J. Urban Forest policies and consult with the City’s arborist when developing these guidelines. In addition to Street Trees, add policies on water conservation and drought tolerant landscape areas.

Excerpt from General Plan Policy CE-J.2:
<p>“Include community street tree master plans in community plans.</p> <ol style="list-style-type: none"> a. Prioritize community streets for street tree programs. b. Identify the types of trees proposed for those propriety streets by species (with acceptable alternatives) or by design form. c. Integrate known protected trees and inventory other trees that may be eligible to be designated as a protected tree.”

Include street tree graphics to illustrate spacing or themes, as well as a list of trees for the community. The street tree guidelines may include a *Street Tree List for Major Streets* and/or a *Street Tree Districts – Tree List* with a *Street Tree District Map*.

Noise Element

Review the Noise Element in the General Plan and the noise study conducted prior to drafting this Element. Also, coordinate with the Airport Authority, particularly for communities located in airport influence areas. The noise study and the public outreach effort should help identify the areas relevant for discussion at a community level. Although noise and land use compatibility can be discussed in this section, it may be more appropriate to address issues of compatibility in the Land Use Element. A list of noise topics is listed below:

Noise Element	
Sections or Topics	Figures/Graphics/Tables
Introduction	
Motor Vehicle Traffic	Provide photographs or graphics
Trolley and Train Noise	
Aircraft Noise	
Commercial and Mixed Use Activity Noise	
Industrial Activity Noise	
Construction and Public Activity Noise	
Special Event Noise	

Provide a brief introduction and list noise goals. Provide discussion and policies unique to the community.

Historic Preservation

The element’s goals include identifying and preserving historical resources, and educating citizens about the benefits of, and incentives for, historic preservation. This element is based on the research conducted as part of with the historic reconnaissance and archaeological study and will discuss and map known and potential historic resources.

Historic Preservation Element	
Sections or Topics	Figures/Graphics/Tables
Introduction	
Identification/Preservation <ul style="list-style-type: none"> • Historic Context • Designated Historical Resources • Potential Historical Resources • Conservation Areas • Archaeological Resources 	Historic Structures Map <ul style="list-style-type: none"> • Identify Designated historical resources; Potentially Significant Individual Historic Sites and Potential Historic Districts Archaeological Potential Sensitivity Map Photographs and Graphics
Education, Benefits and Incentives <ul style="list-style-type: none"> • Education opportunities • Available Incentives, including Mills Act Program and Transfer of Development Rights • Cultural Tourism opportunities 	

Introduction

Provide a brief introduction and list historic preservation goals. Provide discussion and policies unique to the community.

Identification and Preservation

Discuss the historic context of the plan area. Briefly describe historic survey results, including potential districts, significant individual buildings or sites, archaeological resources and results of Native American consultation. Identifiable neighborhood character should be summarized and fully discussed under the Urban Design Element. Include goals and policies specific to the plan area resources related to identification and preservation. Graphics should be included as warranted.

Education, Benefits and Incentives

Discuss particularly useful incentives for the plan area, such as the Mills Act Program, transfer of development rights and variances for deviations from base zone regulations. Educational opportunities and opportunities for cultural tourism should be explored related to specific plan area resources.

The historic survey, archaeological study and other technical documentation should be provided as attachments to the community plan.

Table 5-1 Community Plan Topics by Element		
Land Use Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction Overview of land use distribution	
	Village Areas <ul style="list-style-type: none"> • Village location and type 	Village Area Map
	Community Land Uses Housing <ul style="list-style-type: none"> • Residential Uses • Balanced Communities and Equitable Development • Environmental Justice Commercial Use <ul style="list-style-type: none"> • Commercial Districts and Corridors • Mixed Use Industrial Use <ul style="list-style-type: none"> • Prime Industrial • Brownfield sites • Environmental Justice Institutional Use Agricultural Use	Land Use Map Area or District Maps with Graphics (Specific graphics and/or maps that depicts a point of interest in the community and provides additional details on how the land use pattern should be organized and/or examples of improvements that are envisioned for the area.)
	Coastal Resources	Coastal Zone Map
	Airport Land Use Compatibility	Airport Overlay Map
	Other (ie. Annexations, Coastal Resources)	
Mobility Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction	
	Walkability <ul style="list-style-type: none"> • Sidewalks • Accessibility • Pedestrian Improvements • Linkages 	Pedestrian Access Map with Graphics <ul style="list-style-type: none"> • Aerial or Land Use Base Map • Existing Major Pedestrian Areas • Accessibility Issue Areas • Existing and Future Linkages and Connections • Link Map with Graphics
	Public Transit <ul style="list-style-type: none"> • Transit Routes and Stops • Identify Key Transit Corridors • Identify Transit Priority Measures 	Transit Land Use Connections Map <ul style="list-style-type: none"> • Transit Routes and Stops
	Streets <ul style="list-style-type: none"> • Street Classification • Street Improvements and Linkages • Traffic Calming 	Streets Map <ul style="list-style-type: none"> • Existing and Proposed Street Systems • Average Daily Trips Street and Sidewalk Improvement Map <ul style="list-style-type: none"> • Aerial or Land Use as the Base Map • Identify Traffic Calming Areas • Identify Areas for Improvement

