City of San Diego

General Plan Action Plan

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City of San Diego
City Planning & Community Investment

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TABLE OF CONTENTS

KEY GENERAL PLAN IMPLEMENTATION ACTIONS..... .. 5

LAND USE & COMMUNITY PLANNING 11

MOBILITY 13

URBAN DESIGN 16

ECONOMIC PROSPERITY 18

PUBLIC FACILITIES, SERVICES & SAFETY 20

RECREATION 26

CONSERVATION 28

NOISE 35

HISTORIC PRESERVATION 36

APPENDICES:
APPENDIX A: LIST OF COMMUNITY PLANS AND ADOPTION YEAR
APPENDIX B: KEY GENERAL PLAN POLICIES FOR PROJECT REVIEW

TIMEFRAME DEFINITIONS

SHORT-TERM: 0 TO 3 YEARS
MID-TERM: 3 TO 5 YEARS
LONG-TERM: 5 TO 10 YEARS
ONGOING: ONGOING WORK PROGRAM

RESPONSIBLE PARTY ACRONYMS

CPCI – CITY PLANNING & COMMUNITY INVESTMENT
DSD – DEVELOPMENT SERVICES
E&CP – ENGINEERING & CAPITAL PROJECTS
ESD – ENVIRONMENTAL SERVICES
OHS – OFFICE OF HOMELAND SECURITY
P&R – PARK & RECREATION
READ – REAL ESTATE ASSETS
OCIO – OFFICE OF THE CHIEF INFORMATION OFFICER

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General Plan Implementation

A good plan goes to waste if it is not implemented.[1]

It is the responsibility of the City to implement the General Plan through its actions. Pursuant to California Government Code § 65103, the City is required to "implement the general plan through actions including, but not limited to, the administration of specific plans and zoning and subdivision ordinances". After general plan adoption, the planning agency is also required to "investigate and make recommendations to the legislative body regarding reasonable and practical means for implementing the general plan" (California Government Code § 65400).

Implementation of the City's General Plan utilizes a multi-faceted approach given that San Diego is large and its communities are diverse in terms of land use, natural features and demographics. Community plans are an integral part of the General Plan: designating land uses, meeting housing needs, providing community-specific policies to guide public and private development. The use of community plans is an accepted way to refine the policies of the General Plan as they apply to a smaller geographic area, and then to implement them by zoning regulations, ordinances, and other discretionary actions.

The General Plan Action Plan

The General Plan delegates responsibility of identifying and monitoring a variety of implementation actions to the General Plan Action Plan (Action Plan). The Action Plan contains broad implementation measures drawing from General Plan policies and implementing plans and programs. The Action Plan goes beyond the typical implementation tools of zoning, subdivisions, and capital improvements to address implementation comprehensively. The seven key implementation actions are the top priority for General Plan implementation. Due to the broad nature of citywide implementation of the General Plan, more detailed information on individual actions will be contained in the responsible departments' work programs.

Organization

The Action Plan arranges implementation measures consistent with the structure of the General Plan. The action items are organized by each of the plan's nine elements. (Note: The Housing Element is not included in the Action Plan. Government Code section 65400(B) requires preparation and submittal to the State of an Annual Progress Report on the Housing Element.) Each table of this Action Plan identifies the policies in the corresponding General Plan element.

Changes to the General Plan or Action Plan

Amendments to the General Plan will need to be reviewed with the actions contained within this plan to ensure consistency between the policy direction contained in the General Plan and the implementation measures. As the Action Plan is updated to indicate

[1] State General Plan Guidelines, chapter 9

DRAFT

implementation progress, identify new initiatives for implementation, or to reflect shifting priorities, an amendment to the General Plan will not be required if the action items remain consistent with the General Plan.

Timeframe for implementation

Implementation will be an ongoing process through the 20-30 year planning horizon of the General Plan. The rate at which implementation will occur is dependent on the City's budget. Each of the tables contains ongoing, short-, mid-, and long-term actions associated with the implementation of General Plan policies. Ongoing actions are part of current standard practices or programs. They have no definite completion date. Ongoing actions are included in the Action Plan in order to account for the implementation of each General Plan policy. Short-term actions are those anticipated to be completed within 0-3 years, mid-term actions within 3-5 years, and long-term actions within 5-10 years. The timeframes associated with each action are based on input from the responsible departments. Every effort was made to identify reasonable timeframes for the implementation actions. However, some actions have aggressive timeframes for implementation due to their importance in implementing the General Plan. Additional resources may need to be allocated to meet the specified timeframes for those actions.

Annual Monitoring Report

In order to monitor the progress and effectiveness of General Plan implementation measures, an annual monitoring report will be prepared. It will be used to measure advancement toward specific goals and policies of each element, and to inform decision-makers and the public. The annual report will also be used to develop a longer-term evaluation of the General Plan and to determine the need for updating any element or policy prior to a comprehensive update. Detailed monitoring of implementation actions identified as ongoing actions will not be required. The preparation of the annual progress report will provide the opportunity to evaluate progress on implementation measures and adjust timeframes and priorities as needed.

Funding & the Budget Process

The Action Plan is intended to be an integral part of the City's budget and finance process. During the budget process and formation of the City's financial strategies and plans, the Action Plan will be used as an information tool to identify funding priorities for General Plan implementation.

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Key General Plan Implementation Actions

Implementation Actions	Responsible Department	Time Frame	Funding
Community Plan Updates	CPCI	Ongoing See discussion below	**Variety of Sources** Staff funding has been identified to begin the program of plan updates. Additional funding will need to be identified to update community plans on a regular schedule.
Land Development Code Amendments	CPCI/DSD	Dependent upon specific amendment See specific actions for time frames	**General Fund Staffing /Consultant Services** Funding will need to be identified to complete all Land Development Code Amendments identified in the Action Plan within the timeframes identified.
Public Facilities Financing Strategy	CPCI	Short-term	Staff resources have been identified.
Economic Development Strategic Plan	CPCI	Short-term	**General Fund Staffing** Staff funding has been identified.
Parks Master Plan	CPCI	Mid-term	**General Fund Staffing/Consultant Services** Funding for staffing and consultant services will need to be identified to initiate the Parks Master Plan.
Historic Preservation Incentives	CPCI	Short-term	**General Fund Staffing** Staff resources have been identified to begin work on this program.
Climate Change Initiatives	CPCI/ESD/DSD as lead with participation from other City Departments	Includes ongoing, short-, mid-, and long-term actions	**Variety of Sources** Dependent upon action

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Community Plan Updates

The implementation of the City of Villages land use strategy and refinement of citywide goals and policies as applied to individual communities will be accomplished primarily through the update of the City's community plans. The table below identifies community plans that are in the update process or scheduled to begin in the near future. Additional community plans are also in need of update. As staffing and funding becomes available to begin additional updates or as plan updates identified below are completed, updates of the remaining community plans will commence. A list of community plans and their adoption years are included as an appendix. Plan updates are prioritized in consideration of a number of factors including:

- Funding Availability;
- Opportunities for village development;
- Development pressure manifested through frequent amendment requests;
- 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; and
- Policies not achieving desired effects of the community

Anticipated Schedule of Community Plan Updates

Community Plan	Start Date	Estimated Start of Hearing Process
Otay Mesa	Ongoing	Summer 2009
Ocean Beach	Ongoing	TBD
Barrio Logan	Spring, 2008	Winter 2010
Grantville Master Plan[1]	Spring 2008	Winter 2010
Uptown, North Park & Golden Hill Cluster	Winter 2009	Fall 2011
Midway-Pacific Coast Highway & Old San Diego	Winter 2009	Winter 2011
San Ysidro	Spring 2009	Spring 2011
Southeastern San Diego[2] & Skyline-Paradise Hills	Spring 2009	Spring 2011
Mission Valley	TBD	TBD
Peninsula	TBD	TBD

[1]Includes amendments to the Navajo & Tierrasanta Community Plans
[2]Includes Encanto planning area

Staffing for community plan updates will rely on a combination of planning staff and consultants, depending on the needs and funding availability of each community. Funding for community plan updates will come from a variety of sources including:

- Grants,
- Redevelopment funding,
- The General Fund,

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- Contributions from other agencies, and
- Other sources.

Funding from Community Development Block Grants (CBDG) can be used for specific communities when it can be demonstrated that there is a benefit for low- to moderate-income populations. Where possible, community plan updates will be 'clustered' in groups of two or three in order to comprehensively analyze issues and impacts. However, each community will maintain its own distinct community plan. The Community Plan Preparation Manual, an administrative document, will help guide the update process.

Community plan updates will provide the opportunity to accomplish short-term as well as long-term General Plan implementation goals. All community plan updates will serve as the vehicle to implement General Plan policies such as identification of village and housing opportunity areas, public facilities adequacy, sustainable development practices, pedestrian environment improvements and open space preservation. While community plans are being updated, there may be instances where the policies of the community plan and General Plan are not fully aligned. However, there are no land use or zoning inconsistencies between the General Plan and any given community plan because the General Plan does not change community plan land use designations. The community plans are the final arbiter on issues of land use, density and intensity. Until such time that the community plans are updated, the General Plan will be used by staff and decision-makers to review and make findings for discretionary development projects in addition to the adopted community plan. Implementation opportunities may occur on a project-by-project basis. Many of the urban design policies are intended to be implemented through this process. A list of policies useful for implementation through project review has been included as an appendix.

