County of San Luis Obispo
GENERAL SERVICES AGENCY
Janette D. Pell, Director

Helen McCann, Department Administrator

REQUEST FOR PROPOSAL PS- #1136
LAND USE ECONOMICS STUDY

July 12, 2011

The County of San Luis Obispo (County) is currently soliciting proposals for professional services for a Land Use Economics Study.

Each proposal shall specify each and every item as set forth in the attached specifications. Any and all exceptions must be clearly stated in the proposal. Failure to set forth any item in the specifications without taking exception may be grounds for rejection. The County reserves the right to reject any and all proposals and to waive any irregularity or informality in any proposal or in the Request for Proposal process, as long as, in the judgment of the County, such action will not negate fair competition and will permit proper comparative evaluation of the proposals submitted.

This Request for Proposal is posted on the County's Purchasing website at http://www.slocounty.ca.gov/GSA/Purchasing/Current_Formal_Bids_and_Proposals.htm. Any changes, additions, or deletions to this Request for Proposal will be in the form of written addenda issued by the County. Any addenda will be posted on the website. Prospective proposers must check the website for addenda or other relevant new information during the response period. The County is not responsible for the failure of any prospective proposer to receive such addenda. All addenda so issued shall become a part of this Request for Proposal.

If your firm is interested and qualified, please submit five (5) hard copies and one (1) electronic copy (on CD or DVD) of your proposal on September 1, 2011 by 3:00 p.m. to:

County of San Luis Obispo
Debbie Belt, GSA - Purchasing
1087 Santa Rosa Street
San Luis Obispo, CA 93408

If you have any questions about the proposal process, please contact me. For technical questions and information contact Jamie Lopes at (805) 781-5975.

All questions pertaining to the content of this Request for Proposal must be made in writing via e-mail to James Lopes at: jlopes@co.slo.ca.us. All questions will receive a response within two (2) business days. The question and its response will be posted (anonymously) on the County's Purchasing web site located at: http://www.slocounty.ca.gov/GSA/Purchasing/Current_Formal_Bids_and_Proposals.htm. The County reserves the right to determine the appropriateness of comments/questions that will be posted on the website.

DEBBIE BELT
Buyer – GSA - Purchasing
dbelt@co.slo.ca.us

LOCAL VENDOR PREFERENCE

The County has established a local vendor preference. When quality, service, and other relevant factors are equal, responses to Requests for Proposals will be evaluated with a preference for local vendors. Note the following exceptions:

1. Those contracts which State Law or, other law or regulation precludes this local preference.
2. Public works construction projects.

A "local" vendor preference will be approved as such when, 1) The vendor conducts business in a fully staffed office with a physical address within the County of San Luis Obispo; 2) The vendor holds a valid business license issued by the County or a city within the County; and 3) The vendor has conducted business at the local address for not less than six (6) months prior to the due date of this Request for Proposal..

Proposals received in response to this Request for Proposal will be evaluated by the Selection Committee considering the local vendor preference described above when quality, service and other relevant factors are equal. The burden of proof will lie with proposers relative to verification of "local" vendor preference. Should any questions arise, please contact a buyer at (805) 781-5200.

	YES	NO
Do you claim local vendor preference?		
Do you conduct business in an office with a physical location within the County of San Luis Obispo?		
Business Address: _____ _____		
Years at this Address:_____		
Does your business hold a valid business license issued by the County or a City within the County?		
Name of Local Agency which issued license:_____		

Business Name: _____

Authorized Individual: _____ Title: _____

Signature:_____ Dated: _____

PROPOSAL SUBMITTAL AND SELECTION

1. All proposals, consisting of five (5) hard copies and one (1) electronic copy (on CD or DVD) must be received by mail, recognized carrier, or hand delivered no later than 3:00 p.m. on September 1, 2011. Late proposals will not be considered and will be returned, unopened.
2. All correspondence should be directed to:

   San Luis Obispo County
   General Services Agency
   1087 Santa Rosa Street
   San Luis Obispo, CA 93408
   ATTENTION: DEBBIE BELT
   Telephone: (805) 781-5903

3. All costs incurred in the preparation and submission of proposals and related documentation will be borne by the proposer.
4. It is preferred that all proposals be submitted on recycled paper, printed on two sides.
5. Selection of qualified proposers will be by an impartial Selection Committee using an approved County procedure for awarding professional contracts. Selection will be made on the basis of the proposals as submitted, although the County reserves the right to interview applicants as part of the selection process. The proceedings of the Selection Committee are confidential, and members of the Selection Committee are not to be contacted by the proposers.
6. This Request for Proposal does not constitute an offer of employment or to contract for services.
7. The County reserves the option to accept or reject any or all proposals, wholly or in part, received by reason of this request, and make more than one award, or no award, as the best interests of the County may appear.
8. All documents submitted to the County in response to this Request for Proposal will become the exclusive property of the County and may be returned to the proposer or kept by the County, in the County's sole discretion.
9. All proposals shall remain firm for ninety (90) days following closing date for receipt of proposals.
10. The County reserves the right to award the contract to the firm who presents the proposal which in the judgment of the County, best accomplishes the desired results, and shall include, but not be limited to, a consideration of the professional service fee.
11. Any contract awarded pursuant to this Request for Proposal will incorporate the requirements and specifications contained in this Request for Proposal. All information presented in a proposer's proposal will be considered binding upon selection of the successful proposer, unless otherwise modified and agreed to by the County during subsequent negotiations.
12. Under the provisions of the California Public Records Act (the "Act"), Government Code section 6252 et seq., all "public records" (as defined in the Act) of a local agency, such as the County, must be available for inspection and copying upon the request of any person. Under

the Act, the County may be obligated to provide a copy of any and all responses to this Request for Proposal, if such requests are made after the contract is awarded. One exception to this required disclosure is information which fits within the definition of a confidential trade secret [Government Code section 6254(k)] or contains other technical, financial or other data whose public disclosure could cause injury to the proposer's competitive position. If any proposer believes that information contained in its response to this Request for Proposal should be protected from disclosure, the proposer MUST specifically identify the pages of the response that contains the information by properly marking the applicable pages and inserting the following notice in the front of its response:

> ***NOTICE:*** *The data on pages _ of this response identified by an asterisk (*) contain technical or financial information, which are trade secrets, or information for which disclosure would result in substantial injury to the proposer's competitive position. Proposer requests that such data be used only for the evaluation of the response, but understands that the disclosure will be limited to the extent the County considers proper under the law. If an agreement is entered into with the proposer, the County shall have the right to use or disclose the data as provided in the agreement, unless otherwise obligated by law.*

The County will not honor any attempt by proposer to designate its entire proposal as proprietary. If there is any dispute, lawsuit, claim or demand as to whether information within the response to the Request for Proposal is protected from disclosure under the Act, proposer shall indemnify, defend, and hold harmless, the County arising out of such dispute, lawsuit, claim or demand.

13. An electronic copy of your proposal must be included. This electronic copy should include all documents being submitted combined into one Adobe Acrobat (pdf) file on a CD, using this convention for the file name: FIRM NAME + RFP NUMBER

    Example: Your firm, Acme Inc., is responding to RFP PS-#1101. Your Adobe Acrobat (pdf) file would be named: **Acme 1101**

PROPOSAL FORMAT

A qualifying proposal must address all of the following points and shall be in the format outlined in this section:

1. Project Title

2. Applicant or Firm Name

3. Firm Qualifications

   a. Type of organization, size, professional registration and affiliations.

   b. Names and qualifications of personnel to be assigned to this project.

   c. Outline of recent projects completed that are directly related to this project. Consultant is required to demonstrate specific design and project expertise relating to the requirements of the Project Scope.

   d. Qualifications of consultants, subcontractors, or joint venture firm, if appropriate.

   e. Client references from recent related projects, including name, address and phone number of individual to contact for referral.

4. Understanding of and Approach to the Project

   a. Summary of approach to be taken.

   b. Description of the organization and staffing to be used for the project.

   c. Indication of information and participation the proposer will require from County staff.

   d. Indication of time frame necessary to complete the plan review once a Notice to Proceed is issued.

5. Fees and Insurance

   a. Propose total fixed fees to complete project as described under Project Scope.

   b. The selected Consultant will be required to provide insurance coverage. See the insurance requirements detailed on page 7.

   c. The Consultant shall provide within five (5) days after the Notice of Award is issued a certificate of liability insurance naming the County of San Luis Obispo and its employees and officers as additionally named insured. This shall be maintained in full force and effect for the duration of the contract and must be in an amount and format satisfactory to the County.

d. **Indemnification**

Consultant shall defend, indemnify and hold harmless the County, its officers and employees from all claims, demands, damages, costs, expenses, judgments, attorney fees, liabilities or other losses that may be asserted by any person or entity, and that arise out of or are made in connection with the acts or omissions relating to the performance of any duty, obligation, or work hereunder. The obligation to indemnify shall be effective and shall extend to all such claims and losses, in their entirety, even when such claims or losses arise from the comparative negligence of the County, its officers and employees. However, this indemnity will not extend to any claims or losses arising out of the sole negligence or willful misconduct of the County, its officers and employees.

The preceding paragraph applies to any theory of recovery relating to said act or omission, by the Consultant, or its agents, employees, or other independent contractors directly responsible to Consultant including, but not limited to the following:

1. Violation of statute, ordinance, or regulation.
2. Professional malpractice.
3. Willful, intentional or other wrongful acts, or failures to act.
4. Negligence or recklessness.
5. Furnishing of defective or dangerous products.
6. Premises liability.
7. Strict Liability.
8. Violation of civil rights.
9. Violation of any federal or state statute, regulation, or ruling resulting in a determination by the Internal Revenue Service, California Franchise Tax Board or any other California public entity responsible for collecting payroll taxes, when the Consultant is not an independent contractor.

It is the intent of the parties to provide the County the fullest indemnification, defense, and “hold harmless” rights allowed under the law. If any word(s) contained herein are deemed by a court to be in contravention of applicable law, said word(s) shall be severed from this contract and the remaining language shall be given full force and effect.

SAN LUIS OBISPO COUNTY INSURANCE REQUIREMENTS

Consultant, at its sole cost and expense, shall purchase and maintain the insurance policies set forth below on all of its operations under this Agreement. Such policies shall be maintained for the full term of this Agreement and the related warranty period (if applicable) and shall provide products/completed operations coverage for four (4) years following completion of Consultant's work under this Agreement and acceptance by the County. Any failure to comply with reporting provision(s) of the policies referred to above shall not affect coverage provided to the County, its officers, employees, volunteers and agents. For purposes of the insurance policies required hereunder, the term "County" shall include officers, employees, volunteers and agents of the County of San Luis Obispo, California, individually or collectively.

1. **MINIMUM SCOPE AND LIMITS OF REQUIRED INSURANCE POLICIES**
The following policies shall be maintained with insurers authorized to do business in the State of California and shall be issued under forms of policies satisfactory to the County:

a. **COMMERCIAL GENERAL LIABILITY INSURANCE POLICY ("CGL")**
Policy shall include coverage at least as broad as set forth in Insurance Services Office (herein "ISO") Commercial General Liability coverage. (Occurrence Form CG 0001) with policy limits not less than the following:

$1,000,000 each occurrence (combined single limit);
$1,000,000 for personal injury liability;
$1,000,000 aggregate for products-completed operations; and,
$1,000,000 general aggregate.