		<ul style="list-style-type: none"> • Link Map with Graphics
	<p>Bicycling</p> <ul style="list-style-type: none"> • Linkages • Priorities • Multi-Use Trails 	Existing and Proposed Bicycle Routes
	Parking	Including residential, visitor, commercial, on site, street, and parking garages
	Other (ie. Goods Movements, Airports, Border crossing)	Photographs or Design Graphics
Urban Design Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction	
	<p>Distinct Neighborhoods</p> <ul style="list-style-type: none"> • Neighborhoods Character • Conservation Areas • Landmarks and Signs • Cultural Amenities 	<p>Conservation Area Map(s)</p> <p>Conservation Area Graphics Village</p>
	Village Area Design	Design Graphics
	Commercial Design	Photographs/Design Graphics
	Industrial Design	Photographs/Design Graphics
	Public Spaces	Photographs/Design Graphics
	Public Art	Photographs/Design Graphics
	<p>Design Guidelines</p> <ul style="list-style-type: none"> • Streetscape Guidelines 	
Economic Prosperity Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction	
	Commercial Areas	Graphics
	<p>Industrial Areas</p> <ul style="list-style-type: none"> • Prime Industrial 	Prime Industrial Map
	Business Improvement	Graphics
	Other (ie. Redevelopment, Visitor Services, International Relations, Military, Port Authority, Employment)	<p>Employment Areas Map</p> <p>Graphics</p>
Public Facilities, Services, & Safety Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction	
	<p>Facilities and Services</p> <p>(Fire, Police, Libraries, Schools, Public Utilities, Wireless)</p>	<p>Public Facilities and Services Map</p> <ul style="list-style-type: none"> • Existing and Future
	<p>Safety</p> <ul style="list-style-type: none"> • Seismic Safety • Flood Hazard Areas • Fire Safety and Evacuation Routes 	Geotechnical and Hazards Map
Recreation Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction	
	Parks	Designated Parks and Open Space Map

Community Planning Preparation Manual

	<ul style="list-style-type: none"> Population-Based Parks and Recreation Facilities Recreational Opportunities & Equivalencies Joint Use/Cooperative Partnerships 	Park Inventory Table Future Recreational Opportunities & Equivalences Table
	Accessibility	Design Graphics
	Open Space <ul style="list-style-type: none"> Preservation Resource-Based Parks Canyon lands; Trails 	Open Space and Canyons Map <ul style="list-style-type: none"> Aerial Base Map Depict Existing and Future Trails including Multi-use trails Identify Trail Entrances
Conservation Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction	
	Sustainability <ul style="list-style-type: none"> Sustainable Development Energy Efficiency Recycling Urban Forestry 	
	Resource Management & Preservation <ul style="list-style-type: none"> Open Space Landforms (Steep Slopes; MHPA; drainage;) Water Resource Management Urban Runoff Management Biological Diversity Wetlands Water Supply 	Hillside and Sensitive Lands Map <ul style="list-style-type: none"> Steep Slopes Wetlands Bluffs Multiple-Habitat Planning Area Map Vegetation Types Map and Table
	Coastal Resources <ul style="list-style-type: none"> Wetlands and Lagoons Bluff/Beaches Coastal Public Views and Access 	Coastal Resource Map <ul style="list-style-type: none"> Identify Physical Access Points Identify Visual Access (Public View)
	Air Quality	<ul style="list-style-type: none"> Pollution basins (Cross reference Urban Design Element for buffer and separation policies.)
	Design Guidelines <ul style="list-style-type: none"> Street Tree Guidelines 	
	Other (ie. Agriculture Resources, Mineral Resources)	
Noise Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction	
	Motor Vehicle Traffic	Provide photographs or graphics
	Trolley and Train Noise	
	Aircraft Noise	
	Commercial and Mixed Use Activity Noise	
	Industrial Activity Noise	
	Construction and Public Activity Noise	

	Special Event Noise	
Historic Preservation Element		
Checklist	Sections or Topics	Figures/Graphics/Tables
	Introduction	
	Identification/Preservation <ul style="list-style-type: none"> • Historic Context • Designated Historical Resources • Potential Historical Resources • Conservation Areas • Archeological Resources 	Historic Structures Map <ul style="list-style-type: none"> • Identify Designated historical resources; Potentially Significant Individual Historic Sites and Potential Historic Districts Archaeological Potential/Sensitivity Map Photographs and Graphics
	Education, Benefits and Incentives <ul style="list-style-type: none"> • Education opportunities • Available Incentives, including Mills Act Program and Transfer of Development Rights • Cultural Tourism opportunities 	

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Chapter 6: Implementation

“The most successful plans are those that were written from the start with a concern for realistic and well-timed implementation measures.” - The State of California General Plan Guidelines (2003).