Due to the distinctiveness of each community, the plan updates will also provide an opportunity to further refine and implement action items that are especially relevant each community. Some of the Action Plan items that will be addressed as a part of plan updates currently underway include:

- New and amended Industrial Zone Packages
- New or refined mixed use zoning regulations
- Parking management strategies
- Location and Design of Villages
- Multi-modal transportation improvements in a built-out community
- Park and recreation equivalencies
- Implementation of collocation, environmental justice, and equitable development policies
- Pedestrian and bicycle linkages within the community and to surrounding neighborhoods and trolley stations
- Implementation of art and culture policies
- Design of Transit-Oriented Development
- Deficiencies and improvements in public infrastructure

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Land Development Code Amendments

Another key component of General Plan implementation will be Land Development Code (LDC) amendments. These amendments will take place as needed to provide zoning packages to implement community plan land use designations and other - community-specific recommendations, or to implement specific General Plan policies found in the Land Use and Community Planning, Conservation, Mobility, Economic Prosperity and Urban Design elements. Amendments could take place as part of the regular LDC update process, as a part of community plan updates, or as stand alone amendments. . The amendments identified throughout the Action Plan have been assigned a timeframe according to priority. Additional funding will need to be identified to provide for staffing or consultant services to accomplish the amendments in the timeframes specified.

Public Facilities Financing Strategy

The financing strategy, which will be prepared as a companion document to the General Plan, will establish a plan of action for providing public facilities within the City of San Diego. The purpose of the strategy is to identify practical financing mechanisms and reasonable methods for providing currently needed and future public facilities. "Public facilities" include, but are not limited to, the following categories of capital infrastructure improvements: police, fire, library, parks, recreation, open space, transportation, streetscapes, and others. The strategy will provide a context from which to examine the City's current position and challenges related to financing capital improvements. It is the intent of this strategy to identify *practical* solutions, within realistic timeframes, to effect progress and improve quality of life for City residents. The strategy will be updated periodically as conditions change, new needs arise, and new financing mechanisms become available. Facilities Financing staff has begun work on developing this strategy.

Economic Development Strategic Plan

The Economic Development Strategic Plan will further refine the goals and policies of the Economic Prosperity Element, report on economic trends, describe targeted industry clusters, inform infrastructure and land use priorities, develop strategies for addressing near- to mid-term economic issues, and identify new initiatives for public and private partnership. The Strategic Plan is currently being updated and will be completed with existing staffing.

Parks Master Plan

The Parks Master Plan will be a comprehensive, citywide plan to guide Park and Open Space acquisition, design and development, recreational programs and needed

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maintenance over the next 20-30 years. The preparation of a Parks Master Plan will require consultant services and funding will need to be allocated to complete this work within timeframe identified.

Historic Preservation Incentives

The Historical Resources Board has established an Incentives Subcommittee to research and evaluate specific incentives, including proposals for a Transfer of Development Rights (TDR) program. The Incentives Subcommittee has begun meeting monthly and will refer specific proposals to the full Board and onto the City Council for implementation. Existing Historical Resources staff will work with the subcommittee to develop the TDR and other programs.

Climate Change Initiatives

The General Plan has a strong sustainability focus with specific policies addressing climate change. While climate change is a global problem, local governments can take meaningful actions to reduce local greenhouse gas (GHG) emissions that contribute to climate change and devise specific adaptation strategies to minimize local impacts that could result. The Global Warming Solutions Act of 2006 (AB 32) requires that California reduce its GHG emissions to 1990 levels by 2020. To meet the AB 32 targets locally, the San Diego region would have to reduce its projected emissions by 33%[2]. An even more ambitious long-term reduction target was established by Executive Order S-3-05, signed by Governor Schwarzenegger in 2005, which calls for statewide GHG emissions reductions to 80% below 1990 levels by 2050.

Additionally, Senate Bill (SB) 375 was signed into law in 2008. SB 375 was designed to help achieve the goals of AB 32 by reducing the emissions from cars and light trucks through improved land use and transportation policy. SB 375 requires the establishment of regional targets for GHG emissions and the coordination of regional transportation, housing, and climate change planning, including the creation of a regional Sustainable Communities Strategy. It also provides new streamlining provisions for the California Environmental Quality Act (CEQA) requirements for certain projects. SANDAG is currently working with the state and others provide input into the development of the San Diego region's target, and to incorporate the requirements of SB 375 into the next Regional Transportation Plan update and Regional Housing Need Allocation process. The City's General Plan is consistent with SB 375's goals to coordinate land use and transportation planning. However, future community plan updates may need to demonstrate consistency with the anticipated regional Sustainable Communities Strategy in order to be eligible for various incentives or funding programs, as well as to address climate change impacts under CEQA. More detailed guidance on SB 375 and AB 32 implementation is still being developed by the state.

It will be very challenging for the City of San Diego as well as the state of California to meet the emission reduction targets. The General Plan Action Plan identifies some steps

[2] San Diego County Greenhouse Gas Inventory, University of San Diego, Energy Policy Initiatives Center, 2008.

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that the City can take to help meet state and local targets. However, more detailed development and implementation of actions and programs designed to reduce the climate change impacts caused by the community-at-large and the City as an organization will need to be developed through an update of the City's Climate Protection Action Plan and through collaboration with SANDAG and other local organizations and institutions.

Local initiatives addressing climate change include the San Diego County Greenhouse Gas Inventory prepared by the University of San Diego (USD) Energy Policy Initiatives Center (EPIC); the San Diego Regional 2050 Study prepared by the San Diego Foundation; a Regional Climate Action Plan being prepared by SANDAG; and Sustainability Master Plan and Guidelines being prepared by the Centre City Development Corporation (CCDC).

The USD/EPIC Inventory reports on GHG emissions from 1990 to 2006 using the best available data, and provides estimates of future emissions to 2020. Using emissions reductions targets in AB 32 as a guide, the study also suggested emissions reduction targets and reduction strategies for the region. The study found that nearly 60 percent of total regional emissions are associated with individuals' driving and residential energy consumption. The largest potential GHG emissions reductions are dependent on state actions to implement stricter vehicle emissions, renewable and clean fuels standards. However, local government actions also play a significant role in regional GHG reduction strategies. Potential roles for local government identified by the USD study include: reducing vehicle miles traveled and electricity and natural gas consumption; increasing use of distributed energy resources such as cogeneration and photovoltaics; and making more efficient use of gas from landfills and exploring waste processing technologies that produce fuels. These topics are addressed to varying degrees in the General Plan and General Plan Action Plan, but will require additional staff work and Council adoption of associated implementation measures in order to achieve desired results.

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Land Use and Community Planning Element Action Items

No.	Land Use Element Actions	General Plan Policy	Responsible Departments
Short-term Actions			
1.	Evaluate and refine the Village Propensity model as a tool to be used in community plan updates.	LU-A.2	CPCI
2.	Prepare and maintain a community plan preparation manual as an administrative tool to guide community plan updates and amendments.	LU-C.1 LU-C.2 LU-C.5	CPCI
3.	Implement the FAA Part 77 height standards and notification as part of the implementation of the Airport Land Use Compatibility Plans.	LU-G.5 LU-G.6	DSD/CPCI
4.	Update Council Policies: 000-21, 600-29, 600-28, 600-30, 600-36, 600-01, 200-01, 800-03, and 600-37 to replace Future Urbanizing terminology with Proposition A lands.	LU-J.1	CPCI
Mid-Term Actions			
Long-Term Actions			
Ongoing Actions			
5.	Update community plans to achieve citywide and community goals.	LU-A.1 LU-A.2 LU-A.3 LU-A.4 LU-A.5 LU-A.6 LU-A.7 LU-A.8 LU-A.9 LU-A.10 LU-B.1 LU-B.2 LU-B.3 LU-C.1 LU-C.2 LU-C.3 LU-C.4 LU-C.5 LU-C.6 LU-E.1 LU-E.2 LU-E.3 LU-H.1 LU-H.2 LU-H.3 LU-H.4 LU-H.5 LU-H.6 LU-H.7 LU-I.1 LU-I.2 LU-I.3 LU-I.5 LU-I.6 LU-I.11 LU-I.12 LU-I.13 LU-I.14 LU-I.15 LU-I.16	CPCI
6.	Apply new zone packages where needed to implement the land use designations and policy recommendations of the General Plan as community plans are updated.	LU-F.1	DSD
7.	Create and apply incentive zoning measures to achieve citywide and community goals during the community plan update process.	LU-F.3	DSD

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No.	Land Use Element Actions	General Plan Policy	Responsible Departments
8.	Review discretionary development proposals and plan amendment proposals to ensure that projects do not adversely affect General Plan goals.	LU-A.7 LU-A.9 LU-A.10 LU-A.11 LU-B.3 LU-C.3 LU-C.4 LU-F.2 LU-G.4 LU-G.6 LU-H.1 LU-H.2 LU-H.3 LU-H.4 LU-I.1 LU-I.2 LU-I.3 LU-I.7 LU-I.8 LU-I.9 LU-H.7	CPCI/DSD
9.	Amend public facilities financing plans concurrently with amendments to the General Plan and community plans which result in the need for additional facilities.	LU-D.2	CPCI
10.	Continue to maintain and update a database of land use plan amendments approved by the City.	LU-D.5	CPCI
11.	Implement the General Plan procedures for General and Community Plan amendments.	LU-D.1 LU-D.3 LU-D.4 LU-D.6 LU-D.7 LU-D.8 LU-D.9 LU-D.10 LU-D.11 LU-D.12 LU-D.13 LU-D.14	CPCI
12.	Continue to coordinate with the Airport Land Use Commission, Federal Aviation Administration, and airport operators on development projects, community plan amendments and updates, zoning code amendments as appropriate to address airport land use compatibility.	LU-G.1 LU-G.2 LU-G.3 LU-G.4 LU-G.7 LU-G.8 LU-G.9 LU-G.10	CPCI/DSD
13.	Coordinate with the Airport Land Use Commission ALUC on the development of land use plans and regulations.	LU-G.1	CPCI/DSD
14.	Continue to update Public Facilities Financing Plans on a regular schedule.	LU-I.4 LU-I.5 LU-I.6 LU-H.5	CPCI
15.	Continue to identify non-phase shifted lands as Proposition 'A' lands.	LU-J.1	CPCI/DSD
16.	Follow a public planning and voter approval process for the reuse of Proposition A military lands if they become subject to the City's jurisdiction.	LU-J.2	CPCI
17.	Incorporate expanded public outreach and evaluation of inequitable impacts in all transportation projects, plans and programs. Coordinate with SANDAG to improve transportation options for all groups.	LU-I.7 LU-I.8 LU-I.9 LU-I.10 LU-H.6	E&CP/CPCI
18.	Continue to identify and evaluate prospective annexation areas.	LU-K.1 LU-K.2 LU-K.3 LU-K.4	CPCI