The general aggregate limits shall apply separately to Consultant's work under this Agreement.

b. **BUSINESS AUTOMOBILE LIABILITY POLICY ("BAL")**
Policy shall include coverage at least as broad as set forth in Insurance Services Office Business Automobile Liability Coverage, Code 1 "Any Auto" (Form CA 0001). This policy shall include a minimum combined single limit of not less than One-million ($1,000,000) dollars for each accident, for bodily injury and/or property damage. Such policy shall be applicable to vehicles used in pursuit of any of the activities associated with this Agreement. Consultant shall not provide a Comprehensive Automobile Liability policy which specifically lists scheduled vehicles without the express written consent of County.

c. **WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY INSURANCE POLICY ("WC/EL")**
This policy shall include at least the following coverages and policy limits:

1. Workers' Compensation insurance as required by the laws of the State of California; and

2. Employer's Liability Insurance Coverage B with coverage amounts not less than one million ($1,000,000) dollars each accident/Bodily Injury (herein "BI"); one million ($1,000,000) dollars policy limit BI by disease; and, one million ($1,000,000) dollars each employee BI by disease.

2. **DEDUCTIBLES AND SELF-INSURANCE RETENTIONS**
Any deductibles and/or self-insured retentions which apply to any of the insurance policies referred to above shall be declared in writing by Consultant and approved by the County before work is begun pursuant to this Agreement. At the option of the County, Consultant shall either reduce or eliminate such deductibles or self-insured retentions as respect the County, its officers, employees, volunteers and agents, or shall provide a financial guarantee satisfactory to the County guaranteeing payment of losses and related investigations, claim administration, and/or defense expenses.

3. **ENDORSEMENTS**
All of the following clauses and endorsements, or similar provisions, are required to be made a part of insurance policies indicated in parentheses below:

a. A "Cross Liability", "Severability of Interest" or "Separation of Insured" clause (CGL & BAL);
b. The County of San Luis Obispo, its officers, employees, volunteers and agents are hereby added as additional insured with respect to all liabilities arising out of Consultant's performance of work under this Agreement (CGL & BAL);
c. If the insurance policy covers an "accident" basis, it must be changed to "occurrence" (CGL & BAL);
d. This policy shall be considered primary insurance with respect to any other valid and collectible insurance County may possess, including any self-insured retention County may have, and any other insurance County does possess shall be considered excess insurance only and shall not be called upon to contribute to this insurance (CGL, BAL & PL);
e. No cancellation or non-renewal of this policy, or reduction of coverage afforded under the policy, shall be effective until written notice has been given at least thirty (30) days prior to the effective date of such reduction or cancellation to County at the address set forth below (CGL, BAL, WC/EL & PL);
f. Consultant and its insurers shall agree to waive all rights of subrogation against the County, its officers, employees, volunteers and agents for any loss arising under this Agreement (CGL); and
g. Deductibles and self-insured retentions must be declared (All Policies).

4. **ABSENCE OF INSURANCE COVERAGE**
County may direct Consultant to immediately cease all activities with respect to this Agreement if it determines that Consultant fails to carry, in full force and affect, all insurance policies with coverages at or above the limits specified in this Agreement. Any delays or expense caused due to stopping of work and change of insurance shall be considered Consultant's delay and expense. At the County's discretion, under conditions of lapse, the County may purchase appropriate insurance and charge all costs related to such policy to Consultant.

5. **PROOF OF INSURANCE COVERAGE AND COVERAGE VERIFICATION**
Prior to commencement of work under this Agreement, and annually thereafter for the term of this Agreement, Consultant, or each of Consultant's insurance brokers or companies, shall provide County a current copy of a Certificate of Insurance, on an Accord or similar form, which includes complete policy coverage verification, as evidence of the stipulated coverages. All of the insurance companies providing insurance for Consultant shall have, and provide evidence of, a Best Rating Service rate of A VI or above. The Certificate of Insurance and coverage verification and all other notices related to cancellation or non-renewal shall be mailed to: GENERAL SERVICES AGENCY, ATTN: DEBBIE BELT, 1087 SANTA ROSA ST, SAN LUIS OBISPO, CA 93408

Land Use Economics Study

Scope of Work

1. Project Description

The County Board of Supervisors has adopted "Strategic Growth" principles and policies (in Attachment 1) that direct growth towards urban communities that have adequate resources and amenities to support "smart" growth. Following this, the Board of Supervisors also authorized preparation of ordinance amendments that could result in growth limitations in rural areas. In addition to County policies, State Senate Bill (SB) 375 requires better coordination between land use and transportation relationships that will result in reduced greenhouse gas emissions. With respect to SB 375, the San Luis Obispo Council of Governments has prepared a preliminary Sustainable Community Strategy that recommends a lower rate of increase in the projected future number of dwelling units in the unincorporated rural areas of San Luis Obispo County.[1]

There are a number of potential economic effects, positive and possibly negative, that implementation of these strategies may have on the local economy. The purpose of this economic study is to assist planners and decision makers in understanding those potential effects and identify possible ways to lessen any negative ones.

The objectives of the Land Use Economics Study are to:

1. Estimate how much additional future residential development is likely to occur in unincorporated urban areas in different regions of the county as a result of potential measures to 1) limit growth and development in unincorporated rural areas, especially those areas with resource constraints, and 2) encourage "infill" development in urban areas with adequate resources.

2. Estimate potential effects on urban and rural real estate values and related economic effects on different regions of the county of proposed measures that are intended to redirect residential growth from rural towards urban unincorporated areas of the county by limiting growth in rural areas, especially rural areas with certified resource constraints (see attached map).

1. Project Tasks

The Land Use Economic Study will be a research report that estimates the following, at a minimum:

1. Rural residential demand characteristics, such as:

a. Differences in demand characteristics between residences developed in connection with production agriculture and other rural residential development
b. Socioeconomics of buyers and residents to indicate specific concentrations or trends, such as income, employment, race and age
c. Affordability for high-income and lower income households for rural area homes, taking into account characteristics of new homes such as size, price, construction costs, infrastructure fees and operating expenses
d. Desire and/or market demand for large lot sizes (very low density), custom home design, privacy, rural character or ambience

2. Changes in urban real estate and residential demand characteristics for various home sizes within existing urban, village and rural areas in different regions of the county resulting from a reduction in rural development, taking into account:
   a. Lot size and prices
   b. Whether rural residential demand factors are flexible and transferrable to urban areas
   c. Effects on in-migration due to a reduction in allowed rural residential development
   d. Effects on in-migration due to more affordable housing in unincorporated urban areas
   e. Dwelling unit and property sizes of new rural residential development since 1990

3. Effects on real estate sales and construction-related industries, including an assessment of rural real estate price trends that may result from a reduction of rural development.

4. Fiscal effects on the County such as changes in property tax revenues, fees and costs of providing services, including the possibility that a reduction in rural residential development results in some measure of additional urban area growth as a scenario.

5. Potential economic effects of continued development as usual in rural areas, where approximately 40 percent of all new residential building permits in the unincorporated areas occur. Account for areas where groundwater levels are declining and where water quality could be compromised (possible economic effects include increased costs to drill wells deeper, increased costs to treat and pump water for all uses, and ultimately, loss of property values due to a lack of an adequate water supply).

3. Considerations

The study will be based on land use scenarios to be prepared by County staff that will:

- Reduce the average annual rate of new residential building permits in rural areas from previous levels or trends (approximately 40 percent of all new residential building permits in the unincorporated areas occur in the rural areas)

- Include a range of possible reductions in the projected number of dwelling units in the rural areas by 2040 (the reductions will be taken from new population projections from SLOCOG)[1]
- Take into account areas of the county where development capacity will be approached in the future due to resource constraints.

4. Background

Between 2000 and 2010, completed residential building permits in the unincorporated rural areas of the county comprised about 40 percent of the total completed residential permits in all unincorporated areas (an average of about 324 units per year). It is assumed, but not verified, that most of these permits are intended for rural residential living and non-commercial "hobby farms," with only a small portion of the permits supporting production agriculture. This land use economics study will analyze the real estate and economic effects of implementing the following County Strategic Growth and related policies and strategies:

- **Strategic Growth Policy 2.1:** "Maintain rural areas in agriculture, low-intensity recreation, very low-density residential uses, and open space uses that preserve and enhance a well-defined **rural** character."
- **Strategic Growth implementing strategy 2.1:** "Amend the Land Use Element and Ordinance to 1) maintain rural areas in low-intensity uses, 2) avoid expanding Residential Rural and Residential Suburban categories in rural areas, and 3) preserve and enhance a well-defined **rural** character."
- **Strategic Growth implementing strategy 2.2**: "Revise the Transfer of Development Credits (TDC) program to more effectively shift potential **rural** development to communities with adequate infrastructure and conserve rural lands."
- **Strategic Growth implementing strategy 2.8:** "Revise the Resource Management System and the Growth Management Ordinance to give a higher priority to serving existing and strategically planned communities with adequate resources, streets and infrastructure, over outlying **rural** areas."
- **Strategic Growth implementing strategy 10.2** to, "Build on previous efforts to create consensus with the public about attaining compact, walkable communities and **rural** preservation."
- **Board-authorized amendment to the Growth Management Ordinance** to set growth rates at low levels in areas with resource constraints (Levels of Severity I-III)
- **Board-recommended actions to implement the findings of the Paso Robles Groundwater Basin Resource Capacity Study** (the following do not apply to the Atascadero Sub-basin):
    - Revise the Growth Management Ordinance and the Resource Management System to substantially limit yearly non-agricultural development in the rural areas of the basin.
    - In unincorporated rural areas of the basin defined as lands located outside the County Land Use Element's Urban Reserve Lines:
      - Do not approve General Plan amendments that result in a net increase in the non-agricultural use of groundwater

- Prohibit new land divisions in the rural areas of the basin
- All discretionary development shall offset its water use with non-agricultural water, except that proposed Agricultural Processing uses (as defined in the Land Use Ordinance), including outdoor and other appurtenant water use, shall be subject to project-specific land use and/or water conservation mitigation measures required by the review authority based on environmental review

The preceding policies and strategies could be implemented by land use measures such as reducing the annual number of building permits in rural areas. In areas with resource constraints, such as the Paso Robles Groundwater Basin, measures could include prohibiting new subdivisions, limiting the number of annual building permits by Growth Management Ordinance provisions, offsetting new groundwater use for new discretionary development, using best management practices (BMPs) for water, and prohibiting general plan amendments that lead to increased non-agricultural groundwater use.

5. Project Meetings

A kick-off meeting will be held with the consultant and the County team to review the project scope, budget and deliverables; discuss team communication processes; and discuss data sources and sharing. The Planning and Building Department will form a project team to work with the consultant.

Besides the "kick off" meeting, the consultant will be available to meet with one or more of the County or other agency staff when given advance notice. The cost estimate shall include the "kick off" meeting and at least five (5) other meetings or teleconferences.

Public Meetings

The consultant shall include costs for attendance at one (1) public study session or hearing (Planning Commission and Board of Supervisors) and one (1) public workshop or meeting. The consultant shall be prepared to make presentations, respond to questions and/or participate in an advisory capacity during meetings/hearings. The costs for attendance at the public meetings/hearings shall be itemized and are to be considered an option to be exercised by the County.

6. Deliverables

1. Land Use Economics Study: Report in Task 2

2. Monthly Progress Reports: Brief monthly reports that document progress on the tasks and identify any issues that need special attention.

Each deliverable report shall include one (1) electronic copy (in Word and Excel as appropriate). Up to 30 hard copies may also be requested.