An implementation chapter will be included as part of the plan and should identify measure for achieving plan goals and include descriptions on the various tools and programs that will be utilized. In an effort to connect policy with implementation and create feasible goals and policies, a discussion on implementation actions should be part of the public outreach effort when drafting the plan.

The implementation of plan policies occur through a variety of tools, including, design guidelines, a zoning program, and capital improvements. The Implementation Chapter will include an Action Matrix which identifies the actions necessary to implement plan policies and discussions of the various implementation tools that will be used to implement the policies. In addition, it is expected that a zoning program and updates to the Public Facilities Financing Plans will occur concurrently during the plan update process. The tools selected to implement plan policies are determined by CPCI staff during policy development and public input. The Implementation Chapter of the community plan should briefly describe each of these tools, including the purpose, timing, and implementation goal. Below are descriptions of some standard implementation tools that CPCI foresees using to help implement plans.

Descriptions of Implementation Tools

Guidelines

Design guidelines build from the policies in the Land Use Element, Mobility Element, Urban Design Element and Conservation Element and can be organized by area, neighborhood or as overall community guidelines. Include a brief paragraph in the Implementation Chapter on where the design guideline can be found in the community plan and the topics the guidelines address. This information may also be portrayed in a table if there are guidelines for multiple areas. Below are summaries of design guidelines and the potential topics that may be addressed in the guidelines:

Summary of Design Guidelines		
Type	Topics	Location in Plan
Streetscape Guidelines	Streetscapes Guidelines <ul style="list-style-type: none"> • Pedestrian Movement and Sidewalks • Street Furniture and Sidewalk Cafes • Alleys • Parking Areas • Street Landscaping • Design Examples and Graphics 	Urban Design Element Pg. XX

<p>Street Tree Guidelines</p>	<p>Street Tree Guidelines</p> <ul style="list-style-type: none"> • Street Tree Graphics • Street Tree List for Major Streets • Street Tree Districts – Tree List • Street Tree District Map 	<p>Conservation Element Pg. XX</p>
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It is important to graphically represent recommendations and when needed specifically identify locations where these guidelines should be implemented. These guidelines may also be incorporated as part of a CPIOZ.

Community Plan Implementation Overlay Zone (CPIOZ)

The incorporation of a Community Plan Implementation Overlay Zone (CPIOZ) in a community plan is optional. A CPIOZ is an implementation tool that can be integrated into the community plan to provide additional design guidelines for potential village areas or commercial corridors. Coordination with the code update staff of Development Services Department should begin early to identify if special zoning is needed to implement design recommendations. This should be included as part of the Zoning Program for each community plan update.

If a CPIOZ accompanies a community plan, include a brief paragraph in the Implementation Chapter on where the CPIOZ can be found in the community plan and the topics the overlay zone covers. The location of a CPIOZ will vary depending on the subject. It may be incorporated into any one of the plan elements or as part of the Implementation Chapter.

Transfer of Development Rights

The Transfer of Development Rights (TDR) is an implementation tool that may be structured to implement policies in the Historic Preservation Element. Transfer of development rights means shifting the future development potential from one piece of property (sending area) to another piece of property (receiving area). A TDR program is intended to alleviate conflicts between preservation and intensification by providing a means for property owners to exercise development rights without impacting historic resources. A plan update may recommend establishing a TDR program to help preserve significant historic resources which are identified in the community plan and which are located in higher intensity areas than the current historic structure accommodates. During the plan update process, it will be determined whether TDRs should be considered a tool for preserving historic structures in the community. The update process would also determine which resources would be candidates for TDRs and where the development potential may be relocated. The actual TDR program would be implemented through a separate regulatory process, however, the plan should include a brief paragraph in the Implementation Chapter on where, if any, TDRs are being considered and located in the community. The TDR section should be drafted with oversight from Planning staff in the Historic Resources section of CPCI.

Community Projects

This section is optional and may identify and provide detail of specific projects that are important to implementing the plan. The information included in this section should identify prioritization, timing and funding, and responsible staff/agency organized within a matrix format.

Project Review

This section may reference other portions of the community plan, such as the Urban Design Element and the various Guidelines, and policies in the General Plan.. This section may be organized as part of the Action Matrix under ongoing actions.

Action Matrix

Include a community plan Action Matrix in the Implementation Chapter of the community plan. Arrange implementation measures so they are consistent with the structure of the community plan and the action items are organized by each of the plan’s elements. The implementation measures in the Action Matrix may contain specific actions or refer to implementation tools identified in the Implementation Chapter (ie. Design Guidelines, CPIOZ or TDR programs). At a minimum, include the following information in the Action Matrix: action number, action description, policy references, and responsible departments. In addition, arrange the actions into Short-Term, Mid-Term, Long-Term, and Ongoing timeframes and identify time periods for each timeframe category.