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Mobility Element Action Items

No.	Mobility Element Actions	General Plan Policy	Responsible Departments
	Short-Term Actions		
1.	Develop multi-modal Level of Service guidelines.	ME-C.9	CPCI
2.	Evaluate Traffic Impact Study Guidelines and update as needed.	ME-C.8 ME-E.7	CPCI/DSD
3.	Update the LDC to address affordable housing parking needs.	ME-G.2 ME-G.4	CPCI/DSD
4.	Update the LDC Transit Area Overlay Zone extent and regulations.	ME-G.2 ME-G.4	CPCI/DSD
5.	Update the LDC Tandem Parking Overlay Zone extent and regulations.	ME-G.2 ME-G.4	CPCI/DSD
6.	Develop and implement a CIP prioritization program.	ME-K.1	E&CP
	Mid-Term Actions		
7.	Develop and maintain a Citywide Pedestrian Master Plan.	ME-A.1 ME-A.6 ME-A.2 ME-E.2 ME-A.5 ME-E.3	CPCI
8.	Evaluate the Street Design Manual and update as needed.	ME-A.5 ME-C.6	E&CP/DSD
9.	Identify funding and develop an Intelligent Transportation System (ITS) Plan for the City.	ME-D.1 ME-D.4 ME-D.2 ME-D.5 ME-D.3	E&CP
10.	Seek federal and state funding assistance to develop, implement, and update City Airport Master Plans.	ME-H.3	Airports Division
	Long-Term Actions		
11.	Prepare parking master plans for parking- deficient areas	ME-G.1	CPCI
12.	Update the LDC to include parking incentives for implementing voluntary TDM measures including car sharing.	ME-G.2 ME-G.4	DSD
13.	Develop a long-range transportation financing plan.	ME-K.2 ME-K.4 ME-K.3 ME-K.5	E&CP/Facilities Financing
	Ongoing Actions		
	Walkable Communities, Transit First, Street and Freeways (ME Sections A, B, C)		
14.	Evaluate new development proposals and exact appropriate improvements through the development review process.	ME-A.2 ME-C.7 ME-A.4 ME-C10 ME-A.5 ME-E.6 ME-A.6 ME-E.7 ME-A.7 ME-F.4 ME-B.9 ME-K.4 ME-C.3 ME-K.5 ME-C.6 ME-K.6	DSD

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No.	Mobility Element Actions	General Plan Policy	Responsible Departments
15.	Update community plans to achieve citywide and community goals.	ME-A.8 ME-B.9 ME-C.1 ME-C.3 ME-C.6 ME-C.7 ME-C.10 ME-J.2 ME-K.4	CPCI
16.	Collaborate with local agencies and organizations to implement walkable communities.	ME-A.9	E&CP
17.	Collaborate with SANDAG to improve transit service, identify strategic locations for transit stops, and develop transportation alternatives for transit-dependent groups.	ME-B.1 ME-B.2 ME-B.3 ME-B.4 ME-B.5 ME-B.6 ME-B.7 ME-B.8 ME-C.2 ME-D.6 ME-E.1 ME-E.2 ME-E.3 ME-E.4 ME-E.5 ME-F.5 PF-L.7	CPCI
18.	Develop multi-modal corridor mobility concepts.	ME-B.10 ME-C.2	CPCI
19.	Conduct feasibility studies for mobility concepts.	ME-B.10 ME-C.2	E&CP
20.	Implement transit priority measures to improve transit travel times and schedule reliability.	ME-B.10	E&CP
21.	Identify funding and implement traffic calming projects where appropriate.	ME-C.5	E&CP
22.	Evaluate transportation capital projects for conformance with Mobility Element policies.	ME-C.6	E&CP
23.	Identify funding and implement pedestrian projects to improve safety, accessibility, connectivity, and walkability.	ME-A.2 ME-A.4 ME-A.6 ME-A.7	E&CP
24.	Identify funding for education programs to increase and encourage pedestrian, bicycle, and traffic safety.	ME-A.3 ME-F.6	E&CP
25.	Identify funding to improve maintenance on City streets.	ME-C.4	General Services
	ITS, TDM, Bicycling, Parking (ME Sections D, E, F, G)		
26.	Identify funding and implement ITS projects.	ME-D.1 ME-D.2 ME-D.3 ME-D.4 ME-D.5	E&CP
27.	Incentivize the use of alternative modes of transportation for City employees though the City's Transportation Alternatives Program.	ME-E.1 ME-E.2 ME-E.4	E&CP
28.	Monitor Transportation Demand Management programs required as part of the development approval process.	ME-E.8	DSD
29.	Identify funding for, and implement projects identified in the Pedestrian and Bicycle Master Plans.	ME-E.3 ME-F.1 ME-F.2 ME-F.3	E&CP
30.	Implement and periodically update the Bicycle Master Plan.	ME-F.1 ME-F.2	CPCI
31.	Evaluate changes to citywide on-street parking regulations.	ME-G.1	E&CP

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No.	Mobility Element Actions	General Plan Policy	Responsible Departments
32.	Periodically evaluate and update the Land Development Code (LDC) to maintain parking regulations.	ME-G.2 ME-G.4	DSD
33.	Continue the Community Parking District program and expand where needed.	ME-G.3	CPCI
34.	Implement parking pricing strategies to reduce the number and length of auto trips.	ME-G.5	CPCI
Airports, Rail, Goods Movement, Regional Coordination (ME Sections H, I, J, K)			
35.	Participate in the development and implementation of the San Diego International Airport Master Plan.	ME-H.1	CPCI/DSD
36.	Work with the Airport Authority, and SANDAG to seek a long-range solution for the region's aviation needs.	ME-H.2	CPCI
37.	Coordinate with the Military concerning activities around Military installations.	ME-H.4	CPCI
38.	Collaborate with SANDAG, Caltrans, and the High Speed Rail Authority to improve rail travel opportunities.	ME-I.1 ME-I.4 ME-I.2 ME-I.5 ME-I.3 ME-I.6	CPCI
39.	Collaborate with SANDAG, the San Diego Unified Port District, and Caltrans to support the safe and efficient movement of goods.	ME-J.1 ME-J.7 ME-J.3 ME-J.8 ME-J.4 ME-J.9 ME-J.5 ME-J.6	E&CP
40.	Pursue grant funding for transportation facilities.	ME-K.2 ME-K.5 ME-K.3 ME-C.10	E&CP
41.	Collaborate with SANDAG to increase regional funding for pedestrian, bicycle, and transportation systems management funding.	ME-K.2 ME-K.5 ME-K.3 ME-C.10 ME-K.4	E&CP
42.	Update public facilities financing plans concurrently with community plan updates to identify necessary transportation improvements.	ME-K.2 ME-K.5 ME-K.3 ME-C.10 ME-K.4	CPCI

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Urban Design Element Action Items

No.	Urban Design Actions	General Plan Policy	Responsible Departments
	Short-Term Actions		
1.	Amend and update the Land Development Code concurrently with community plan updates to: • Provide zoning categories or tools for mixed use land use designations. • Develop building design guidelines to implement General Plan Policy.	UD-A.16 UD-C.1 UD-C.3	DSD
	Mid-Term Actions		
	Long-Term Actions		
	Ongoing Actions		
2.	Identify funding to maintain the MSCP and community plan designated open spaces.	UD-A.1	CPCI/ P&R
3.	Address urban design in community plan updates. Refine General Plan policies as needed to address community goals.	UD-A.1 UD-A.2 UD-A.7 UD-A.9 UD-A.10 UD-A.14 UD-B.2 UD-B.5 UD-B.6 UD-B.8 UD-C.1 UD-C.2 UD-C.3 UD-C.4 UD-C.5 UD-C.6 UD-C.7 UD-C.8 UD-D.1 UD-E.1 UD-E.2 UD-F.1 UD-F.3	CPCI/DSD
4.	Implement urban design policies through the development review process.	UD-A.1 UD-A.2 UD-A.3 UD-A.4 UD-A.5 UD-A.6 UD-A.7 UD-A.8 UD-A.9 UD-A.10 UD-A.11 UD-A.12 UD-A.13 UD-A.14 UD-A.15 UD-A.16 UD-A.17 UD-B.1 UD-B.2 UD-B.3 UD-B.4 UD-B.5 UD-B.6 UD-B.8 UD-C.1 UD-C.2 UD-C.4 UD-C.5 UD-C.6 UD-C.7 UD-C.8 UD-D.1 UD-D.2 UD-D.3 UD-E.1 UD-E.2 UD-F.1 UD-F.3 UD-F.4 UD-F.5	DSD/CPCI