The format for all text documents, tables, charts, and illustrations shall be 8 ½" x 11" vertical. Format design shall be agreed upon with County staff. If oversize inclusions are necessary, they will be 11" x

17". Document covers for all related documents shall be coordinated so they appear as a "set." All efforts shall be made to maintain the size of the project to no more than 200 pages. As much of the technical information as possible shall be placed in appendices. Duplication of information in multiple locations shall be avoided as much as possible. All administrative drafts, drafts, and final documents shall be two-sided, black ink, on recycled stock paper (white or light color).

7. Data

The study will use existing information and obtain or retrieve new sources of data, including:

- 2011 SLOCOG/County population projections based on Census
- County building permit records
- County zoning buildout projections

8. Proposal Content

8.1. Form

Proposals and supporting materials shall be submitted in bound copies suitable for evaluation. Legibility, clarity and completeness are essential. Proposals should provide assurance that the firm has the professional capability to satisfactorily complete all tasks as described in Section 2 of this Scope of Work.

8.2. Personnel and Experience

If subcontractors are to be used, describe the methods that will be used to assure their cooperation and performance. Describe the project contribution of each key person and approximate amount of time to be devoted to the project. Include a resume for each of the key personnel detailing their special qualifications applicable to the project. Describe the firm's qualifications in relationship to the required services. Summarize past projects of a similar nature that the consultant's firm has completed.

8.3. Coordination

Describe the process for maintaining a close working relationship between the consultant and the county project coordinator. Considerable merit will be placed on a relationship in which county staff is frequently and completely briefed on all work in process.

8.4. Proposed Scope of Work

The consultant will provide a proposed scope of work with refinements to this initial scope, which reflects the consultant's understanding and expertise.

8.5. Task Timetable and Cost Estimates

The proposal shall contain the tasks required to complete the project with a time frame and cost estimate for each task. This project is funded by a State Sustainable Communities grant, and the estimated maximum budget for this project is $32,000.

8.6 Objectivity

All reports and plans are to be an independent, objective, and unbiased work product. Proposals shall certify that the consultant, principals, and subcontractors (if used) have the capacity to submit neutral and unbiased work products.

9. Criteria for Evaluation of Proposal

The County of San Luis Obispo will evaluate the proposals based on but not limited to the following criteria:

9.1. Understanding of the Scope of Work to be Performed

A. Demonstrated understanding of the project objectives.

B. Consultant's approach to accomplishing the scope of work.

C. Timetable and costs for completing the project.

9.2. Consultant's Methods and Procedures

A. Consultant's general approach to evaluating the issues.

B. Complete description of the procedures and analytical methods to be utilized.

9.3. Management, Personnel and Experience

A. Qualifications of each participant and overall "skill mix" for the firm.

B. Experience and performance on projects of a similar nature.

C. Information obtained by contacting references listed by the consultant.

9.4. Consultant's Consultation and Coordination with County of San Luis Obispo

A. Procedures to be used to ensure close contact between consultant and the project coordinator.

B. Demonstrated experience in working with local government.

9.5. Cost Estimates

A. Are professionals and non-professionals used for the appropriate tasks in the proposal?

B. What quality of product will be delivered for the consultant's fee?

C. Are the cost estimates reasonable for the work product proposed?

9.6. Other Criteria

Any other criteria the County deems relevant.

10. Background Information

The following materials and documents contain information applicable to the project:

1. Attachment 1: Strategic Growth Principles, Policies and Implementing Actions
2. Attachment 2: Groundwater Basins – Level of Severity III Map
3. Framework for Planning - Inland Portion of the Land Use and Circulation Element
4. Housing Element
5. Conservation and Open Space Element
6. Resource Management System Summary Reports (2008 - 10)
7. Paso Robles Groundwater Basin Resource Capacity Study, February 2011
8. Land Use Ordinance – Inland Area
9. County Capital Improvement Plan
10. Countywide Public Facility Fee Program
11. County Budgets 2008-09; 2009-10
12. County Roads Budgets 2008-09; 2009-10
13. The 2010 Regional Transportation Plan and Preliminary Sustainable Communities Strategy, San Luis Obispo Council of Governments

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[1]The San Luis Obispo Council of Governments (SLOCOG), in consultation with County staff, is preparing a countywide Sustainable Communities Strategy, which has set a preliminary target to have no more than 39 percent of all residential development in the unincorporated rural area by 2035. Based on current population projections, this target would result in a reduction of about 2,500 dwelling units in rural and village areas over the next 25 years from the amount projected to be built during that time period. Population projections are now being updated (taking into account the 2010 Census) based on a study being prepared for the SLOCOG. In addition, County staff expects that SLOCOG's preliminary rural growth target will be adjusted after consultation between County and SLOCOG staff. As a result, the estimated number of dwelling units needing to be reduced in rural areas will be revised accordingly.

Attachment 1

Strategic Growth Principles, Policies and Implementing Actions

From Framework for Planning – Inland Area

County of San Luis Obispo

**[EXCERPTS from Framework for Planning (Inland)
Part I of the Land Use and Circulation Element**

**Table G-1 (page 29) contains highlighted Implementing Strategies
which are the basis of the grant proposals]**

CHAPTER 1: INTRODUCTION TO THE LAND USE ELEMENT

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

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

B. ORGANIZATION OF THE LAND USE ELEMENT

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

Framework for Planning - Inland Area

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

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

1. The principles and policies in Chapter 1 are used for determining the consistency of a proposed discretionary land use, development or subdivision application with the Land Use Element to ensure it will be compatible with county land use policy.

2. The descriptions of purpose and character for each land use category in Chapter 6 and the density and building intensity criteria are used to review proposed amendments to the LUE and to review individual development projects proposed in existing land use categories.

3. The parcel size ranges, density and building intensity criteria in Chapter 6 are used with Chapter 22.22 of the Land Use Ordinance to establish parcel size standards and review proposed land divisions for general plan consistency.

E. MAJOR ISSUES

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

1. The unique, rural and small-scale community character of San Luis Obispo County evolved due to its relatively remote location midway between San Francisco and Los Angeles. As metropolitan growth extends outward from the Bay Area and Southern California, the distance between these areas is in effect diminishing. Similar metropolitan growth is now foreseeable here as a threat to our well-known quality of life.

2. Post-World War II development trends have emphasized large-lot, suburban and rural development which have resulted in a dependence on automobile travel. However, this type of development is too expensive for most existing county residents, making public transit inefficient and increasing dependence on single occupancy vehicle trips. It in turn increases energy consumption, contributes to air pollution and greenhouse gas emissions, increases traffic congestion and affects public health. Increasing real estate values also create pressure to convert agricultural and resource-rich land.

3. Partly due to our setting and national reputation, a high market demand exists for this large-lot (low density) development which is commonly called low-density "sprawl" development.

4. More compact forms of housing are not being built in enough quantity to provide homes that are affordable to people of all income levels, and this does not meet the broader housing needs of the population.

5. Increased "sprawl" decreases the amount of natural and agricultural areas that have been instrumental in the maintenance of the County's small-scale character.

6. Low-density development does not encourage public transit, pedestrian or bicycle travel, although these are the healthiest and most energy-efficient forms of transportation.

7. Low-density development does not create an "eyes on the street" presence or an engaging civic life, so that isolation and low involvement in community affairs can result.

8. The "sprawl" pattern creates demands for funding infrastructure, roads, streets and highways that threaten the fiscal health of the County, by competing with financial resources needed to provide other public services and facilities.

9. The desirability of our area combined with shrinking government budgets have resulted in minimal new park, recreation and natural areas, as well as lagging street and sidewalk maintenance. Continuing to grow without providing these resources will impact the area's quality of life.

10. Communities lack affordable housing and well-paying jobs. Communities may not have adequate land for multi-family housing and commercial development in appropriate locations.

11. The semi-arid climate within the county is subject to limited amounts of rainfall and "recharge" of groundwater basins and surface reservoirs. Most communities and rural areas have developed without avoiding eventual water shortages, so that currently five of the six major groundwater basins are in critical or overdraft conditions. To better manage water resources, the potential impacts of land use patterns and water consumption should be recognized, with the understanding that more compact residential development consumes less water per unit than large-lot development.

F. PLANNING PRINCIPLES, POLICIES AND IMPLEMENTING STRATEGIES

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

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

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

Strategic Growth Definition for San Luis Obispo County

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

Strategically planned communities are urban or village areas with the following characteristics:

- Adequate resources, services and facilities for long-term growth (20 years),
- Inter-connected street systems, bicycle and pedestrian ways,

County Mission:

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

County Vision:

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

Planning and Building Department Mission:

Promoting the Wise Use of Land Helping to Build Great Communities

- Neighborhood areas that can accommodate a variety of housing types that are affordable to all income groups, which are located close to focal points serving daily needs,
- Adequate areas for commerce, employment, education, recreation, civic and social life.

Strategic Growth Principles

1. *Preserve open space, scenic natural beauty and sensitive environmental areas. Conserve energy resources. Conserve agricultural resources and protect agricultural land.*
2. *Strengthen and direct development towards existing and strategically planned communities.*
3. *Foster distinctive, attractive communities with a strong sense of place.*
4. *Create walkable neighborhoods and towns.*
5. *Provide a variety of transportation choices.*
6. *Create a range of housing opportunities and choices.*
7. *Encourage mixed land uses.*
8. *Take advantage of compact building design.*
9. *Make development decisions predictable, fair and cost-effective.*
10. *Encourage community and stakeholder collaboration.*
11. *Strengthen regional cooperation.*

Together, the principles and policies define how land will be used and resources will be protected. They provide the basis for defining the 13 land use categories, determining the land areas to which they are applied, and for considering all discretionary development and land division applications. More detailed goals, objectives and policies that address specific planning issues are presented in the other chapters of this report and in the area plans.

The policies also function as criteria to help determine the consistency of a development proposal with the LUE. New development should be located, designed and built in a manner that furthers these principles and goals, as well as complying with all other provisions of the LUE.

Principle 1: Preserve open space, scenic natural beauty and natural resources. Conserve energy resources. Protect agricultural land and resources.

Policies

1. Maintain and protect a living environment that is safe, healthful and pleasant for all residents.

2. Keep the amount, location and rate of growth allowed by the Land Use Element within the sustainable capacity of resources, public services and facilities.

3. Preserve and sustain important water resources, watersheds and riparian habitats.

4. Preserve and protect the air quality of the county by seeking to exceed or at least maintain the minimum state and federal ambient air quality standards.

Figure 1-3: Hollister Peak

5. Conserve energy resources by:

a. Planning for energy efficiency and conservation in land use and transportation, and in subdivision and building regulations.

b. Decreasing reliance on environmentally costly energy sources, increasing conservation efforts, and encouraging use of alternative energy sources.

6. Encourage the protection and use of agricultural land for the production of food, fiber and other agricultural commodities, and support the rural economy and locally-based commercial agriculture.

7. Give highest priority to avoiding significant environmental impacts from development through site and project design. Where such impacts cannot be avoided, minimize them to the maximum extent feasible.

Figure 1-4: Vegetable row crops

Implementing Strategies

1. Revise the Land Use Element, Land Use Ordinance and the Growth Management Ordinance to assure sustainable resource capacities for long-term growth.

2. Develop and refine effective techniques for land conservation, such as land banks, density transfers and agricultural and conservation easements, and pursue grants and innovative financing tools to acquire and preserve open space.

3. Establish a program that links rural land conservation with agricultural economic development; supports locally-based commercial agriculture, preserves scenic rural landscapes and sustains resources. Form a committee of agricultural, conservation and advisory committee representatives to assist the program.