Below is a sample Action Matrix:

Sample Community Plan Action Matrix				
No.	Sample Element Actions	Policy	Responsible Departments	Relationship to Policy or Regulation
Short-Term Actions				
1.	Seek grant funding for pedestrian enhancements along Main Street within the village area.	1.1-3 1.2-4	CPCI	GP: Mobility Element and Urban Design Element
2.	Pursue joint use agreement with Mesa Top Elementary.	1.4.6	CPCI – Park Planning	GP: Recreation Element
Mid-Term Actions				
3.	Dedicate the Green Hills Park.	1.1-4	Park & Recreation	CP 600-11 and GP: Recreation Element
Long-Term Actions				
4.	Consider a Maintenance Assessment District to help implement streetscape policies.	1.3-4 1.3-5 1.3.6	CPCI	CP 100-21; Municipal Code Section 65.0201

Sample Community Plan Action Matrix				
No.	Sample Element Actions	Policy	Responsible Departments	Relationship to Policy or Regulation
Ongoing Actions				
5.	Apply Streetscape Guidelines for project proposed in Village Area A.	1.2-1 through 1.2-5	CPCI/DSD – Project Review	Municipal Code Permit findings

An Action Matrix will vary in each community plan and it is a flexible table that may include additional information. In some instances, the matrix may identify a funding source or a prioritization ranking for certain actions. Include hyperlinks to the policies on the online version of the Action Matrix to make it more user-friendly.

Community Plan Related Work Programs

In addition to updating and drafting a community plan, there are related work efforts that will likely proceed concurrently to the update. These efforts include a zoning program and an update to the Public Facility Financing Plan. Both of these efforts are mechanisms for implementing the policies in a community plan. Identifying changes or adjustments based on new plan policies helps to bridge potential gaps between policy and implementation by providing measurable targets. Provide a short paragraph in the Implementation section on related work programs.

Zoning Program

The zoning program for each community plan area will differ depending on the community. Once a land use alternative is selected, a zoning program will be established to determine the compatible zones to implement community plan policies and land uses. It may be necessary to develop new zones, especially new zones that will implement village development. Although community plans will not contain zoning maps, a zoning program is a necessary first step in beginning to implement a community plan. The Zoning Program will involve code update staff from the Development Services Department and will be incorporated into the public outreach process of the community plan update.

Where design issues and other community specific issues can not be addressed through established zones, consider a CPOIZ or other guidelines to be included in the plan, or create/modify zones.

Public Facilities Financing Plan Update

Public Facility Financing Plans will require updating as part of the community plan update process and will undergo a separate, but concurrent update process. The Facilities Financing division of CPCI, responsible for updating the facilities plan, will work closely

with the plan update staff to coordinate efforts and reflect the goals and policies of the new community plan. As with other public facilities, if park equivalences are established in a community plan, the equivalencies will need to be accounted for in the PFFP. The effort to update the PFFP should begin once a complete draft of the community plan is available and the drafting of the environmental document is underway.

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Environmental Review and Adoption

Chapter 7: CEQA

Community Plan updates will require California Environmental Quality Act (CEQA) review. It is anticipated that with each community plan update an Environmental Impact Report (EIR) will be prepared and will tier off of the General Plan Program EIR.

Relationship to the General Plan Program EIR

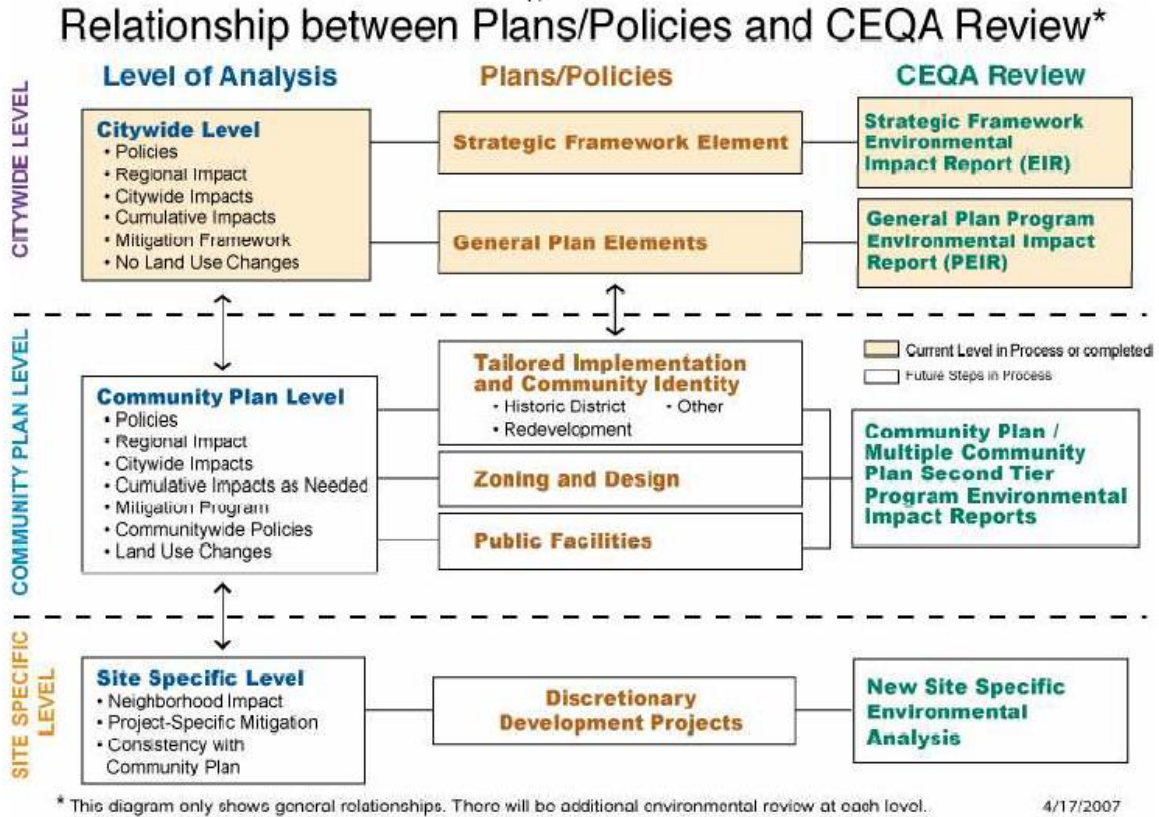
The relationship between the City's policy plans and CEQA review begins at the citywide level and the adopted General Plan. When beginning an EIR for a community plan update, consider *tiering* off the General Plan EIR and at a minimum review the General Plan EIR for background information and impact analysis.