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No.	Urban Design Actions	General Plan Policy	Responsible Departments
5.	Implement the 2004 Public Art Master Plan.	UD-F.1 UD-F.4 UD-F.2 UD-F.5 UD-F.3	Commission for Arts and Culture
6.	Implement Council Policy 900-11.	UD-F.1 UD-F.4 UD-F.2 UD-F.5 UD-F.3	Commission for Arts and Culture
7.	Implement San Diego Municipal Code Chapter 2, Article 6, Division 7 regulation requiring art and cultural enhancement.	UD-F.1 UD-F.4 UD-F.2 UD-F.5 UD-F.3	Commission for Arts and Culture
8.	Continue the Neighborhood Code Compliance Division's enforcement efforts.	UD-B.7	DSD

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Economic Prosperity Element Action Items

No.	Economic Prosperity Actions	General Plan Policy	Responsible Departments
	Short-Term Actions		
1.	Update the Economic Development Strategic Plan.	EP-F.1 EP-G.5 EP-L.1 EP-L.4 EP-L.5	CPCI
2.	Prepare guidelines for the preparation of Community and Economic Benefit Assessments.	EP-L.2	CPCI
3.	Amend the Land Development Code to exclude or further limit sensitive receptor and public assembly uses within areas identified as Prime Industrial Lands in the General Plan.	EP-A.13 EP-A.14	DSD
	Mid-Term Actions		
4.	Develop a cultural heritage tourism program.	EP-I.3 EP-I.4 EP-I.5 EP-I.6 EP-I.7	CPCI/Public Private Collaboration
5.	Develop and implement a priority ranking system for Transient Occupancy Tax projects and programs.	EP-I.1 EP-I.2	CPCI
	Long-Term Actions		
	Ongoing Actions		
	Industrial Land Use, Commercial Land Use, (EP Sections A, B)		
6.	Apply land use designations from General Plan Table LU-4 during Community Plan updates and amendments to protect base sector uses as well as to provide opportunities for non-base sector employment uses.	EP-A.1 EP-A.2 EP-A.3 EP-A.4 EP-A.5 EP-A.6 EP-A.7 EP-A.8 EP-A.9 EP-A.10 EP-A.11	CPCI
7.	Evaluate prime industrial lands through community plan updates.	EP-A.12 EP-A.14 EP-A.15	CPCI/DSD
8.	Evaluate applications to convert non-prime industrial lands per the collocation and conversion suitability factors.	EP-A.16 EP-A.17	CPCI
9.	Amend Public Facilities Financing Plans when residential uses are proposed in industrially designated areas.	EP-A.18	CPCI
10.	Evaluate projects in industrial areas for conformance with industrial land policies through the development review process.	EP-A.13 EP-A.14 EP-A.15 EP-A.19 EP-A.20 EP-H.1 EP-L.3	CPCI/DSD
11.	Update community plans to achieve citywide and community goals.	EP-B.1 EP-B.2 EP-B.3 EP-B.4 EP-B.5 EP-B.6 EP-B.7 EP-B.8 EP-B.9 EP-B.10 EP-B.11 EP-B.12 EP-B.13 EP-B.14 EP-B.15 EP-B.16 EP-C.1 EP-E.1 EP-F.4 EP-H.1 EP-H.3 EP-J.2 EP-J.3 EP-J.7	CPCI

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No.	Economic Prosperity Actions	General Plan Policy	Responsible Departments
		EP-J.9 EP-J.10 EP-J.11	
12.	Evaluate projects in commercial areas for conformance with commercial land use policies.	EP-B.2 EP-B.9 EP-B.6 EP-B.10 EP-B.7 EP-B.11 EP-B.8 EP- B.14	CPCI/DSD
13.	Evaluate community plan amendments to redesignate commercial land per the commercial land use policies.	EP-B.16	CPCI
Workforce, Employment, & Business Development; Community Investment (EP Sections D, E, F, G)			
14.	Support and encourage education and workforce programs.	EP-D.1 EP-D.5 EP-D.2 EP-D.6 EP-D.3 EP-D.7 EP-D.4	Citywide/Public-Private Collaboration
15.	Continue the Business Expansion, Attraction and Retention (BEAR) program to provide assistance and incentives that result in the retention and creation of jobs and investment.	EP-E.1 EP-E.4 EP-E.2 EP-E.5 EP-E.3	CPCI
16.	Continue the Business Improvement District Program through the City's Office of Small Business.	EP-F.2 EP-F.4 EP-F.3	CPCI
17.	Continue programs that provide direct assistance, business development and retention services and advocacy and regulatory relief to small businesses	EP-G.1 EP-G.2	CPCI
18.	Collaborate with the private sector to prioritize investment in public infrastructure to provide regional facilities needed by base sector industries.	EP-G.3 EP-G.4 EP-J.4	CPCI
Military, Visitor, International, Redevelopment, Monitoring (EP Sections H, I, J, K, L)			
19.	Coordinate with military representatives during the community plan update/amendment process.	EP-H.1 EP-H.3 EP-H.2	CPCI
20.	Continue to administer the Tourism Marketing District to enhance the marketing opportunities for the Convention & Visitors Bureau and bolster the tourism industry.	EP-I.3 EP-I.6 EP-I.4 EP-I.7 EP-I.5	CPCI/Public Private Collaboration
21.	Continue to work with regional and binational agencies on cross border issues.	EP-J.1 EP-J.6 EP-J.5 EP-J.8	CPCI
22.	Continue to administer the redevelopment project areas through the redevelopment agencies.	EP-K.1 EP-K.6 EP-K.2 EP-K.7 EP-K.3 EP-K.8 EP-K.4 EP-K.9 EP-K.5	Centre City Development Corporation, Southeastern Economic Development Corporation, and City of San Diego Redevelopment Agency
23.	Require preparation of a Market and Fiscal Analysis report for discretionary projects proposing over 100,000 sq. ft. of gross floor area.	EP-L.3	CPCI/DSD
24.	Monitor economic conditions through the use of economic indicators.	EP-L.4	CPCI

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Public Facilities, Services and Safety Element Action Items

No.	Public Facilities, Services & Safety Actions	General Plan Policy	Responsible Departments
	Short Term Actions		
1.	Develop and maintain a Public Facilities Finance Strategy.	PF-A.1 PF-A.3 PF-A.2 PF-D.6	CPCI
2.	Develop and implement a CIP identification and prioritization system.	PF-B.2 PF-B.3	E&CP
3.	Develop a "Consumers' Alternative" to address improvements to the sanitary sewer collection and disposal system. Create a strategic plan to efficiently and comprehensively comply with all existing and foreseeable storm water quality-related regulations similar to the work that was completed by the Metropolitan Wastewater Department in the 1990s.	PF-G.4	Storm Water Department, Pollution Prevention Division
4.	Develop a City business continuity plan.	PF-P.4	OHS
5.	Develop a comprehensive exercise program consistent with the regional program.	PF-P.7	OHS
6.	Develop an evacuation plan and update the plan every 3 years.	PF-P.3	OHS
7.	Develop an Emergency Operations Center Environmental Services Group Supervisor position check-list to include a task item that ensures the policies for the disposal of materials protect public safety and health.	PF-P.11	OHS in partnership with ESD
	Mid-Term Actions		
8.	Develop and implement a centralized citywide development monitoring system.	PF-C.5	CPCI/DSD/ CIO/E&CP
9.	Develop a process to conduct periodic reviews of the fiscal impacts of new development.	PF-C.7	CPCI
10.	Develop an IT Security Program to ensure security, privacy & acceptable use protection policies are implemented.	PF-L.3	OCIO
11.	Evaluate the Land Development Code to identify potential incentives for pre-wiring of new development to accommodate information and communication technologies.	PF-L.8	DSD
12.	Finalize the citywide guidelines for Operational Conditions related to disaster preparedness.	PF-P.5	OHS
	Long-Term Actions		
	Ongoing Actions		
	Financing, Evaluation, and Prioritization (PF Element Sections A,B,C)		
13.	Update and maintain Public Facilities Financing Plans that address current and future public facility needs.	PF-A.1 PF-C.4 PF-A.2 PF-C.6 PF-A.3 PF-D.6	CPCI
14.	Review community plan proposals and update community plans in consideration of Public Facilities, Services and Safety element policies	PF-A.3 PF-H.3 PF-C.2 PF-M.4 PF-F.6 PF-P.13 PF-C.3 PF-Q.1	