4. Create an urban and rural forestry program that encourages property owners, developers and communities to plant, maintain and protect trees to enhance air quality and help offset carbon dioxide emissions.
5. Revise the Land Use and Conservation and Open Space Elements and County ordinances to give incentives for energy-efficient construction that minimizes its carbon footprint, especially in rural areas.

Principle 2: Strengthen and direct development toward existing and strategically planned communities.

Policies

1. Maintain rural areas in agriculture, low-intensity recreation, very low-density residential uses, and open space uses, that preserve and enhance a well-defined rural character.

Figure 1-5: Edge of Santa Margarita

2. Avoid establishing or expanding Residential Rural and Residential Suburban areas outside urban or village reserve areas.

3. Plan for most future development to be within existing and strategically planned cities and communities.

4. Create complete communities with appropriate areas for housing, commerce, civic uses, schools, recreation and open spaces.

5. Create active and vital urban and village environments that are attractive, compact and orderly arrangements of structures and open space, appropriate to the size and scale of each community.

6. Plan adequate and convenient areas within communities for employment and economic development near transit and residential areas.

7. Phase urban development in a compact manner, first using vacant or underutilized "infill" parcels and lands next to or near existing development, as illustrated in Figure 1-6.

8. Consider urban expansion Land Use Element amendments when the available inventory of suitable internal or "infill" land is largely developed and only when resources, services and facilities to adequately accommodate the associated growth can be assured.

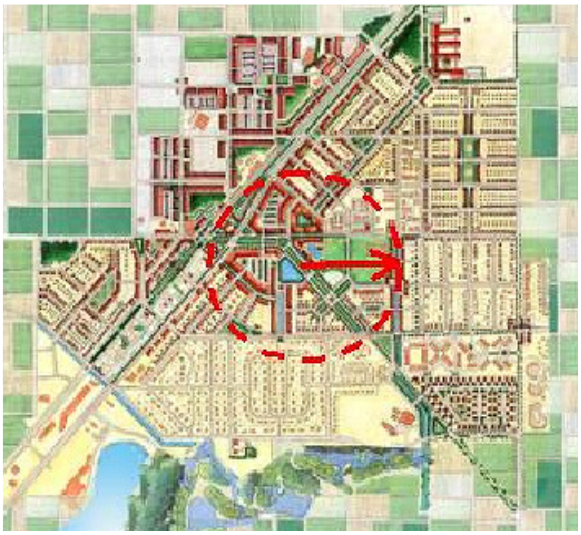

Figure 1-6: Compact community with a commercial core near residential areas (1/4 mile radius)

9. Give high priority to funding needed infrastructure improvements in a timely manner within existing and strategically planned urban and village areas.

10. The cost of additional services and facilities will be fairly shared among those who most immediately benefit and the entire community.

11. Provide adequate community amenities, parks, natural areas and trails in support of new development, which will support a high quality of life and a compact form of community development.

Implementing Strategies

1. Amend the Land Use Element and Ordinance to 1) maintain rural areas in low-intensity uses, 2) avoid expanding Residential Rural and Residential Suburban categories in rural areas, and 3) preserve and enhance a well-defined rural character.

2. Revise the Transfer of Development Credits (TDC) program to more effectively shift potential rural development to communities with adequate infrastructure and conserve rural lands.

3. Work with communities to create and maintain distinct urban boundaries next to rural areas, while allowing for compact community expansion.

4. Work with agencies, cities, special districts, unincorporated communities and their advisory councils, to identify suitable strategic growth opportunity areas within and adjacent to existing communities for compact, affordable development, where supported by sustainable resource capacities.

5. Coordinate with the cities to consider accepting greater shares of overall countywide growth with corresponding reductions in unincorporated area growth. Consider compensating assistance from the County to offset the transportation, financial and other demands from this growth.

6. Develop a regional and sub-regional economic and land use strategy to stimulate creation of head-of-household jobs, improve the jobs-housing imbalance and strengthen the economy within each community.

7. Plan commercial and/or industrial areas that are compatible with overall land use; convenient to patrons, neighborhoods and alternative transportation modes; and reflect market demand and neighborhood needs.

8. Revise the Resource Management System and the Growth Management Ordinance to give a higher priority to serving existing and strategically planned communities with adequate resources, streets and infrastructure, over outlying rural areas.

9. Conduct long-term planning (20+ years) to fund and provide additional, sustainable public resources, services and facilities in sufficient time to avoid overburdening existing resources, services and facilities.

10. Coordinate County land use actions with service districts to provide sufficient public resources, services and facilities.

11. Create an infrastructure policy that addresses the following goals:
    1. New development pays its fair share.
    2. The larger community pays its fair share for existing deficiencies and improvements providing general benefit.
    3. Infrastructure is in place or funded concurrent with the need.
    4. Funding mechanisms such as community facilities districts.

12. Amend the Land Use Ordinance to require that amendments to the Land Use Element or Ordinance, which propose increases in density or additional development where critical resource levels exist, shall not be approved unless they provide proof that adequate water and sewage disposal capacities then exist and are available to serve: 1) development resulting from

the proposed amendment, 2) existing development, and 3) the allowed development on vacant parcels within the rural, urban or village areas that are subject to the RMS Levels of Severity.

13. Enact revisions to the Land Use and the Real Property Division Ordinances to revise or introduce regulations that will promote urban infill instead of prevent it. Consider regulations such as, but not limited to parking, height limits, lot coverage, minimum lot size, minimum densities, setbacks, street widths and similar development standards.

Principle 3: Foster distinctive, attractive communities with a strong sense of place.

Policies

1. Protect and restore the valuable history, cultures, images and identity of communities and rural areas.

2. Protect rural areas between communities to achieve well-defined communities within an attractive rural setting.

3. Establish and maintain a distinct edge between urban and rural areas to enhance community separation while allowing for appropriate and compact urban expansion at the urban edge.

Figure 1-7: Streetscape on a downtown street

4. Enhance the commercial identity and viability of downtowns.

5. Foster a strong local identity through appropriate design of public spaces and buildings.

Implementing Strategies

1. Prepare and implement policies and programs in the Conservation and Open Space Element to conserve rural visual character within "community separators" that benefit the land owners and adjacent communities.

2. Revise the Land Use Element and Ordinance to 1) retain or create distinct urban boundaries and 2) require development intensities that create a clear difference between urban and rural areas.

3. Revise the Countywide Design Guidelines to encourage appropriate, place-based (locally relevant), pedestrian-oriented designs within communities.

4. Foster a strong sense of place by identifying local, valued aspects within each community ("placemaking").

5. Establish an inter-departmental team to fund and develop public facilities and amenities that preserve community character, such as public buildings, plazas, parks, and public art.

6. Hold an annual downtown improvements workshop and work with downtown stakeholders to form business improvement districts.

7. Encourage property owners to protect and conserve historic buildings and resources using a variety of means such as the Mills Act, an incentive program for the restoration and preservation of historic structures.

Principle 4: Create walkable neighborhoods and towns.

Policies

1. Plan communities with schools, parks, public spaces, transit stops and commercial districts located as focal points within convenient walking distances of neighborhoods as illustrated in Figure 1-8.

2. Plan for maximum connectivity between different land uses through walkways or other means.

3. Create attractive street enhancements and public spaces that serve as gathering places on corridors and at connecting locations.

4. Provide parks, natural areas and recreation facilities with new urban development to enhance a community's quality of life and improve public health.

5. Create neighborhoods and non-residential areas that minimize fear and crime through environmental and urban design.

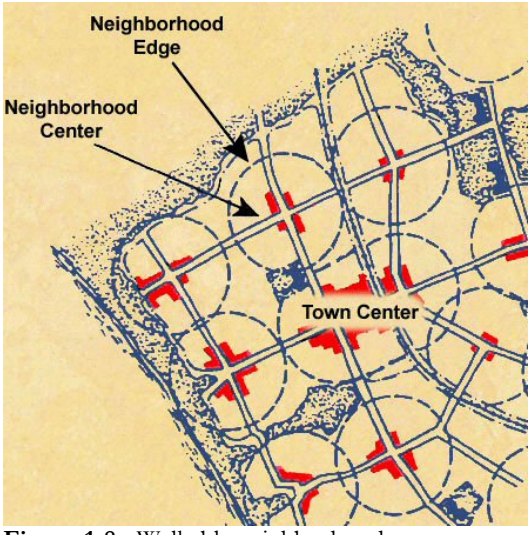

Figure 1-8: Walkable neighborhoods

Implementing Strategies

1. Update the Countywide Design Guidelines to create maximum connectivity between neighborhoods, streets and projects for pedestrian and bicycle travel.
2. Revise the Land Use Ordinance and Land Use Element to enhance neighborhoods with small-scale and appropriate commercial areas; parks and recreation areas; public spaces; and family, cultural and civic facilities, all within convenient walking distances from housing. Work with the General Services Agency to plan and implement parks and recreation facilities.
3. Enhance downtowns and commercial areas with attractive civic and pedestrian facilities, events and promotions, and facilitate ways to finance them, for example, through forming business improvement and community facilities districts.
4. Pursue a street tree program on urban streets and public parking lots.
5. Enhance major boulevards and downtown streets with street trees, street furniture, textured crosswalks, planted medians and ornamental lighting.
6. Revise community plans, the Countywide Design Guidelines and the Land Use Ordinance to include features that will minimize fear and crime and strengthen a sense of community by environmental design methods.

Principle 5: Provide a variety of transportation choices.

Policies

1. Design a safe, reliable and effective transportation system that protects natural and scenic resources and minimizes environmental impacts.

2. Reduce and minimize the generation of air pollutants and greenhouse gases from existing

Figure 1-9: Bike lane on a residential street

and future development, with emphasis on reducing vehicle miles traveled.

3. Coordinate land use and transportation planning to ensure that all transportation demands can be safely and adequately accommodated.

4. Provide public transit, bicycle lanes, multi-use trails and pedestrian walkways that connect destinations within and between communities, to encourage alternative transportation.

5. Make communities more bicycle- and pedestrian-friendly with safe and attractive routes.

Implementing Strategies

1. Integrate LUE area and community plans more closely with transit and pedestrian facilities by providing more intensive and diverse land uses near major transit corridors and transit stops and within convenient walking distance between destinations.

2. Give high priority to funding biking, walking and transit facilities and operations within the transportation planning programs of the County and the San Luis Obispo Council of Governments.

3. Give highest priority in the programming of Local Transportation Funds (LTF-TDA) to fully fund public transit operations, multimodal connections to public transportation, and to facilitate strategic growth.

4. Provide multi-use trails (for walking, bicycling and equestrian travel) between and through communities, and connect them with other means of alternative transportation, consistent with the Parks and Recreation Element.

Principle 6: Create a range of housing opportunities and choices.

Policies

1. Plan for most new housing to be within urban or village areas and close to jobs while protecting residential areas from incompatible uses.

2. Provide quality housing choices that are affordable to people with a variety of income levels.

3. Provide a range of housing types within each neighborhood, and avoid creating adverse concentrations of affordable units.

Figure 1-10: Creekside Gardens affordable housing

Implementing Strategies

1. Implement the Housing Element to implement these policies.

2. Update the Land Use Ordinance and LUE area plans to encourage a diversity of housing (sizes, types, and costs) within subdivisions and neighborhoods.

3. Revise the Countywide Design Guidelines, community design plans and specific plans to illustrate how to integrate higher density development within existing neighborhoods.

4. Amend the Land Use Ordinance to require site designs for condominium and planned development projects that provide a range of housing sizes, footprints and design features.