Definition of "tiering" per California Environmental Quality Act

"Tiering" or "tier" means the coverage of general matters and environmental effects in an environmental impact report prepared for a policy, plan, program or ordinance followed by narrower or site-specific environmental impact reports which incorporate by reference the discussion in any prior environmental impact report and which concentrate on the environmental effects which (a) are capable of being mitigated, or (b) were not analyzed as significant effects on the environment in the prior environmental impact report. (CEQA Chapter 2.5: Definitions § 21068.5)

As shown on the Relationship between Plans/Policies and CEQA Review flow chart on the following page, the General Plan Program EIR provides environmental analysis beyond that prepared for the previously approved Strategic Framework Element. The General Plan EIR describes the relationship between the environmental review of the General Plan and the community plans and it anticipated that future community plan EIRs would tier from the General Plan EIR. The General Plan EIR states:

“Since the draft General Plan provides the policy framework for future community plan updates, future community plan updates will require more specific environmental analysis at the community plan area level than this Program EIR provides Subsequent environmental analysis for community plan updates may use this General Plan Program EIR as a reference and first tier environmental document in accordance with CEQA, but it should be understood that certification of this EIR would not by itself authorize any physical development projects.” (General Plan Update - Final Program EIR 2.0 Project Description, Section 2.1.3)



The City of San Diego is the lead agency for the preparation and adoption of Community Plan EIRs. The basic purposes of the CEQA process and documents are to:

- Inform governmental decision-makers and the public about the potential significant environmental effect of proposed activities.
- Identify the ways that environmental damage can be avoided or significantly reduced.
- Prevent significant, avoidable damage to the environment by requiring changes in projects through the use of alternatives or mitigation measures when the governmental agency finds the changes to be feasible.
- Disclose to the public the reasons why a governmental agency approved a project in the manner the agency chose if significant environmental effects are involved.

CEQA establishes a duty for public agencies to avoid or minimize environmental damage where feasible. The City's Land Development Code specifically assigns the responsibility for implementation of CEQA to the Development Services Department (DSD). DSD is charged with maintaining independence and objectivity in its review and analysis of the environmental consequences of the projects under its purview. Since DSD is ultimately responsible for the final environmental document and producing and

reviewing environmental documents can take significant time, it is important to begin CEQA discussions with DSD at the beginning of plan updates.

EIR Scheduling and Preparation

It is the responsibility of the Planning staff managing the plan update to coordinate CEQA review with DSD's Environmental Analysis Section (EAS). Below are a few recommendations for structuring and scheduling environmental review during a plan update:

- Coordinate with EAS to determine the proper environmental document required as soon as the plan update's description and scope of work are completed.
- It is recommended to send EAS a memo attaching the project description and scope of work requesting a formal response to the type of environmental document that will be required.
- Direct EAS to begin drafting a Scoping Letter.
- Coordinate with DSD staff to create a PTS project file for the community plan EIR. This should be done prior to the issuance of the Notice of Preparation (NOP). This will help track the EIR process and review.

For community plan updates, Environmental Impact Reports will most likely be required. Once EAS has confirmed an EIR is required:

- Planning staff should develop a scope of work for an EIR RFP and acquire consultant services. The environmental consultant selection process is a separate process from the plan update consultant selection process and the consultants will not be same for both tasks.
- Planning staff and the environmental consultant should review DSD's ENVIRONMENTAL IMPACT REPORT GUIDELINES from May 2005 (or most recently amended) and become familiar with the EIR process, formatting and EAS review.
- Planning staff should schedule a meeting with EAS and the environmental consultant to discuss and coordinate the Scoping Letter and Notice of Preparation (NOP). EAS will draft and send the Notice of Preparation and Scoping Letter out for public review.
- During the 30 day review period of the NOP, Planning staff should request any clarification from EAS on the Thresholds of Significance identified in the Scoping Letter.