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No.	Public Facilities, Services & Safety Actions	General Plan Policy	Responsible Departments
15.	Continue the annual review of CIP projects.	PF-A.4 PF-B.1	E&CP/CPCI
16.	Require development proposals to fully address impacts to public facilities and services through the development review process.	PF-C.1	CPCI/DSD
17.	Require a fiscal impact analysis for public facilities and operations costs for community plan amendments of potential fiscal significance.	PF-C.2	CPCI
18.	Require projects with community plan amendments proposing increases in density to provide physical public facilities or improvements when a nexus exists.	PF-C.3	CPCI/DSD
	Fire-Rescue, Police (PF Element Sections D, E)		
19.	Maintain service objectives for Fire-Rescue services.	PF-D.1 PF-D.5 PF-D.2 PF-D.6 PF-D.3	Fire-Rescue
20.	Continue to assess, through the process currently in place, the impact of new development on fire service levels.	PF-D.5 PF-D.6	Fire-Rescue
21.	Site and develop fire stations and lifeguard towers consistent with the Fire Station/Life Guard Facility Master Plan and the policies of the Public Facilities, Services and Safety Element.	PF-D.4 PF-D.9 PF-D.7 PF-D.10 PF-D.8 PF-D.11	Fire-Rescue/ E&CP
22.	Maintain police staffing levels needed to meet response time and performance goals.	PF-E.1 PF-E.2	PD
23.	Plan and design new police facilities in conformance with the policies of the Public Facilities, Services and Safety Element.	PF-E.3 PF-E.5 PF-E.4	E&CP/PD
24.	Continue to assess, through the process currently in place, the impact of new development on police service levels.	PF-E.6 PF-E.7	PD(FM&D Unit/ Operational Support Division/ Crime Analysis Unit)
	Wastewater, Storm Water, Water (PF Sections F, G, H)		
25.	Ensure through the CIP process and budget process that wastewater treatment capital projects implement the policies on wastewater.	PF-F.1 PF-F.8 PF-F.2 PF-F.11 PF-F.3 PF-F.12 PF-F.4 PF-F.13 PF-F.6 PF-F.14	MWWD/CPCI
26.	Maintain the Metro System Master Plan and prepare annual reports on trunk sewer capacity to ensure that projects are brought on line when needed to meet capacity and regulatory needs.	PF-F.5	MWWD
27.	Review all wastewater and water projects as appropriate to evaluate alternatives from a cost, benefit and risk perspective.	PF-F.7 PF-F.9	MWWD/Water
28.	Continue the review of the MWWD and Water budgets and rate cases by the Independent Rates Oversight Committee (IROC) and the Metro Commission.	PF-F.10	MWWD/Water

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No.	Public Facilities, Services & Safety Actions	General Plan Policy	Responsible Departments
29.	Continue compliance with the City's storm water permit by cleaning and maintaining storm drains and storm drain structures and sweeping.	PF-G.1	Streets Division, Other departments managing city property, Storm Water Department, Pollution Prevention Division
30.	Periodically assess the most efficient organizational (MEO) structure for managing the storm drain system, including those facilities outside of the right-of-way on City property.	PF-G.2 PF-G.3	Storm Water Department, Pollution Prevention Division
31.	As part of CIP project development, analyze the feasibility of installing structural and non-structural Best Management Practices in conjunction with all types of projects (e.g., porous pavement at all parking lots, trash/debris/sediment separators in storm drains which are built as stand-alone projects and as components of other projects) above and beyond the BMPs required by the City's storm water permit for new development (Storm Water Standards Manual).	PF-G.2 PF-G.5	E&CP
32.	Establish Performance Metrics in conjunction with the City Management Program, the Effectiveness Assessment required by the City's storm water permit and as desirable to assist in the formulation of storm water pollution policy and BMP systems design.	PF-G.3	Storm Water Department, Pollution Prevention Division
33.	Continue and expand existing efforts to collaborate with local, internal and external stakeholders. Increase the use of federal and state grant monies to fund storm water quality improvement projects.	PF-G.6	Storm Water Department, Pollution Prevention Division
34.	See Conservation Actions 15- 17 and 47-53.	PF-H.1 PH-H.3 PF-H.2	
	Waste Management (PF Section I)		
35.	Require and encourage actions to promote environmental goals on the part of franchise haulers via franchise agreements.	PF-I.1	ESD
36.	Evaluate and update as needed technology to improve the environmental performance in both City and franchise hauler fleets.	PF-1.1	ESD
37.	Periodically review and evaluate the City Recycling Ordinance as needed for updates.	PF-1.1	ESD
38.	Coordinate and participate in state and Federal legislation addressing funding efficient and effective waste collection systems, such as CRV return to source formulas, expanded grant programs, and tax incentives including transfer credits for use by public entities.	PF-1.1	Intergovernmental relations office
39.	Identify funding and investigate options to increase waste diversion on the part of the City government and the public.	PF-I.2	ESD with other departments
40.	Evaluate the Construction and Demolition Debris Recycling Ordinance periodically.	PF-1.2	ESD
41.	Ensure that community plans, specific plans, and new development and redevelopment plans include measures reducing construction and ongoing waste generation.	PF-1.2	ESD/CPCI/ DSD

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No.	Public Facilities, Services & Safety Actions	General Plan Policy	Responsible Departments
42.	Strengthen implementation of the Environmentally Preferable Purchasing Program (EP3) within the City organization and promote within the community at large.	PF-1.2	ESD
43.	Investigate appropriate fee structures and pursue changes to existing pricing as appropriate.	PF-1.2	ESD
44.	Develop a plan for how to serve future solid waste management needs.	PF-I.3 PF-I.5	ESD
45.	Investigate potential for transfer station, resource recovery, and facility development.	PF-1.3 PF-1.5	ESD
46.	Participate in the Technical Advisory Committee on Public Resources Code solid waste requirements.	PF-1.3 PF-1.5	ESD
47.	Provide community cleanup events.	PF-I.4	ESD coordinating with community groups and Council offices
	Libraries, Schools (PF Sections J, K)		
48.	Continue to implement the 21st Century Library Improvement Program.	PF-J.1 PF-J.6 PF-J.2 PF-J.7 PF-J.3 PF-J.8 PF-J.4 PF-J.9 PF-J.5	Library
49.	Continue to collaborate with school districts in San Diego.	PF-K.1 PF-K.6 PF-K.2 PF-K.7 PF-K.3 PF-K.8 PF-K.4 PF-K.9 PF-K.5	Citywide
50.	Continue periodic meetings with San Diego Unified School District.	PF-K.1 PF-K.6 PF-K.2 PF-K.7 PF-K.3 PF-K.8 PF-K.4 PF-K.9 PF-K.5	CPCI
	Information Infrastructure, Public Utilities, Regional Facilities, Healthcare (PF Sections L-O)		
51.	As relevant plans and ordinances are updated include information infrastructure requirements.	PF-L.1 PF-L.4	City
52.	Support standards for regional interoperability of information infrastructure systems.	PF-L.2 PF-L.5	OCIO/OHS
53.	Monitor the impact of the changes in the telecommunications industry due to the increasing wireless capabilities.	PF-L.5	OCIO
54.	Continue competitive procurement and contracting for City's Wide Area Network (WAN) to ensure an integrated information infrastructure system is cost-effectively maintained, especially with the convergence of voice, video and data technologies.	PF-L.6	OCIO/Public Safety
55.	Monitor the performance of Cable Franchises per Agreements and the marketplace for additional carrier opportunities.	PF-L.5	Cable Office/ Attorney's Office
56.	Encourage the commercial marketplace to provide "WiFi hotspots".	PF-L.6	Public-Private Collaboration
57.	Continue to maintain public access workstations in libraries, community service centers and in recreation centers to	PF-L.10	City

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No.	Public Facilities, Services & Safety Actions	General Plan Policy	Responsible Departments
	provide information access and self-service functions.		
58.	Implement through the City's Information Technology Strategic Plan as a key objective to ensure an effective infrastructure system is maintained for the citywide organization.	PF-L.12	OCIO
59.	Continue to implement a PC Lifecycle Management program and procedures to take outdated PC equipment that the City no longer deems as meeting the minimum performance level and re-use and/or recycle it.	PF-L.13	OCIO
60.	Support the Public Safety Communications Upgrade Plan recommendations.	PF-L.9	OCIO/OHS
61.	Continue to support requirements for ADA web usability in the design and implementation of City information systems and electronic services.	PF-L.11	City/OCI
62.	Incorporate disability access requirements in all technology procurements.	PF-L.11	City/OCIO
63.	Monitor the legal development of requirements for local government compliance and identify risk areas.	PF-L.12	City/OCIO
64.	Continue to coordinate with public utility providers during the planning and development review process.	PF-M.1 PF-M.3 PF-M.2 PF-M.4	CPCI/DSD
65.	Continue to participate in SANDAG committees on regional issues.	PF-N.1 PF-N.4 PF-N.2 PF-N.5 PF-N.3	CPCI
66.	Continue to coordinate planning efforts with existing and planned healthcare facilities.	PF-O.1 PF-O.3 PF-O.2	CPCI
	Disaster Preparedness, Seismic Safety (PF Sections P-Q)		
67.	Continue weekly/monthly system checks and staff training for the Emergency Operations Center.	PF-P.1	OHS
68.	Disseminate information on Homeland Security as necessary and issue quarterly reports to PS&NS.	PF-P.2	OHS
69.	Convene the Homeland Security Coordination Council on a quarterly basis.	PF-P.6	OHS
70.	Convene the Weather Contingency Committee as necessary.	PF-P.6	
71.	Continue the Fire-Rescue Department's CERT program.	PF-P.10	OHS in partnership with Fire
72.	Maintain standing membership on the California State Citizen Corps Council.	PF-P.8	OHS
73.	Coordinate exercise activities with the regional 3 year plan.	PF-P.8	OHS
74.	Maintain membership in regional committees and task forces on disaster preparedness.	PF-P.9	OHS
75.	Coordinate disaster preparedness education and outreach activities with the CERT coordinator in Fire-Rescue.	PF-P.12 PF-P.14	OHS
76.	Improve community outreach and educational efforts.	PF-P.12 PF-P.14	OHS
77.	Work with the County to ensure a regional approach to disaster preparedness outreach and education.	PF-P.12 PF-P.14	OHS
78.	Update community plans and zoning to limit future	PF-P.13	CPCI/DSD

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No.	Public Facilities, Services & Safety Actions	General Plan Policy	Responsible Departments
	development in hazard areas.		
79.	Continue revision of the Emergency Operations Plan (EOP).	PF-P.3	OHS
80.	Assist departments with integration into EOPs.	PF-P.5	OHS
81.	Continue the environmental and geologic review of land development projects.	PF-Q.1 PF-Q.2	DSD
82	Maintain resources for geologic review.	PF-Q.1 PF-Q.2	DSD