5. Modify the Land Use Element and Land Use Ordinance to allow and encourage a diversity of housing (sizes, types, costs) within subdivisions and neighborhoods.

6. Modify the Land Use Element and Ordinance to create a new land use designation, such as "Mobilehome Park (MHP)" to be applied to existing mobile home parks and sites where future mobilehome parks are appropriate.
7. Modify the Land Use Ordinance to allow more affordable units without parking, for residents who do not wish to pay for it.

Principle 7: Encourage mixed land uses.

Policies

1. Integrate residential units designed for affordability with non-residential uses in order to bring workplaces, commercial development and homes closer together for workers, senior citizens and others..

2. Integrate complementary uses within commercial sites, in order to build effective mixed-use neighborhoods.

Figure 1-11: Mixed retail and residential uses in Sacramento

Implementing Strategies

1. Revise the Countywide Design Guidelines, the Land Use Element and Land Use Ordinance (LUE/LUO) to guide the design of, and offer incentives for affordable mixed-use buildings.
2. Encourage mixed-use development through affordable housing programs and regulations
3. Revise community plans and Land Use Ordinance standards to encourage the conversion of shopping centers and strip commercial streets into mixed-use developments.
4. Reduce parking standards in the Land Use Ordinance for mixed-use developments, based on their size and location in relation to a central business district or transit stop. Consider creating in-lieu parking fee programs.

Principle 8: Take advantage of compact building design.

Policies

1. Develop compact neighborhoods that contain residential uses that are affordable-by-design and efficient in land and energy consumption.

2. Include public and private amenities with new development to enhance the livability of compact neighborhoods.

Figure 1-12: Compact neighborhood design

Implementing Strategies

1. Revise the Countywide Design Guidelines to illustrate compact neighborhood and building design that fits within existing development visually and functionally.
2. Revise the Land Use and Subdivision

Ordinances to encourage 1) compact buildings and subdivisions, and 2) projects that include amenities such as small-scale plazas, formal gardens, playgrounds and natural areas.

3. Reduce the Land Use Ordinance requirements for off-street parking where uses are planned close to each other in compact neighborhoods, to increase the viability of projects and encourage other kinds of transportation.

4. Work with developers and communities to finance and build community parking facilities near compact development.

5. Continue public education efforts about compact residential design and building.

Principle 9: Make development decisions predictable, fair and cost-effective.

Policies

1. Minimize administrative delays and costs to fee payers in the administration of the Land Use Element.

2. Expedite development review procedures and provide incentives, such as reduced fees for facilities and other project-related costs, for projects that implement these principles.

3. Encourage public participation in planning and development review, and consider the needs of all affected persons.

4. Use easy-to-understand language and media to convey proposals and ideas clearly.

Implementing Strategies

1. Simplify and illustrate zoning and design standards within the Land Use Ordinance or similar document in order to make them clear and understandable, for example, through use of a "form-based" code.

2. Identify suitable locations for strategic growth projects that are consistent with these principles to be eligible for expedited review.

3. Convene a task force of staff and stakeholders to streamline the permit process to implement strategic growth policies.

4. Explore whether the use of master environmental impact reports (EIRs) for community plan updates would benefit communities and developers. The Master EIR concept should include addressing impacts at a project level, including on- and off-site mitigation measures, for any strategic growth or expansion site.

Principle 10: Encourage community and stakeholder collaboration.

Policies

1. Provide opportunities to incorporate public opinion early and often within the planning process.

2. Cultivate relationships with those having a stake in the outcome.

3. Encourage cooperation between the County, cities and unincorporated communities to avoid and solve growth and development issues early.

Figure 1-13: Planning workshop

4. Work with County departments to achieve compact, mixed-use, walkable communities by coordinating regulations, project review, transportation funding and capital improvement programming.

Implementing Strategies

1. Inform the public and stakeholders about strategic growth by various means, such as forums and the media.
2. Build on previous efforts to create consensus with the public about attaining compact, walkable communities and rural preservation.
3. Involve the public, advisory and other groups, cities and other jurisdictions often and routinely in the planning and development review processes by early outreach, referrals and responses.
4. Provide more access to County media to enhance the public's understanding of planning and project review.
5. Convene an inter-departmental team to integrate strategic growth goals into each County department's work program, and into the County budget, capital improvements program (CIP) and grant funding processes.
6. Expand public notification for discretionary projects in rural areas.
7.. Work with communities to avoid approving projects that are not supported by a city or a community services district within its sphere of influence or urban area.

Principle 11: Strengthen regional cooperation.

Policies

1. Work closely with cities and regional agencies to achieve common land use goals.

2. Collaborate with communities, stakeholders and the public to plan according to strategic growth principles, and encourage "ownership" of the process and the outcomes.

Implementing Strategies

1. Promote cooperation between the county and all jurisdictions to form and carry out strategic growth policies based on shared values, develop mutual agreements and implement programs..
2. Develop community and resource indicators to assess what each community needs to be livable and affordable, and to meet community and strategic growth goals.
3. Refrain from approving development in the unincorporated urban fringes that will burden city services or conflict with city-County agreements, unless specific mitigation measures are included.

Amend Chapter 4 of Framework for Planning (Inland), Part I of the Land Use Element of the General Plan, beginning on page 4-1, as follows:

CHAPTER 4: PUBLIC SERVICE CONSIDERATIONS

A. INTRODUCTION

A major function of local government is to provide public services, such as provisions for water and sewer, police and fire protection, parks, roads, public health services and education, within its jurisdiction. However, the provision of public services and facilities has not kept pace with growth since the mid-1970s, and it has become increasingly difficult to time improvements in pace with development and to deliver adequate services

at an affordable price. The designation and expansion of communities occurs through establishment of Urban Reserve areas, and within them, Urban Service areas. When these areas need to change, the Local Agency Formation Commission must decide whether they meet state requirements for community growth. It is now well-documented and widely accepted that services can be provided more cost-effectively to communities that are strategically located and compact by design. Therefore, new development or re-development within existing communities is preferable to expansion.

This chapter describes how the Land Use Element identifies Urban Reserve and Service areas for different levels of public services, and how expansion of services is coordinated between public agencies, in particular the Local Agency Formation Commission (LAFCO).

B. MAJOR ISSUES

1. While new development results in some financial support for the increased service demands it creates, the cost to government of providing needed services frequently exceeds the return.

2. New residential and commercial development often occurs before the necessary improvements to facilities and services can be funded and completed to serve the new occupants and other users, thus overburdening existing facilities.

3. The economics of land use often result in development occurring first in urban fringe areas where land cost is less, instead of adjacent to existing development. Such development results in higher costs for extension of services and can also lead to inappropriately timed land use conversions.

4. Public and private service agencies and purveyors may not actively coordinate their provision of services with planned growth areas.

5. While county facilities fees will offset some of the associated costs of new development, other funding methods must be found to fund costs of providing, maintaining and upgrading public services for existing development.

C. POLICIES AND IMPLEMENTING STRATEGIES FOR PUBLIC SERVICES

Policies identify public desires to address planning issues and provide a reference point to determine how they should be resolved. The following policies are also listed in Chapter 1 along with other land-use and service-related policies.

Objectives identify types of actions that relate to the major issues as well as implementing the general policies. More area-specific objectives and policies are provided in the area plans.

Policy:

1. Keep the amount, location and rate of growth allowed by the Land Use Element within the sustainable capacity of resources, public services and facilities.

Implementing Strategies:

a. Avoid the use of public resources, services and facilities beyond their renewable capacities, and monitor new development to ensure that its resource demands will not exceed existing and planned capacities or service levels.

b. Share the cost of additional services and facilities among those who most immediately benefit and the entire community.

c. Locate new public service facilities as close as possible to users, allowing for sufficient buffers to protect adjacent rural and agricultural areas.

d. Direct the extension of urban services, as listed in Table H, to areas within urban and village reserve lines, and restrict urban services from being provided outside urban or village areas.

Policy:

2. Phase urban development in a compact manner, first using vacant or underutilized "infill" parcels and lands next to or near existing development, so that urban land, transportation and services are developed and used in an efficient pattern.

Implementing Strategies:

a. Give high priority and support for urban expansion that will result in compact neighborhoods with diverse yet related land uses for housing, school, recreation, work and shopping rather than low density suburban residential development.

b. Give high priority and support for urban expansion that proposes attractive transitions from existing development, connections to existing streets and prominent pedestrian and public transit connections to destinations.

c. Discourage low-density suburban or rural residential proposals for urban expansion or services.

Policy:

3. Provide additional public resources, services and facilities in sufficient time to avoid overburdening existing resources, services and facilities while sustaining their availability for future generations.

Implementing Strategies:

a. Conduct long-term planning (20+ years) to fund and provide additional, sustainable public resources, services and facilities in sufficient time to avoid overburdening existing resources, services and facilities.

b. Schedule development to occur when needed services are available or can be supplied concurrently.

D. URBAN RESERVE LINES

A basic requirement for providing public services is defining appropriate boundaries between urban and non-urban areas, and proper levels of service for each. The Land Use Element establishes such boundaries through the urban reserve line, urban service lines, and village reserve lines.

The Urban Reserve Line (URL) is a boundary separating urban/suburban land uses and rural land uses. It is based upon both the needs of individual communities for areas of additional growth during the term of the LUE, which is a 20 year period. It relates to the capacities of community resources to support such growth. The urban reserve line defines growth areas around urban centers in which the county, or the county and affected city, will actively coordinate plans, policies and standards relating to building construction, subdivision development, land use and zoning regulations, street and highway construction, public utility systems, and other matters related to the orderly development of urban areas. The amount of land included in each community URL by the Land Use Element is based on the following factors:

1. Community population projections.

2. The land absorption rate (how much land is actually being converted to urban uses each year).

3. Existing and planned capability of local services such as water and sewer systems committed in actual capital improvement programs to support continuing local development.

4. Community preferences about the character of growth.

The principles and policies in Chapter 1 and the land use policies in the LUE area plans give particular attention to identifying suitable areas within the urban reserve line for the full range of urban and suburban land uses, where such uses can be readily supported by services. Urban reserve lines are reviewed in plan updates to determine the continuing validity and need for change of those boundaries.

Consideration of Urban and Village Expansion

Any changes to an urban reserve line require an amendment to the Land Use Element. When the amendment is located within the coastal zone, the amendment must be approved by the Coastal Commission.

Urban Reserve Lines are established by the Land Use Element for the following cities and unincorporated communities inland of the Coastal Zone:

Arroyo Grande	Oceano	Santa Margarita
Atascadero	Paso Robles	Shandon
Grover Beach	San Luis Obispo	Templeton
Nipomo	San Miguel	

The following criteria shall be addressed for all proposals to expand urban or village reserve lines.

1. The proposed expansion is within the Sphere of Influence of the community and any separate service district(s).

2. The proposal is consistent with the Planning Principles and policies in Chapter 1, and the policies and strategies of this chapter.

3. The expansion is consistent with applicable Amendment Guidelines in Chapter 6.

4. The proposed expansion will preserve important and critical environmental areas and provide significant open space land for creating natural area preserves and open space adjacent to or near a community.

5. The proposal will not convert agricultural lands in accordance with Agriculture Policies in the Agriculture and Open Space Element.

6. Required public services and transportation facilities will be funded or available at the time of development.

7. The timing is appropriate for expansion due to an existing or projected inadequate inventory of land within comparable land use categories in the community for the intended type of development.

8. Development within the proposed expansion will be adjacent to, and compatible with, existing development within the urban or village reserve.