- Planning staff should coordinate with EAS, and the environmental consultants regarding the scoping meeting and clarify responsibilities. The lead agency (EAS) conducts at least one Scoping Meeting.
- All relevant staff should be present at the scoping meeting.
- Existing conditions, background, and parts of technical studies can be gathered concurrently with the drafting of the plan. It is recommended that portions of the EIR that do not rely on the draft plan be collected early to reduce the amount of time it will take to complete a draft EIR once the draft plan is available. Note: a complete draft of the EIR can not be submitted for Screencheck without a complete draft of the community plan.
- EAS has specific guidelines for environmental analysis of potential impacts to biological, historical, and paleontological resources, and for acoustical, traffic, and geologic issue areas. EAS can provide planning staff and consultants with these technical guidelines as well as a copy of “Significance Determination Thresholds.”
- There are typically three Screenchecks for EIRs before a final Public Review Draft can be distributed. Keep in mind that EAS requires specific review time for each Screencheck.

EAS does not typically prepare EIRs, but they do extensively review and comment on EIR documents and they are ultimately responsible for the content, as well as, distributing the draft and final documents to the public, identified agencies and the State Clearinghouse. Planning staff will need to proactively work with EAS to begin environmental review of the plan update. EAS is responsible for the public noticing required under CEQA, however, it is important that planning staff and planning consultants be aware of these noticing requirements and include them in their overall plan update schedule.

Technical Studies

Technical studies and existing conditions may overlap with other data collecting efforts for the plan update. Below is a list from EAS of technical studies that may be required for community plan EIRs.

Table 7-1 Potential and Required EIR Technical Studies	
Technical Study	Trigger for the Study and/or Study Requirements
Air Quality	Air Quality study required with an emphasis on Green house gasses (GHG). Discuss methods to reduce GHG of future development.
Biology	General community plan level survey and report. Discuss any wetlands and vernal pools present. May need to disclose general idea of mitigation needed if relocation of infrastructure (including water & sewer

	pipelines) is proposed in sensitive habitat areas.
Health & Safety	Summarize relevant studies of environmental hazards.
Historical: Archaeology Survey & Report	Prepare a report for all community plans, special emphasis should be given to sensitive Native American sites.
Historical: Historical (Built) Survey & Report	Prepare historic study for all community plans.
Land Use	Include an analysis for a theoretical build-out scenario.
Traffic Study	Prepare traffic study for all community plans. Include a Mobility Analysis/Traffic Study - Existing, Future, Alternatives and street classifications and Level of Service information.
Water Supply	Analyze a Water Supply Assessment provided by Water Department
Water Capacity	Include studies for water capacity if the Community Plan proposes upzonings and street closures.
Sewer Capacity	Include studies if land use and zoning changes are proposed. Analyze whether any additional capacity needed may need to be funded under a participation agreement per Council Policies 400-6 & 7.
Visual Effects & Neighborhood Character	Provide visual simulations.

Noticing and Public Review

The public notice and review of the draft EIR is a formal event. EAS is responsible for submitting the draft to the State Clearinghouse and distributing the draft document to the interested parties list. Planning staff should review this list prior to the mailing to add any additional addresses to the list. In addition, Planning staff should post the draft EIR on the City's website and send an email to the plan update's email distribution list.

The public review period for an EIR is 45 days. A maximum 14-day extension can be requested for a total 60-day public review and comment period per the City's Municipal Code. When scheduling, account for a 60 day review period.

Resources

More information on the City's CEQA process can be found by contacting DSD. In particular, prior to beginning an EIR, review:

- DSD's Information Bulletin 401 Environmental Review Process (<http://www.sandiego.gov/development-services/industry/pdf/infobulletin/ib401.pdf>);
- The San Diego Municipal Code Chapter 12, Article 8: Implementation Procedures for the California Environmental Quality Act and the State CEQA Guidelines (<http://www.sandiego.gov/city-clerk/officialdocs/legisdocs/muni.shtml>);
- DSD's May 2005 "Environmental Impact Report Guidelines," (This document is not online, contact DSD EAS staff to obtain a copy.); and

Community Plan Preparation Manual

- DSD’s January 2007 “Significance Determination Thresholds,”
(<http://www.sandiego.gov/development-services/news/pdf/sdtceqa.pdf>)

These documents are subject to regular updates. Contact DSD EAS staff to make sure you are using the most current reference documents.

Chapter 8: Adoption Procedures

To adopt a community plan, Planning staff is responsible for scheduling public hearings and presenting the plan to the decision makers. The Land Development Code identifies community plan updates as a “Process 5” decision, which requires a recommendation from Planning Commission and a final decision by City Council. Prior to an adoption hearing, Planning staff should seek a formal recommendation from the community planning group. In addition to the Planning Commission, other boards and commissions, such as the Historic Resources Board or the Airport Land Use Commission, may have an interest in, or a legal mandate to review the draft plan.

**Chapter 11 Article 2 Division 1 §122.0105
Decision Process for Land Use Plans**

“A decision on a *land use plan* or an amendment to a *land use plan* shall be made in accordance with Process Five.”