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Recreation Element Action Items

No.	Recreation Actions	General Plan Policy	Responsible Departments
	Short-Term Actions		
1.	Reinstate the Quimby Act ordinance and update public facilities financing plans.	RE-A.15 RE-A.16 RE-A.17	CPCI
	Mid-Term Actions		
2.	Develop a Parks Master Plan.	RE-A.1 RE-A.2 RE-A.3 RE-A.4 RE-A.5 RE-A.6 RE-A.8 RE-A.9 RE-A.11 RE-A.12 RE-A.14 RE-A.18 RE-B.1 RE-B.2 RE-B.3 RE-B.4 RE-C.2 RE-C.3 RE-C.4 RE-C.5 RE-C.6 RE-C.7 RE-C.8 RE-D.1 RE-D.2 RE-D.3 RE-D.4 RE-D.6 RE-D.7 RE-E.1 RE-E.2 RE-E.3 RE-E.5 RE-E.6 RE-E.7 RE-E.8 RE-E.9 RE-F.1 RE-F.2 RE-F.3 RE-F.4 RE-F.5 RE-F.6	CPCI
3.	Update Council Policy 200-14, "Park and Recreation Facility Landscape Design", to address the full range of design considerations.	RE-A.7 RE-C.5 RE-D.1 RE-D.9	CPCI
	Long-Term Actions		
4.	Create and maintain an inventory list of right-of-ways and assess the recreational value of this inventory.	RE-E.6	READ/P&R
	Ongoing Actions		
5.	Review project and plan amendment proposals to ensure that new development provides the required park and recreation facilities.	RE-A.8 RE-A.10 RE-A.12	CPCI/DSD
6.	Continue to provide recreational and park programs.	RE-A.11 RE-B.1 RE-C.8 RE-D.3 RE-D.8 RE-E.12	P&R

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No.	Recreation Actions	General Plan Policy		Responsible Departments
7.	Update community plans to achieve citywide and community recreation goals.	RE-A.2 RE-A.8 RE-A.9 RE-A.10 RE-A.11 RE-A.12 RE-A.13	RE-A.14 RE-B.3 RE-B.4 RE-C.9 RE-D.6 RE-E.1 RE-F.2 RE-F.6	CPCI
8.	Identify trails in the Trails Master Plan and Community Plans. Improve access to parks through the park design and development process, street improvement plans, and on an individual project level basis.	RE-D.2 RE-D.6	RE-D.7 RE-F.4 RE-F.7	CPCI/ P&R/DSD
9.	Continue to participate in citywide and regional discussions regarding public transit and access to park and recreation facilities.	RE-D.5		CPCI
10.	Consider the inclusion of recreational components in the planning of public projects.	RE-E7		P&R/CPCI/ E&CP
11.	Design new parks and retrofit existing parks consistent with General Plan goals.	RE-A.7 RE-D.1	RE-D.2 RE-C.5	P&R/CPCI/E&CP
12.	Implement the LDC regulations which preserve and enhance the natural state of resource parks and open space.	RE-C.1 RE-C.4	RE-F.1 RE-F.2	DSD/CPCI
13.	Create and/or update river park plans.	RE-F.6		CPCI
14.	Continue to implement and expand recreational opportunities through Joint Use Agreements.	RE-A.18 RE-E.2 RE-E.3	RE-E.4 RE-E.8 RE-E.10 RE-E.11	P&R

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Conservation Element Action Items

No.	Conservation Actions	General Plan Policy	Responsible Departments
	Short-Term Actions		
	Climate Change and Sustainable Development (CE Section A)		
1.	Prepare for implementation of California Energy Commission Energy Efficiency Standards (State Energy Code, Title 24 update) expected to become effective in July 2009.	CE-A.5	CPCI/DSD
2.	Review subdivision findings in the Land Development Code for site design and building orientation requirements to ensure that the design of subdivisions minimize energy use.	CE-A.1 CE-A.5	DSD
3.	Form a multi-disciplinary team to review the state-adopted California Green Building Standards, and participate in subsequent rule-making. Mandatory standards applicable to housing are expected to be in effect in 2011. Determine whether implementation of the state standards should be accelerated, or if mandatory standards should also be required for non-residential new construction. Additionally review whether green building standards should be applied to the existing building stock upon major remodels. Evaluate costs and benefits of alternatives.	CE-A.1 CE-A.5	DSD/CPCI/Water/ ESD
4.	Revise the City's Sustainable Building Council Policies 900-14 and 600-27 to enhance energy efficiency and green design for City facilities and make appropriate modifications to the incentives and requirements of the sustainable buildings expedite program to ensure that the program is effective in meeting energy efficiency and sustainability goals.	CE-A.5 CE-A.6 CE-F.2 CE-I.5 CE-I.10	ESD Lead DSD/Water
5.	Collaborate with other jurisdictions, state agencies, and SDG&E to develop programs, regulations or incentives to improve the energy and water efficiency of older structures, especially those built prior to the enactment of Title 24 in 1978.	CE-A.1 CE-A.5 CE-A.12	CPCI/DSD/Water
6.	Provide sustainable design services for projects within Redevelopment Division project areas.	CE-A.5	Redevelopment Agency
7.	Participate in state efforts to develop a greenhouse gas emissions Cap-and-Trade program in order to maximize potential environmental and economic benefits to the City of San Diego.	CE-A.1	CPCI/DSD/Water
8.	Expand the scope of the Climate Protection Action Plan to include measures to reduce GHG emissions from the community-at-large.	CE-A.2 CE-A.13	ESD/Citywide

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No.	Conservation Actions	General Plan Policy	Responsible Departments
9.	Participate in state Office of Planning & Research (OPR) efforts to develop state-wide California Environmental Quality Act CEQA Significance Thresholds to address GHG emissions. Develop thresholds and evaluation procedures to provide guidance for project review.	CE-A.1 CE-A.5	DSD
Open Space, Coastal Resources (CE Sections B, C)			
10.	Adopt an ordinance to designate very high fire hazard severity zones within the City of San Diego consistent with Government Code Section 51175.	CE-B.6	DSD
11.	Address multi-modal coastal access in the Pedestrian Master Plan and Bike Master Plan.	CE-C.9	CPCI
12.	Identify coastal recreational opportunities through the development of the Parks Master Plan.	CE-C.11	CPCI
Water Management, Urban Runoff Management (CE Sections D,E)			
13.	Adopt state standards for the installation of recycled water standards locally to provide standards for the installation of recycled water piping within buildings.	CE-D.1	DSD/Water
14.	Incorporate state standards and Uniform Plumbing Code requirements related to the installation of recycled water plumbing within non-residential buildings (dual plumbing) into the Municipal Code.	CE-D.1	DSD
15.	Adopt a water efficient model landscape ordinance that is at least as effective as the updated "State Model Efficient Landscape Ordinance" under AB1881.	CE-D.1	DSD/Water
16.	Develop procedures in the Community Plan Preparation Manual to ensure that the Water Supply Assessment (WSA) requirements are addressed in the preparation of a community plan.	CE-D.1 CE-D.4	CPCI/DSD/ Water
17.	Ensure that the WSA process is followed in the planning and development review process. Improve coordination between DSD and the Water Department by developing review procedures to ensure that DSD identifies projects subject to the WSA and then requests the Water Department to perform a WSA for the project early in the review process.	CE-D.5	CPCI/DSD/ Water
18.	Require implementation of water conservation measures for development projects as a part of the development review process.	CE-D.1	CPCI/DSD/ Water
19.	Evaluate the Standard Urban Storm Water Mitigation Plan (SUSMP) for modified requirements for both public and private.	CE-E.2	
20.	Update the Hydromodification standards to require additional standards for public and private priority projects.	CE-E.2	Storm Water Department, Pollution Prevention Division
Air Quality, Energy, Urban Forestry (CE Sections F, I, J)			

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No.	Conservation Actions	General Plan Policy	Responsible Departments
21.	Investigate and identify plant species that improve air quality and reduce pollution. Coordinate this effort with regular updates to the Land Development Manual: Landscape Standards.	CE-F.4	DSD
22.	Identify a process for pursuing government funding and supportive legislation in the Energy Conservation and Management Program and Comprehensive Plan (ECMPCP); address and coordinate alternative and renewable energy source objectives and research.	CE-I.3	ESD
23.	Provide an opportunity for property owners to obtain financing for renewable-energy installations and energy-efficiency retrofits through the San Diego Clean Generation Program.	CE-I.5	Mayor's Office
24.	Using state protocols develop local guidelines for determining the value of tree planting as mitigation for air pollution emissions, storm water runoff and other environmental impacts as appropriate.	CE-J.4	DSD
	Mid-Term Actions		
25.	Collaborate with others to develop and consider methodology for calculating environmental impacts on a per capita basis (efficiency-based significance threshold).	CE-A.2	DSD
26.	Identify funding and stakeholders to investigate City operations related to fuel efficiency and develop and implement a fuel efficiency policy or ordinance to address reduced use of fossil fuels.	CE-F.1 CE-I.8	ESD/General Services
27.	Identify funding to investigate methods for determining healthy air quality and develop standards or improve regulations to promote healthy indoor air quality.	CE-A.7	CPCI
28.	Develop new development standards to help reduce urban heat island effects.	CE-A.12	CPCI/DSD
29.	Evaluate the need to update various departments' Environmental Management Systems.	CE-F.9	
	Long-Term Actions		
30.	Develop a program and funding source to maintain desired trees and plant additional trees.	CE-J.1	General Services/ESD
31.	Evaluate the adequacy of regulations to address power generation and design.	CE-I.12	ESD
	Ongoing Actions		
	Sustainable Development & Climate Change (CE Section A; See also Sections F, J, and I)		
32.	Comprehensively address climate change through the implementation and actions associated with the individual policies identified in Table CE-1 in the General Plan.	CE-A.2	Citywide
33.	Implement the Sustainable Community Program.	CE-A.2	ESD
34.	Actively participate in workshops, studies and conferences regarding climate change issues.	CE-A.3	Citywide
35.	Consult with and include climate science experts in policy and program discussions regarding climate change issues.	CE-A.3	CPCI/ESD Citywide