9. Expansion will help create a more complete, walkable community, increase the affordability of housing and/or decrease economic and social segregation.

10. The proposal will address improving the regional or sub-regional jobs-housing balance.

E. URBAN SERVICE LINES

Within the urban reserve line of each community is the urban services line (USL). The USL encompasses areas where urban services are now provided or where such services are expected to be extended during the next five to 10 years, as the community expands toward the full development potential represented by the urban reserve line. Placement of the USL is based upon existing and planned (committed in capital improvement programs) service system capacities and upon community plans.

The urban services line allows for orderly phasing of community expansion within an urban reserve line, as illustrated in Figure 4-1. The USL should be reviewed periodically in the LUE update process, along with the growth projections and service capabilities on which it is based. That review updates conditions within the community, correlating community growth with available resources. Review of the USL thereby allows for orderly expansion of the community with timely extensions of necessary urban services as they are available.

The USL defines areas where capital improvement programs and community plans should be coordinated to schedule extensions of public services and utilities needed for urban development. As improvements are constructed, the USL may be expanded accordingly. Areas of communities located between the urban service and urban reserve lines are sometimes designated on the LUE maps for urban uses, at Residential Single-Family densities or greater. Such areas are referred to as "holding zones," where development of designated uses would be appropriate when urban services and facilities can be provided and the USL is amended to include those areas. Article 9 of the Land Use Ordinance contain standards identifying appropriate interim uses and densities for holding areas where particular uses cannot be compatibly established in advance of full urban services.

Due to a variety of reasons, the boundaries of service providers and special districts may not be co-terminus with USLs and even URLs. Some districts have entered into contracts or agreements with property owners to provide services in exchange for obtaining resources, facilities or easements. In general, these kinds of service boundary extensions should be discouraged so that service planning is closely aligned with planned land uses. The USL should be considered as the appropriate boundary for all applicable service providers, to clarify where services are appropriate, avoid conflicts between agencies, to coordinate the extension of services in accordance with planned resources, and to implement the Planning Principles and Policies in Chapter 1 regarding compact development forms and directing growth to urban areas. . For these reasons, the county should coordinate with the California Public Utilities Commission in order for its decisions on the boundary locations of private service purveyors to be consistent with the USL.

Expansion of a USL is accomplished through an amendment of the Land Use Element, and should occur after LAFCO has amended the corresponding sphere of service line (see also Section H below). Factors that should be met before approving an expanded Urban Service Line or the boundary of a service district or private service provider include the following:

1. The proposed area is appropriate for urban or village services within the applicable reserve line.

2. Services are programmed and funded to provide the capacities necessary to serve the designated land uses, and resources are or are programmed to be available within their sustainable capacities.

3. The proposed urban service area is consistent with and will implement the Planning Principles and Policies in Chapter 1.

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

F. VILLAGE RESERVE LINES

There are many areas in the county where homes are grouped in settlements of greater density than surrounding rural areas, but which are not self-sufficient communities. In past planning studies, such

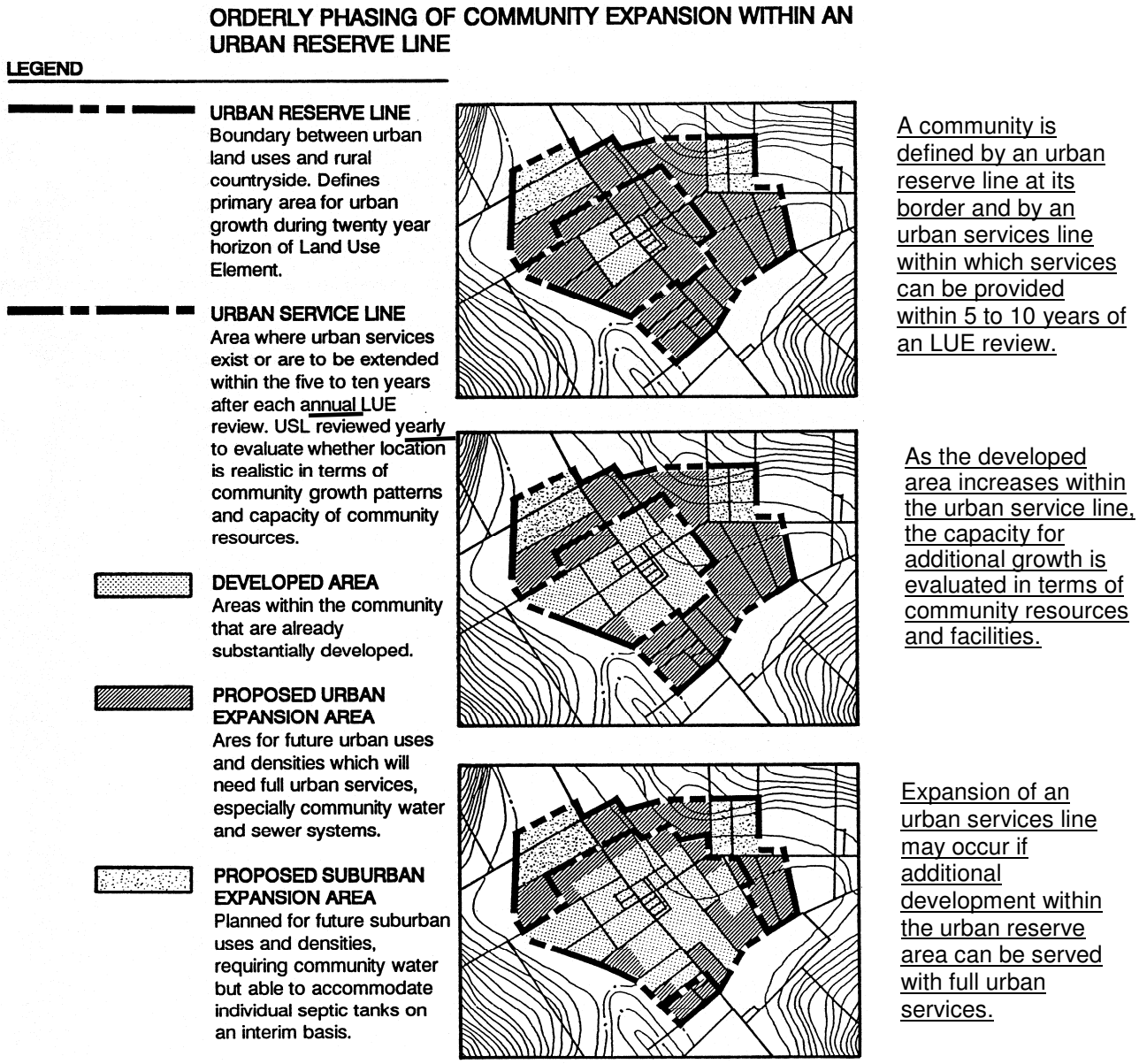

Figure 4-1: Urban Reserve and Urban Service Lines

communities have often been overlooked, remaining undistinguished from the surrounding countryside. The LUE recognizes these villages as having both individual character and unique problems, as well as needing specialized solutions to their problems. People living in these villages identify with a local character and often feel protective of their village life-style.

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

Black Lake
California Valley
Callender/Garrett
Creston
Garden Farms
Heritage Village
Los Berros
Los Ranchos/Edna
Oak Shores
Palo Mesa
Palo Mesa
Pozo
Whitley Gardens
Woodlands

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

G. APPROPRIATE LEVELS OF SERVICE

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

TABLE H

LEVELS OF SERVICE

Urban Densities* (One or more dwellings per acre)	Suburban Densities* (One dwelling per one to five acres)	Rural Densities* (One dwelling per five acres or larger)
Community Water System	Community Water System	Individual Wells
Public Sewers	Septic Tank Maintenance	Septic Tanks
Police Service	Police Service	Police Service
Fire Protection	Fire Protection	Fire Protection
Parks	Parks	Regional Parks
Street Improvements	Street Improvements	Road Improvements
Street Trees		
Lighting		
Street Sweeping		
Drainage	Drainage	Drainage
Solid Waste Pickup	Solid Waste Pickup	Solid Waste Pickup
Ambulance	Ambulance	Ambulance
Libraries	Libraries	Libraries (Mobile)
Improvement Districts	Improvement Districts	Improvement Districts
Open Space Maintenance	Open Space Maintenance	Open Space Maintenance
Cultural Facilities		
Schools	Schools	

Note:
* "Density" in land use planning is a term that refers to the average number of dwelling units per acre of land. Urban densities are generally one or more dwelling units per acre; suburban densities usually range

from one dwelling unit per one acre to five acres, and rural densities are lower than one unit per five acres. Village areas usually have suburban densities, although exceptions may occur within the Land Use Element area plans. Urban areas normally have urban densities overall, although neighborhoods within village and urban areas may have urban or suburban densities.

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

H. LOCAL AGENCY FORMATION COMMISSION

Local Agency Formation Commissions (LAFCOs) were created to help organize, manage, and regulate the provision of public services to development. LAFCOs were created in 1963 in response to the post World War II development boom and the proliferation of development and local agencies providing public services to California's fast growing communities. The results of this development boom became evident as more of California's agricultural land was converted to urban uses. This premature and unplanned development pattern created inefficient and expensive systems of delivering public services using multiple small units of local government. A number of pieces of legislation were passed to help manage this situation, the most recent being the Cortese-Knox-Hertzberg Act of 2000 (CKH Act).

The Legislature has given LAFCOs the authority to carry out changes in governmental organizations that, promote the intent of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act). The CKH Act commences with Government Code Section 56000,. . The CKH Act recognizes that the logical formation and determination of local agency boundaries is an important factor in promoting orderly development. In establishing these boundaries LAFCO balances future development with sometimes competing state interests of discouraging urban sprawl, preserving open-space and prime agricultural lands, and efficiently extending government services The San Luis Obispo LAFCO addresses the following factors when considering proposals:

1. **Orderly Growth.** LAFCO discourages urban sprawl while encouraging orderly growth and development and the efficient provision of services.

2. **Logical Boundaries.** LAFCO encourages the logical formation and determination of boundaries;

3. **Efficient Services**. LAFCO encourages the provision of adequate, efficient and effective governmental services; and,

4. **Preserve Agricultural and Open Spaces.** LAFCO polices guide development away from open space and prime agricultural land uses unless such actions would not promote planned, orderly, and efficient development.

LAFCO Jurisdiction

Specific Authority. LAFCO is responsible for considering the following proposals:

- Annexations to, or detachments from, cities or special districts;
- Formation or dissolution of special districts;
- Incorporation or disincorporation of cities;
- Consolidation or reorganization of cities or special districts;
- Update and amendment of spheres of influence;
- Authorization of extension of services beyond an agency's jurisdictional boundaries;
- Provision of new or different services by special districts using outside user agreements; and,
- Preparation of Municipal Service Reviews and Sphere of Influence Updates at least every five years, if necessary.

Limitation of Authority Relating to Land Use Conditions. In order to carry out the legislative policies identified above, LAFCO has the power to approve or disapprove applications, or to impose reasonable conditions on approval. However, while LAFCO is charged with consideration of the impacts of land use in its determination, it is prohibited from making decisions specific to the determination of land use or zoning.