Workshops and Recommendations

Once a draft plan is available for public review, Planning staff should schedule workshops with interested local boards and commissions to provide them with an opportunity to comment on the draft plan. Workshops may focus on particular plan issues or policies that are of particular interest to the group. Workshops also provide additional opportunities for the public to comment on plan policies and raise awareness of their concerns to decision makers.

Include a schedule of workshops and hearings with local boards and commissions in the plan update timeline. Keep complete records of these meetings so the information may be included for the final adoption hearing.

Community Planning Group Recommendation

As part of the Public Outreach Strategy discussed in Chapter 2, a formal recommendation from the community planning group is needed following the completion of the final draft community plan. Following regular reports and updates provided from both Planning staff and the Advisory Committee through out the process, the community planning group should be familiar with the plan update and provide a recommendation to the decision makers. Once the draft environmental document is available for public review, Planning staff should request a formal recommendation on the draft community plan from the officially recognized community planning group body. This recommendation will be included in the Staff Report to the decision makers.

Per Council Policy 600-24

“...Whenever possible, a formal planning group recommendation should be submitted no later than the end of the public review period offered by the environmental review process. Substantive changes in projects subsequent to completion of the environmental review process will sanction further evaluation by the planning group. This will provide staff ...the opportunity to respond to the comments or concerns and potentially resolve possible conflicts before the project is noticed for discretionary action.” (CP 600-24 Article II Section 2)

Noticing for Public Hearings

The noticing for a community plan update requires a published notice and it is the responsibility of Planning staff to draft the notice and publish it. When a land use plan is considered at a public hearing the City is required to “submit a Notice of Public Hearing for publication as set forth in Section 112.0303 to be published at least *10 business days* before the date of the public hearing.” This notice shall be provided in addition to the other notices required by this division. (Article 2 Division 3 §112.0305)

Article 2 Division 3 §112.0303 Published Notice states, “when the Land Development Code requires a Notice of Public Hearing to be published, the City shall submit the Notice of Public Hearing for publication in at least one newspaper of general daily circulation within the City. A published notice is effective on the date of publication.”

In addition to the newspaper notice required by the City’s Municipal Code, send notices to those who have expressed interest in the plan update throughout the process by:

- Mailing notices to the community interest list maintained by DSD
- Mailing notices to the plan update mailing list maintained by Planning staff which includes addresses from plan update meeting and workshop sign-in sheets and correspondence.
- Mailing notices to the SB 18 tribal representatives list provided by the Native American Heritage Commission.
- Sending electronic notices to the plan update email list maintained by Planning staff and compiled from the sign-in sheets.
- Notifying the public of upcoming hearings at public meetings.
- Posting notices on the plan update web page.

Planning Commission Recommendation

The hearing process to adopt a new plan includes a recommendation from Planning Commission and a final decision, in the form of a resolution, from City Council. Once the review period for the draft plan and EIR is complete, and edits to the plan and the environmental document have been made, the plan is ready to be scheduled for hearing. This hearing requires noticing and must follow Planning Commission docket procedures. When selecting a docket date consider the following:

- Allow for a 10 business day notice period, this includes SB 18 tribal noticing and general community noticing. (Planning staff is responsible for arranging the noticing)
- Coordinate the docket date with EAS in DSD to meet notice requirements for the environmental document.
- Allow ample time to prepare the Planning Commission Report, attachments and presentation.
- Make sure key staff is available to attend the hearing to answer questions. Key staff is considered those who were involved in and consulted during the plan update with disciplines ranging from: Planning, Historic Resources, Transportation, Code Monitoring, Environmental, Facilities Financing, Water, Police, and Fire.

Chapter 11 Article 2 Division 1 §112.0509

Process Five

(b) Planning Commission Recommendation.

Before the City Council decision, the Planning Commission shall hold a public hearing to consider the application. The hearing shall be noticed in accordance with Sections 112.0301(c), 112.0302, and 112.0303. The hearing may be continued if desired by the Commission to solicit and obtain information needed to make a recommendation. However, the hearing shall be concluded no later than 60 calendar days after the initial hearing date. At the conclusion of the public hearing, the Planning Commission shall make a written recommendation to the City Council to approve, conditionally approve, or deny the application. If the Planning Commission fails to act within this 60-day period the matter shall proceed to City Council without a recommendation.

Following a hearing, draft a resolution documenting the Planning Commission's recommendation and have it signed by the legislative clerk, and obtain a copy of the hearing minutes and speaker slips. Make copies of this information and include it in the background information to the Clerk's Office when preparing for the City Council hearing. Add the contact information from the speaker slips to the noticing list that will be used for the City Council hearing.