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No.	Conservation Actions	General Plan Policy	Responsible Departments
36.	Implement the Cleantech (Clean Technology) Initiative.	CE-A.4	CPCI
37.	Periodically review and evaluate the adequacy of the Recycling Facilities and Storage Ordinance.	CE-A.10	ESD
38.	Periodically review and evaluate the City Recycling Ordinance as needed for updates.	CE-A.10	ESD
39.	Promote water conservation programs at the City or regional level.	CE-A.11	Water
40.	Participation in future state and Federal efforts to address climate change, fuel efficiency, the use of alternative fuels and efforts to reduce greenhouse gas emissions.	CE-A.1 CE-F.7 CE-I.8 CE-F.8 CE-F.5	Intergovernmental Relations/ Citywide
41.	Implement the Construction and Demolition Debris Diversion Deposit Ordinance and evaluate the need to modify over time.	CE-A.9 CE-A.8 CE-K.1	ESD/DSD
Open Space, Coastal (CE Sections B, C)			
42.	Continue to implement the Environmentally Sensitive Lands regulations.	CE-B.1 CE-B.2	DSD
43.	Evaluate discretionary development proposals for conformance with Conservation policies.	CE-A.5 CE-D.5 CE-A.8 CE-E.2 CE-A.9 CE-E.3 CE-A.10 CE-E.6 CE-A.11 CE-I.5 CE-A.12 CE-J.4 CE-B.3 CE-K.2 CE-B.5 CE-K.3 CE-B.6 CE-K.4 CE-K.5	CPCI/DSD
44.	As community plans are updated in the Coastal Zone, update Local Coastal Programs to address Coastal Resources.	CE-C.1 CE-C.8 CE-C.2 CE-C.9 CE-C.5 CE-C10	CPCI
45.	Monitor implementation of Watershed Management Plans and update as needed.	CE-C.2 CE-C.4 CE-C.3 CE-C.6 CE-D.3 CE-G.5	Water
46.	Address beach accessibility and acquisition in the Parks Master Plan.	CE-C.12 CE-C.13	CPCI
Water Management, Urban Runoff (CE Sections D, E)			
47.	Implement and update the Urban Water Management Plan every five years as needed to achieve policy objectives.	CE-D.1 CE-D.4	Water
48.	Implement Source Water Protection Guidelines and Best Management Practices during the development review process.	CE-D.1 CE-D.4 CE-D.2	Water
49.	Develop, implement, and modify, as necessary, a program for encouraging collaborative watershed based land use planning.	CE-D.3	Water
50.	Ensure that water restrictions are properly adhered to during droughts according to the metrics established in the City's Drought Ordinance	CE-D.1	DSD/P&R
51.	Complete and submit biannual water conservation Best Management Practices (BMPs) reports as required by the California Urban Water Conservation Council (CUWCC). Maintain sufficient water conservation programs to demonstrate compliance with BMPs. Maintain active participation in the CUWCC's policy updates.	CE-D.1 CE-D.4	Water

DRAFT

No.	Conservation Actions	General Plan Policy	Responsible Departments
52.	Continue to expand the recycled water distribution system per Phase II of the Recycled Water Master Plan Update 2005. Continue to connect additional infill recycled water users along the established distribution network.	CE-D.1	Water
53.	Continue ongoing participation in the development and implementation of San Diego's Integrated Regional Water Management Plan as a Regional Water Management Group partner.	CE-D.4	Water/Storm Water Department, Pollution Prevention Division /MWWD
54.	Continue public outreach efforts to educate the public on storm water pollution prevention. (Think Blue Education)	CE-E.1	Storm Water Department, Pollution Prevention Division
55.	Annually review those areas that are subject to flooding as depicted on CE Element Figure CE-5 or the most current FEMA flood maps in compliance with state law.	CE-E.2	DSD
56.	Manage floodplains to address their multipurpose functions.	CE-E.7	DSD
57.	Continue current programs in place to address storm water pollution control.	CE-E.6	Storm Water Department, Pollution Prevention Division/DSD
58.	Assure that urban runoff best practices are used by all City Departments.	CE-E.5	Storm Water Department, Pollution Prevention Division
59.	Implement Land Development Code regulations and Best Management Practices which limit and control runoff, sedimentation, and erosion as a result of construction and development.	CE-B.4 CE-E.2 CE-E.3	DSD
60.	Implement the Long-range Water Resources Supply Plan for Water Supply and update as needed to achieve policy objectives.	CE-E.4 CE-E.7	Water
61.	Update community plans to achieve citywide and community goals.	CE-B.1 CE-J.2 CE-B.5 CE-J.3 CE-G.4	CPCI
	Biological Diversity, Wetlands (CE Section G, H)		
62.	Continue to implement the MSCP.	CE-G.1 CE-G.3	CPCI/DSD/Park & Recreation
63.	Pursue long-term funding for monitoring and maintenance of the MHPA.	CE-G.1 CE-G.2	CPCI
64.	Continue to apply for grants earmarked for acquisition and preservation of core habitats and sensitive species.	CE-G.2	CPCI
65.	Develop an approach modeled after the watershed planning approach to preserve and enhance wetlands.	CE-H.1	CPCI/Public and private collaboration in consultation with the wildlife resource agencies.

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No.	Conservation Actions	General Plan Policy	Responsible Departments
66.	Develop a wetlands management program which includes: • Continuing to explore a process facilitating public-private partnerships and which includes federal, state and local coordination. • A process for pursuing government funding and supportive legislation. • A long-term monitoring plan for wetland management • professional education for practical application	CE-H.2 CE-H.3 CE-H.4 CE-H.6	CPCI/Public and private collaboration in consultation with the wildlife resource agencies.
67.	Support research and demonstration projects of created wetlands.	CE-H.5	CPCI/DSD/Water/ Public and private collaboration in consultation with the wildlife resource agencies.
68.	Implement existing guidelines/regulations for site planning near wetlands.	CE-H.7 CE-H.9	CPCI/DSD/Public and private collaboration in consultation with the wildlife resource agencies.
69.	Implement regulations to reflect "no net loss" of wetlands to be consistent with state and federal law.	CE-H.8	CPCI/DSD/Public and private collaboration in consultation with the wildlife resource agencies.
70.	Implement the City policy on the idling of motive equipment.	CE-F.9	ESD/Water/ MWWD/General Services.
71.	Evaluate the opportunities to make more efficient use of gas from landfills and explore waste processing technologies that produce fuels.	CE-F.3	ESD
72.	Collaborate with SANDAG to improve incentive programs for the use of alternative transportation methods.	CE-F.6	Citywide
73.	Implement the Energy Conservation and Management Program and Comprehensive Plan (ECMPCP) which includes an educational outreach strategy.	CE-I.1 CE-I.11 CE-I.2 CE-I.13	ESD
74.	Participate in multi-jurisdictional regional emergency contingency plans.	CE-I.6	OHS
75.	Continue to pursue external funding (i.e. grants) for providing renewable energy and improving energy efficiency.	CE-I.7	ESD
76.	Take a leadership role in development and implementation of the Regional Transportation Plan.	CE-I.9	CPCI/E&CP
77.	Implement and update plans which address various transportation options such as Pedestrian Master Plan, Bicycle Master Plan, and Street Design Manual.	CE-I.9	CPCI/E&CP
78.	Implement and evaluate the City's Water Conservation Program and waste diversion programs for improvements.	CE-I.4	ESD/Water
79.	Participate in efforts to provide street trees and promote residential shade tree programs.	CE-A.12 CE-G.4	General Services Streets Division/CPCI

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No.	Conservation Actions	General Plan Policy	Responsible Departments
80.	Collaborate with other agencies on public outreach and education efforts on the urban forest.	CE-J.5	Citywide
81.	Monitor and evaluate the implementation of the Construction and Demolition Deposit Ordinance and the City Recycling Ordinance for improvements.	CE-A.8 CE-K.1 CEA.10	ESD
82.	Promote sustainable agriculture on city-leased land.	CE-L.1 CE-L.5 CE-L.2 CE-L.6 CE-L.3 CE-L.7 CE-L.4	READ
83.	Continue to collaborate with SANDAG and other agencies and entities regarding cross border issues.	CE-M.1 CE-M.4 CE-M.2 CE-M.5 CE-M.3	Mayor's Office
84.	Collaborate with state and Federal agencies to improve community education efforts on environmental issues.	CE-N.1	Mayor's Office
85.	Coordinate with SANDAG to expand transportation demand management programs.	CE-N.3	CPCI
79.	Continue public education and outreach on environmental issues and expand where appropriate.	CE-C.7 CE-N.7 CE-N.2 CE-N.8 CE-N.4 CE-N.9 CE-N.6 CE-N.5	Citywide