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

1. Present and planned land uses in the area, including agriculture, and open space lands;

2. Present and probable need for public facilities and services in the area;

3. Present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide; and

4. Existence of social or economic communities of interest in the area if the Commission determines that they are relevant to the agency

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

1. Growth and Population projections for the affected area
2. Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies
3. Financial ability of agencies to provide services
4. Status of, and opportunity for, shared facilities
5. Accountability for community service needs including governmental structure and operational efficiencies
6. Any other matter related to effective or efficient service delivery, as required by commission policy

In completing an update of a jurisdiction's Sphere of Influence, LAFCO considers the General Plans of the county and, cities.. LAFCO also facilitates the development of a Memorandum of Agreement (MOA) between individual cities, and the county as described in the CKH Act The MOA is a voluntary agreement that increases the levels of cooperation between the city and county with regard to growth and development within the city's Sphere of Influence. The city and county should agree on a Sphere of Influence boundary and provisions for the future development of the area. A special district and the county may enter into a MOA, but the agreement is not discussed in the CKH Act.

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

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

Chapter 5: CIRCULATION ELEMENT

[Insert Text from pages 5-1 through 5-5, existing document]

F. STREET DESIGN CONSIDERATIONS

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

General Design Guidelines

1. Street and pedestrian circulation patterns in newly developed areas should be compatible with the land use and circulation recommendations of the community plans for the planning areas.

2. Arterial roads and streets should be developed to provide appropriate service for local trips, to minimize traffic on principal arterials.

3. Pedestrian circulation should be expressly addressed in project and street designs so that walking is facilitated between projects and other neighborhood destinations by sidewalks, pathways or trails that have adequate width, connections and unobstructed access.

4. New street network designs should be in connected patterns with a variety of linear and curvilinear forms for aesthetic interest, environmental sensitivity and efficient use of land. A "grid" layout is encouraged; however, the grid may be occasionally interrupted (while still remaining in compliance with the design criteria in the Real Property Division Ordinance) in order to prevent "cut-through" traffic

from adjacent neighborhoods. Multiple cul de sacs shall be strongly discouraged to reduce the length of vehicle trips and offer alternative routes to destinations.

5. Driveway entrances should be avoided on arterials or other streets where needed to allow for uninterrupted traffic flow. Alleys may provide suitable access to rear-facing garages if designs are attractive, avoid through-traffic and provide for visual security, waste handling, infrastructure and maintenance.

6. Local residential streets should generally be interconnected while serving limited, localized access needs, rather than through traffic.

7. All dwellings and structures should be readily accessible to emergency and service vehicles.

8. Street standards should be developed using the guidelines of "A Policy on Geometric Design of Highways and Streets," published by the American Association of State Highway and Transportation Officials (AASHTO), with focused attention on new flexible standards.

9. Horizontal and vertical street alignments should be located to minimize grading and to incorporate natural ground contours as much as possible without creating hazards to traffic, and should be consistent with other design objectives.

10. Street layouts should be planned to avoid adverse concentration of storm water runoff.

11. Street design should promote safe bicycling by including the placement of bike lanes, routes and bikeways that will implement the County Bikeways Plan.

Parking

1. Adequate off-street parking for residents and guests, including spaces for recreational vehicles, should be provided in both urban and rural areas. Off-street parking requirements should be reduced it can reasonably be foreseen that proximity to public transit and essential commercial and public services will reduce the parking demand.

2. Parking lots for commercial development shall include shade trees of appropriate type, density and location to provide a minimum of 50% shade of total surface area during summer months.

Street Landscaping

a. Street landscaping should be included in planned street designs to improve the appearance and aesthetic value of urban and village areas.

b. Landscaping should be planned for safety and beauty, emphasizing appropriate use of native, drought tolerant species, to provide buffering and to minimize conflicts between streets, parking, structures, and pedestrian paths.

c. New street development projects should include landscaping along with funding for its installation and maintenance, either through the county or other agencies such as community service districts.

d. The design and construction of new roads or the expansion of existing roads, to the degree that right-of-way and traffic safety allow, should incorporate and preserve natural features, such as native woodlands or significant mature trees, rock outcrops and other landmarks.

e. Implementation of street landscaping projects should occur after the assignment of departmental responsibilities for installation and maintenance and discussion of funding sources and methods by the Board of Supervisors. For example, the Public Works and General Services Departments may develop a coordinated program for design and a funding mechanism through the Public Works Department, and installation and maintenance by the General Services Department. These decisions should be made to avoid problems with inadequate staffing or financial capability to develop and maintain projects.

Alternative Street Design

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

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

Street Construction

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

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

G. SCENIC ROADS AND HIGHWAYS

The designation of scenic roads and highways is intended to promote and enhance the natural scenic beauty occurring along portions of county and state highways. The rural areas of San Luis Obispo County have many scenic attributes that contribute to the pleasure of driving through them. Whether these features of the landscape are highly unusual, such as the volcanic Morros between San Luis Obispo and Morro Bay, or the more typical oak-studded ranch, they play an important role identifying the county as a special place. Agricultural operations and facilities, ocean views, mountain landscapes and unique geologic features in the rural areas can contribute to the scenic quality of the rural areas of the county. These features are essential to the recreation and tourist industries that are major parts of the local economy.

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

state highways and county roads that qualify for a scenic designation, and detailed policies for the designation of scenic highway corridors. The local scenic road designation process does not apply to the state or federal designation processes for scenic highways. The designation of additional scenic roads and highways should be accomplished without undue restrictions on private property, impacts to biological resources or unnecessary burdens on agricultural operations. The implementation policies in the AG/OS Element for designating scenic corridors should be actively pursued to protect the county's high-quality scenic character.

Policies for road and highway projects in designated scenic corridors

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

1. Construction of improvements, realignments and new road facilities of designated scenic corridor roads and highways should maintain or enhance existing views and not obstruct or diminish them, as can be determined through the development permit process.

2. Road and highway construction projects of in scenic highway corridors should provide special attention to the location, siting and design of visible structures, access points, signs and other facilities within the right-of-way. Landscaping should include area native plants in strategic locations to enhance views and be used in revegetation. Place utilities underground where feasible as part of road improvement projects.

3. Ensure that the location, design and construction of each road or highway blends into and complements the scenic corridor, by coordinating among involved agencies for the integrated design of the project.

4. Provide special scenic treatment and design within scenic road and highway rights-of-way, to include highway directional signs, guardrails and fences, lighting, provisions of scenic outlooks, frontage roads, grading, vegetation and highway structures.

H. PEDESTRIAN CIRCULATION

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

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

Implementing Strategies for Pedestrian Circulation

1. Give high priority to pedestrian travel as a primary component of community planning and the design of all neighborhoods, districts and street corridors.

2. Plan for pedestrians to have maximum access and connectivity between land use destinations, fill in the gaps between disconnected sidewalk segments, and eliminate other barriers to pedestrian access along streets and within sites.

3. Give high priority to pedestrian facilities and amenities within the County budget process, traffic impact fee programs and the Council of Governments funding allocations.

4. Plan and provide multi-use trails that encourage pedestrian, bicycle and equestrian travel between residential areas and other destinations, to implement the trails section of the Parks and Recreation Element.

I. BIKEWAYS

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

Implementing Strategies for Bikeways

1. Give high priority to bicycle travel within and between communities in community planning, financing and improvement designs.

2. Bicycle travel should be encouraged through community outreach, fully implementing a network of bike lanes and paths and related facilities, including bike racks, and by changing standards and specifications, signing and related facilities as needed to achieve greater usage.

3. Regional trails that link communities should be provided consistent with the Parks and Recreation Element, to enable more alternative transportation between and through communities.

J. PUBLIC TRANSIT

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

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

Implementing Strategies for Public Transit

1. Provide public transit with sufficient connectivity, frequency and hours and days of service to be competitive with the private automobile.

2. Allocate LTF/TDA funds to fully fund public transit services before considering those funds for other transportation needs.

3. Work with the Regional Transit Authority and other transit agencies to coordinate transit routes, facilities and services with planned land uses and with specific development proposals.

4. Encourage mixed-use commercial and residential projects, and encourage developers to provide transit facilities, park and ride lots and implementation of vehicle trip-reduction programs.

5. Consider the enactment of Traffic Mitigation and Vehicle Trip-Reduction Ordinances that would reduce the amount of traffic from large-scale institutions, developments or employers that would occur at peak commuting hours, such as staggered hours or car pooling incentives.

6. Pursue transportation demand management strategies as contained in the Regional Transportation Plan that encourage people to drive less, for instance, with preferential parking for car poolers.

K. AIRPORTS

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

1. The San Luis Obispo County Airport Land Use Plan.

2. The Oceano County Airport Land Use Plan.

3. The Paso Robles City Airport Land Use Plan.

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

L. EQUESTRIAN TRAILS

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

M. OTHER TRANSPORTATION MODES

In addition to streets, public transit and airports, other transportation modes affecting land use planning include harbors and seaports, pipelines, transmission lines, rail and transportation terminals. The area plans contain policies for the local development and use of those systems. The Regional Transportation Plan

contains a specific discussion of issues, programs and policies for those components of the county circulation system and it is incorporated by reference as though it were fully included here.

APPENDIX G

Table G-1
Schedule for Completing Implementing Strategies

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
Principle 1: Preserve open space, scenic natural beauty and sensitive environmental areas. Conserve energy resources. Protect agricultural land and resources.					
1.1. Revise the Land Use Element, Land Use Ordinance and the Growth Management Ordinance to assure sustainable resource capacities for long-term growth.	1 2 4	Planning and Building; Agriculture Department	Dep't budget; Gen Fund	Essential	2011
1.2. Develop and refine effective techniques for land conservation, such as land banks, density transfers and agricultural and conservation easements, and pursue grants and innovative financing tools to acquire and preserve open space.	2	Planning and Building; Agriculture Department	Dep't budget; Gen Fund; Grants	High	2011
1.3. Establish a program that links rural land conservation with agricultural economic development; supports locally-based commercial agriculture, preserves scenic rural landscapes and sustains resources. Form a committee of agricultural, conservation and advisory committee representatives to assist the program.	2	Planning and Building; Agriculture Department	Dep't budget; Gen Fund; Grants	Medium	2011
1.4. Create an urban and rural forestry program that encourages property owners, developers and communities to plant, maintain and protect trees to enhance air quality and help offset carbon dioxide emissions.	9	Planning and Building; Public Works	Dep'tBudget; Gen Fund; Grants	Medium	2018

Turquoise text is basis for Planning & Funding Sustainable Resources and Infrastructure project
Green text is basis for Promoting Infill & Removing Obstacles to Strategic Growth project, and supporting Community Design Model, Illustrations
See **NOTES** at the end of Table 1 for more detailed information.