City Council Decision

When preparing for a City Council hearing, follow 1472 (Request for Council Action) procedures and work directly with the land use division in the Office of the Clerk and the Docket Coordinator in the Mayor's Office to meet docketing requirements. A 1472 package is the set of documents used by all City departments and agencies to place items on the City Council agenda for consideration and approval. The process to prepare, review and approve a 1472 package of documents for City Council consideration can be time consuming and involve an extensive number of City departments and staff. See Table 8-1 the Office of the Clerks Checklist of Required Documents below and follow current 1472 and docketing procedures as outlined on the City's intranet. Allow a few weeks to process the 1472 and gain all necessary signatures before being issued a docket date. In addition to the routing the 1472, provide the Clerk's Office with all relevant

background information as listed in their Checklist. Electronic 1472 processing will soon be implemented which should reduce routing time.

Chapter 11 Article 2 Division 1 §112.0509

Process Five

(c) Decision Process.

After receiving the Planning Commission's recommendation or expiration of the 60-day time period with no recommendation, the City Council shall hold a public hearing to consider the application. The hearing shall be noticed in accordance with Sections 112.0301(c), 112.0302, and 112.0303. The City Council may approve, conditionally approve, or deny the application at the conclusion of the hearing.

Once the 1472 is complete and a docket date is firm, begin preparing for the hearing. Remember to:

- Prepare a notice for distribution;
- Provide the Clerk's Office with all necessary information on the Checklist to be distributed;
- Work with the Clerk's Office to publish the notice and mail notices to interest lists;
- Coordinate staff, management and other city department staff so the appropriate staff members are available to attend the hearing;
- Coordinate with the City Attorney's office on drafting a Resolution.
- Prepare a Powerpoint Presentation;
- Update the plan update website; and
- Attend docket briefing.

Table 8-1 the Office of the Clerks Checklist of Required Documents

CITY OF SAN DIEGO, OFFICE OF THE CITY CLERK CHECKLIST OF REQUIRED DOCUMENTS for COUNCIL HEARING <i>Important: Documents Are Required Three Weeks <u>Before</u> Hearing Date</i> Process 5 - Land Use Items - Noticed Hearings			OFFICE OF THE CITY CLERK K:\Hearings\Project Checklist Forms Rev 07/09/08
Y or N/A	For City Clerk Use Only	PROJECT NAME: _____ PROJECT MANAGER: _____ CONTROVERSIAL? YES <input type="checkbox"/> NO <input type="checkbox"/>	NUMBER OF COPIES NEEDED
REPORTS			
		ENVIRONMENTAL REPORT	24 3-hole punched
		NOTICE OF DETERMINATION (NOD), FILING FEE (payable to the San Diego County Clerk), and APPROVED CALIFORNIA DEPARTMENT OF FISH AND GAME "NO EFFECT" FORM, if applicable	Originals
		PLAN STUDY (i.e, Precise Plan, Specific, etc.)	24 3-hole punched
		INDICATE IF PROJECT APPEALABLE TO THE COASTAL COMMISSION	Indicate Yes / No
		REPORT TO PLANNING COMMISSION	1
		REPORT TO CITY COUNCIL and/or EXECUTIVE SUMMARY	1
		STAFF'S RECOMMENDATIONS SHEET ((Form attached) (Includes Planning Group/Planning Commission Recommendations)	1
		COUNCIL COMMITTEE ACTION SHEET (Green Sheet): Contact Committee Consultant Secretary for committee sheet at 619-533-3984.	1
RELATED MATERIAL			
		1472 WITH SIGNATURES	1
		CITY COUNCIL RESOLUTIONS / ORDINANCES (Prepared by City Attorney) Note: If Ordinance involves a Municipal Code change, a strike out version is required.	1
		PLANNING COMMISSION RESOLUTION(S)	1
		NOTICE OF PLANNING COMMISSION HEARING	1
		PLANNING COMMISSION MINUTES	1
		DEVELOPMENT AGREEMENT (DRAFT) Agreement Executed by Applicant. (Planner obtains applicant's signature with notary acknowledgments <u>prior</u> to hearing. Deputy Clerk routes for City signatures.)	1 Original plus 4 copies w/original signatures
		DRAFT OF MAP CONDITIONS (If a Tentative Map)	1
		DRAFT STREET VACATION RESOLUTION, W/EXHIBIT A & B (If Street Vacation is within the TM area; both TM & SV should be included in one Reso. If Street Vacation is outside of TM area, there should be two separate Resolutions one for the TM and the other for the Street Vacation.)	1
		MAPS / B-Sheet (if applicable). A map 8 1/2" x 11" or 8 1/2" x 14" is required for the Council Notice of Public Hearing. If project is a Rezone, both a <u>wet signature</u> and an unsigned copy of the B-sheet with Commission's Zone Recommendation listed are required.	2 each
LETTERS			
		CORRESPONDENCE IN SUPPORT/OPOSITION (INCLUDE SPEAKER SLIPS)	1
ELECTRONIC MAILING LABELS (Excel Spreadsheet)			
		OWNERSHIP, ALWAYS & RESIDENT LISTS	1 spreadsheet
		INTERESTED PERSONS (APPLICANT, APPELLANT, LETTERS, SPEAKERS AT P.C.)	1 spreadsheet
JOB ORDER NUMBERS			
		Dept: _____ Org. Level: _____ Job Order: _____	Billing numbers

CS-5 (07-09-08)