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Noise Element Action Items

No.	Noise Actions	General Plan Policy	Responsible Departments
Short-Term Actions			
1.	Revise City CEQA thresholds to incorporate updated noise/land use compatibility guidelines.	NE-A.2 NE-A .3	DSD
Mid-Term Actions			
Long-Term Actions			
Ongoing Actions			
2.	Implement Noise Element policies through community plan updates.	NE-A.1 NE-A.3 NE-A.5 NE-B.1 NE-B.2 NE-B.5 NE-C.3 NE-D.1 NE-D.2 NE-D.3 NE-F.1 NE-I.3	CPCI/DSD
3.	Implement Noise Element policies through project review.	NE-A.1 NE-A.2 NE-A.3 NE-A.4 NE-B.1 NE-B.3 NE-B.4 NE-B.7 NE-C.1 NE-D.1 NE-D.3 NE-D.4 NE-E.1 NE-E.2 NE-E.3 NE-E.4 NE-E.5 NE-E.6 NE-F.1 NE-F.2 NE-F.3 NE-F.4 NE-H.2 NE-I.1 NE-I.2 NE-I.3	DSD/CPCI Police
4.	Minimize noise by increasing awareness through dialogue with affected stakeholders and agencies.	NE-B.6 NE-C.2 NE-C.4 NE-D.5 NE-D.6	DSD/CPCI
5.	Continue Vehicle Code Enforcement efforts.	NE-B.8	DSD/CPCI
6.	Enforce the Noise Ordinance.	NE-G.1 NE-G.2	DSD
7.	Enforce the Special Event Ordinance.	NE-H.1 NE-H.2	Office of Special Events/Police

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No.	Noise Actions	General Plan Policy	Responsible Departments
8.	Support of State Legislation and regulation to allow standardized noise attenuation for acoustical evaluation.	NE-I.1 NE-I.3 NE-I.2 NE-I.4	DSD/CPCI Mayor's Office

Historic Preservation Element Action Item

No.	Historic Preservation Actions	General Plan Policy	Responsible Departments
	Short-Term Actions		
1.	Create a Council Policy on the establishment of historical districts.	HP-A.5	CPCI/HRB
2.	Establish appropriate remedies and penalties in the Land Development Code to address unlawful demolition or destruction of historical resources.	HP-A.5	CPCI/DSD
3.	Present an item to the City Council to consider the number of votes by the HRB needed for designation of a historical resource.	HP-A.5	CPCI/DSD
4.	Present an item to the City Council to consider changing the timeframe for determining the need for a site specific survey .	HP-A.5	CPCI/DSD
5.	Develop a historic preservation fund.	HP-B.3	CPCI
6.	Develop comprehensive TDR program related to historical resources.	HP-B.2	CPCI/DSD
7.	Work with applicants to take advantage of the Conditional Use Permit (CUP) process for historical resources, to gain flexibility in the application of some development regulations.	HP-B.2 f.	CPCI/DSD
8.	Foster preservation and adaptive reuse of designated historical buildings and structures by allowing retention of non-conforming setbacks without requiring a variance or hardship finding. Allow the use of a Neighborhood Development Permit with a finding that the proposed reuse does not adversely affect the community plan or General Plan because it would be beneficial in this regard.	HP-B.2.g	CPCI/DSD
9.	Provide architectural assistance service to help owners design rehabilitation and/or adaptive reuse plans, or feasibility studies for historically-designated buildings, structures, and objects. Maintain the City's current façade improvement program for historic commercial properties.	HP-B.2.h	CPCI/DSD

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No.	Historic Preservation Actions	General Plan Policy	Responsible Departments
	Mid-Term Actions		
10.	Develop a cultural heritage tourism program.	HP-B.4	Public/private collaboration
	Long-Term Actions		
11.	Develop a historic preservation sponsorship program.	HP-B.3	Public/private collaboration
	Ongoing Actions		
12.	Maintain Certified Local Government status and utilize benefits of this status.	HP-A.1	CPCI/HRB
13.	Comprehensively update the Historic Preservation Plan (adoption by HRB).		
14.	Include historic preservation concepts, identify conservation areas and identify historical resources in the community plan updates, including mapping areas with significant concentrations of potential and designated historical resources.	HP-A.2	CPCI
15.	Encourage the consideration of historical and cultural resources early in the development review process by promoting the preliminary review process and early consultation with property owners, community and historic preservation groups, land developers, Native Americans, and the building industry.	HP- A.2 b	CPCI/DSD
16.	Post results of historical and cultural resources planning efforts on the City's website.	HP-A.2	CPCI
17.	Continue to provide noticing and opportunities for consultation and regularly meet with tribal governments (in compliance with SB 18).	HP-A.3	CPCI
18.	Improve the program for identifying, documenting, and evaluating the historical and cultural resources in the City.	HP-A.4	CPCI/ HRB
19.	Designate and preserve individually significant historical and cultural resources.	HP-A.5	CPCI/ HRB
20.	Foster public participation through outreach to the public and the posting of information on the City's website.	HP-B.1	CPCI/ HRB
21.	Encourage use of existing and develop new historic preservation incentives.	HP-B.2	CPCI/ HRB
22.	Continue to provide design assistance to property owners.	HP-B.2	CPCI/ HRB

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Appendix A: List of Community Plans and Adoption Year

Community	Council District	Year Adopted
Mission Beach	2	1974
Carmel Valley	1	1975
Ocean Beach	2	1975
Serra Mesa	6	1977
Barrio Logan	8	1978
Scripps Miramar Ranch	5	1978
Miramar Ranch North	5	1980
Otay Mesa	8	1981
Navajo	7	1982
Tierrasanta	7	1982
Sabre Springs	5	1982
Fairbanks Country Club	1	1982
Carmel Mountain Ranch	5	1984
Via de la Valle	1	1984
Mission Valley	6	1985
North Park	3	1986
Southeastern/Encanto	4 & 8	1987
University	1	1987
Golden Hill	3 & 8	1987
Peninsula	2	1987
Old San Diego	2	1987
Skyline-Paradise	4	1987
Uptown	2 & 3	1988
Rancho Bernardo	5	1988
Clairemont Mesa	6	1989
College	7	1989
San Ysidro	8	1990
Midway	2	1991
East Elliott	7	1991
Kearny Mesa	6	1992
Mira Mesa	5	1992
Rancho Peñasquitos	1	1993
San Pasqual	5	1995
Pacific Beach	2	1995
Torrey Pines	1	1995
Del Mar Mesa	1	1996
Torrey Highlands	1	1996
Otay Mesa-Nestor	8	1997
Torrey (Sorrento) Hills	1	1997
Mid-City	3, 4 & 7	1998
Linda Vista	6	1998
Black Mountain Ranch	1	1998

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Community	Council District	Year Adopted
Tijuana River Valley	8	1999
Pacific Highlands Ranch	1	1999
Rancho Encantada	7	2001
La Jolla	1 & 2	2002
NCFUA Subarea II	7	No Plan

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Appendix B: Key General Plan Policies for Project Review

Key Project Review Policies								
LU	ME	UD	EP	PFSS	RE	CE	NE	HP
LU-A.7	ME-A.2	UD-A.1:17	EP-A.13:15	PF-C.1	RE-A.10	CE-A.5	NE-A.1:4	HP-A.2
LU-A.9:11	ME-A.4:7	UD-B.1:6	EP-A.19:20	PF-Q.1:2	RE-E.11	CE-A.8:12	NE-B.1	HP-A.5
LU-B.3	ME-B.9	UD-B.8	EP-H.1			CE-B.3	NE-B.3:4	HP-B.2
LU-C.4	ME-C.3	UD-C.1:2				CE-B.5:6	NE-B.7	
LU-F.2	ME-C.6:7	UD-C.4:8				CE-D.1	NE-C.1	
LU-G.4	ME-C.10	UD-D.1:3				CE-D.5	NE-D.1	
LU-G.6	ME-E.6:7	UD-E.1:2				CE-E.2:3	ME-D.3:4	
LU-H.1:4	ME-F.4	UD-F.1				CE-E.6	NE-E.1:6	
LU-I.1:3	ME-K.4:6	UD-F.3:5					NE-F.1:4	
LU-I.7:9							NE-H.2	
LU-A.11							NE-I.1:3	

Key Community Plan Amendment & Update Policies								
LU	ME	UD	EP	PFSS	RE	CE	NE	HP
LU-A.1:10	ME-A.8	UD-A.1:2	EP-A.1:12	PF-A.3	RE-A.2	CE-A.2	NE-A.1	HP-A.2
LU-B.1:3	ME-B.9	UD-A.7	EP-A.16:18	PF-C.2:3	RE-A.8:14	CE-B.1	NE-A.3	
LU-C.1:6	ME-C.1	UD-A.9:10	EP-B.1:16	PF-F.6	RE-B.3:4	CE-B.5	NE-A.5	
LU-D.1:14	ME-C.3	UD-A.14	EP-C.1	PF-H.3	RE-C.9	CE-C.1:2	NE-B.1:2	
LU-H.1:7	ME-C.6:7	UD-B.2	EP-E.1	PF-M.4	RE-D.6	CE-C.5	NE-C.3	
LU-I.1:3	ME-C.10	UD-B.5:6	EP-F.4	PF-P.13	RE-E.1	CE-C.8:10	NE-D.1:3	
LU-I.5:6	ME-J.2	UD-B.8	EP-H.1	PF-Q.1	RE-F.2	CE-D.1	NE-F.1	
LU-I.11:16	ME-K.4	UD-C.1:8	EP-H.3		RE-F.6	CE-D.4:5	NE-I.3	
LU-K.3		UD-D.1	EP-J.2:3			CE-E.7		
		UD-E.1:2	EP-J.7			CE-G.4		
		UD-F.1	EP-J.9:11					
		UD-F.3	EP-L.2					

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