Key to Programs

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

Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
1.5. Revise the Land Use and Conservation and Open Space Elements and County ordinances to give incentives for energy-efficient construction that minimizes its carbon footprint, especially in rural areas.	3	Planning and Building	Dep't Budget	Medium	2012
Principle 2: Strengthen and direct development towards existing and expanded communities.					
2.1. Amend the Land Use Element and Ordinance to 1) maintain rural areas in low-intensity uses, 2) avoid expanding Residential Rural and Residential Suburban categories in rural areas, and 3) preserve and enhance a well-defined rural character.	1	Planning and Building	Dep't Budget	Essential	2011
2.2. Revise the Transfer of Development Credits (TDC) program to more effectively shift potential rural development to communities with adequate infrastructure and conserve rural lands.	2	Planning and Building; Cities; CACs; CSDs; Public Works	Dep't Budget	High	2013
2.3. Work with communities to create and maintain distinct urban boundaries next to rural areas, while allowing for compact community expansion.	1 4	Planning and Building; Advisory Councils; CSDs; Cities	Dep't Budget	Medium	2013
2.4. Work with agencies, cities, special districts, unincorporated communities and their advisory councils, to identify suitable strategic growth opportunity areas within and adjacent to existing communities for compact, affordable development, where supported by sustainable resource capacities.	1 4	Planning and Building; Cities; CACs; CSDs; Public Works	Dep't Budget	Essential	2013
2.5. Coordinate with the cities to consider accepting greater shares of overall countywide growth with corresponding reductions in unincorporated area growth. Consider compensating assistance from the County to offset the transportation, financial and	1	Planning and Building; Public Works; Cities	Dep't Budget	High	Ongoing

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
other demands from this growth.					
2.6. Develop a regional and sub-regional economic and land use strategy to stimulate creation of head-of-household jobs, improve the jobs-housing imbalance and strengthen the economy within each community.	1 4	Planning and Building	Dep't Budget; Gen. Fund	High	2011
2.7. Plan commercial and/or industrial areas that are compatible with overall land use;, convenient to patrons, neighborhoods and alternative transportation modes;, and reflect market demand and neighborhood needs.		Planning and Building	Dep't Budget	Essential	Ongoing
2.8. Revise the Resource Management System and the Growth Management Ordinance to give a higher priority to serving existing and strategically planned communities with adequate resources, streets and infrastructure, over outlying rural areas.	3	Planning and Building	Dep't Budget	Essential	2011
2.9. Conduct long-term planning (20+ years) to fund and provide additional, sustainable public resources, services and facilities in sufficient time to avoid overburdening existing resources, services and facilities.	9	Planning and Building	Dep't Budget	Essential	Ongoing
2.10. Coordinate County land use actions with service districts to provide sufficient public resources, services and facilities.	9	Planning and Building; Districts	Dep't Budget	High	Ongoing
2.11. Create an infrastructure policy that addresses the following goals: 5. New development pays its fair share. 6. The larger community pays its fair share for existing deficiencies and improvements providing general benefit. 7. Infrastructure is in place or funded concurrent with the need. 8. Funding mechanisms such as community facilities districts.	9	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
2.12. Amend the Land Use Ordinance to require that amendments to the Land Use Element or Ordinance, which propose increases in density or additional development, where critical resource levels exist, shall not be approved unless they provide proof that adequate water and sewage disposal capacities then exist and are available to serve: 1) development resulting from the proposed amendment, 2) existing development, and 3) the allowed development on vacant parcels within the rural, urban or village areas that are subject to the RMS Levels of Severity.	8	Planning and Building	Dep't Budget	High	2011
2.13. Enact revisions to the Land Use and the Real Property Division Ordinances to revise or introduce regulations that will promote urban infill instead of prevent it. Consider regulations such as, but not limited to parking, height limits, lot coverage, minimum lot size, minimum densities, setbacks, street widths and similar development standards.	8	Planning and Building	Dep't Budget	Essential	2011
Principle 3: Foster distinctive, attractive communities with a strong sense of place.					
3.1. Prepare and implement policies and programs in the Conservation and Open Space Element to conserve rural visual character within "community separators" that benefit the land owners and adjacent communities.	1 5	Planning and Building; Agriculture Department	Dep't budget; Gen Fund	Essential	In process
3.2. Revise the Land Use Element and Ordinance to 1) retain or create distinct urban boundaries and 2) require development intensities that create a clear difference between urban and rural areas.	1	Planning and Building	Dep't Budget	High	2011
3.3. Revise the Countywide Design Guidelines to encourage appropriate, place-based (locally relevant), pedestrian-oriented designs within communities.	8	Planning and Building	Dep't Budget; Gen. Fund	Medium	2011

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

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
3.4. Foster a strong sense of place by identifying local, valued aspects within each community ("placemaking").	5	Planning and Building	Dep't Budget; Gen. Fund	Medium	2013
3.5. Establish an inter-departmental team to fund and develop public facilities and amenities that preserve community character, such as public buildings, plazas, parks, and public art.	9	Planning and Building	Dep't Budget	High	2011
3.6. Hold an annual downtown improvements workshop and work with downtown stakeholders to form business improvement districts.	5	Planning and Building; Public Works	Dep't Budget; Gen. Fund	Low	Ongoing
3.7. Encourage property owners to protect and conserve historic buildings and resources using a variety of means such as the Mills Act, an incentive program for the restoration and preservation of historic structures.	5	Planning and Building	Dep't Budget	Low	Ongoing
Principle 4: Create walkable neighborhoods and towns.					
4.1. Update the Countywide Design Guidelines to create maximum connectivity between neighborhoods, streets and projects for pedestrian and bicycle travel.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
4.2. Revise the Land Use Ordinance and Land Use Element to enhance neighborhoods with small-scale and appropriate commercial areas; parks and recreation areas; public spaces; and family, cultural and civic facilities, all within convenient walking distances from housing. Work with the General Services Agency to plan and implement parks and recreation facilities.	4 8	Planning and Building	Dep't Budget; Gen. Fund	High	2013
4.3. Enhance downtowns and commercial areas with attractive civic and pedestrian facilities, events and promotions, and facilitate ways to finance them, for example,	5	Planning and Building	Dep't Budget; Gen. Fund;	Medium	2013

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
through forming business improvement and community facilities districts.			Grants		
4.4. Pursue a street tree program on urban streets and public parking lots.	9	Planning and Building; Public Works; Districts	Dep't Budget; Gen. Fund	Medium	2013
4.5. Enhance major boulevards and downtown streets with street trees, street furniture, textured crosswalks, planted medians and ornamental or signature lighting.	6 9	Planning and Building; Public Works	Dep't Budget; Gen. Fund; Districts	Medium	2013
4.6. Revise community plans, the Countywide Design Guidelines and the Land Use Ordinance to include features that will minimize fear and crime and strengthen a sense of community by environmental design methods.	5	Planning and Building	Dep't Budget	High	Ongoing
Principle 5: Provide a variety of transportation choices.					
5.1. Integrate LUE area and community plans more closely with transit and pedestrian facilities by providing more intensive and diverse land uses near transit stops and within convenient walking distances between destinations.	4 6	Planning and Building; Public Works	Dep't Budget; Gen. Fund	Essential	2013
5.2. Give high priority to funding facilities for biking, walking and transit facilities and operations within the transportation planning programs of the county and the San Luis Obispo Council of Governments.	6	Public Works	Dep't Budget	Essential	Ongoing
5.5. Give highest priority in the programming of Local Transportation Funds (LTF-TDA) to fully fund public transit operations, multimodal connections to public transportation, and to facilitate strategic growth.	6	Planning and Building; Public Works	Dep't Budget	High	Ongoing
5.6. Provide multi-use trails (for walking, bicycling and equestrian travel) between and	6	General Services	Dep't Budget	Medium	Ongoing

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
through communities, and connect them with other means of alternative transportation, consistent with the Parks and Recreation Element.					
Principle 6: Create a range of housing opportunities and choices.					
6.1. Implement the Housing Element to implement these policies.	7	Planning and Building	Dep't Budget; Gen. Fund	Essential	2013
6.2. Update the Land Use Ordinance and LUE area plans to encourage a diversity of housing (sizes, types, and costs) within subdivisions and neighborhoods.	7 8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2013
6.3. Revise the Countywide Design Guidelines, community design plans and specific plans to integrate higher density development within existing neighborhoods.	8	Planning and Building	Dep't Budget; Gen. Fund	Medium	2011
6.4. Amend the Land Use Ordinance to require site designs for condominium and planned development projects that provide a range of housing sizes, footprints and design features.	8	Planning and Building	Dep't Budget	High	2011
6.5. Modify the Land Use Element and Land Use Ordinance to allow and encourage a diversity of housing (sizes, types, costs) within subdivisions and neighborhoods.	7	Planning and Building	Dep't Budget; Gen. Fund	High	2011
6.6. Modify the Land Use Element and Ordinance to create a new land use designation, such as "Mobilehome Park (MHP)" to be applied to existing mobile home parks and sites where future mobilehome parks are appropriate.	7	Planning and Building	Dep't Budget	High	In process
6.7. Modify the Land Use Ordinance to allow more affordable units without parking for residents who do not wish to pay for it.	8	Planning and Building	Dep't Budget	Low	2018

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
Principle 7: Encourage mixed land uses.					
7.1. Revise the Countywide Design Guidelines, the Land Use Element and Land Use Ordinance (LUE/LUO) to guide the design of, and offer incentives for affordable mixed-use buildings.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
7.2. Encourage mixed-use development through affordable housing programs and regulations.	7	Planning and Building	Dep't Budget	High	2011
7.3. Revise community plans and Land Use Ordinance standards to encourage the conversion of shopping centers and strip commercial streets into mixed-use developments.	8	Planning and Building	Dep't Budget	Medium	2013
7.4. Reduce parking standards in the Land Use Ordinance for mixed-use developments, based on their size and location in relation to a central business district or transit stop. Consider creating in-lieu parking fee programs.	8	Planning and Building	Dep't Budget	Medium	2013
Principle 8: Take advantage of compact building design.					
8.1. Revise the Countywide Design Guidelines to illustrate compact neighborhood and building design that fits within existing development visually and functionally.	8	Planning and Building	Dep't Budget; Gen. Fund	Essential	2011
8.2. Revise the Land Use and Subdivision Ordinances to encourage 1) compact buildings and subdivisions and 2) projects that include amenities such as small-scale plazas, formal gardens, playgrounds and natural areas.	8	Planning and Building	Dep't Budget	Essential	2011

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
8.3. Reduce the Land Use Ordinance requirements for off-street parking where uses are planned close to each other in compact neighborhoods, to increase the viability of projects and encourage other kinds of transportation.	8	Planning and Building	Dep't Budget	Medium	2013
8.4. Work with developers and communities to finance and build community parking facilities near compact development.	8	Planning and Building	Dep't Budget	Medium	2013
8.5. Continue public education efforts about compact residential design and building.	10	Planning and Building	Dep't Budget; Gen. Fund	High	Ongoing
Principle 9: Make development decisions predictable, fair and cost effective.					
9.1. Simplify and illustrate zoning and design standards within the Land Use Ordinance or similar document in order to make them clear and understandable, for example, through use of a "form-based" code.	8	Planning and Building	Dep't Budget; Gen. Fund	High	2013
9.2. Identify suitable locations for strategic growth projects that are consistent with these principles to be eligible for expedited review.	8	Planning and Building	Dep't Budget	Essential	2011
9.3. Convene a task force of staff and stakeholders to streamline the permit process to implement strategic growth policies.	10	Planning and Building	Dep't Budget	High	2011
9.4. Explore whether the use of master environmental impact reports (EIRs) for community plan updates would benefit communities and developers. The Master EIR concept should include addressing impacts at a project level, including on- and off-site mitigation measures, for any strategic growth or expansion site.		Planning and Building	Dep't Budget	Medium	2011

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
Principle 10: Encourage community and stakeholder collaboration.					
10.1. Inform the public and stakeholders about strategic growth by various means, such as forums and the media.	11	Planning and Building	Dep't Budget; Gen. Fund	Essential	Ongoing
10.2. Build on previous efforts to create consensus with the public about attaining compact, walkable communities and rural preservation.	1 4	Planning and Building	Dep't Budget	Essential	2011
10.3. Involve the public, advisory and other groups, cities and other jurisdictions often and routinely into the planning and development review processes by early outreach, referrals and responses.	11	Planning and Building	Dep't Budget	High	Ongoing
10.4. Provide more access to County media to enhance the publics' understanding of planning and project review.	11	Planning and Building	Dep't Budget	Medium	Ongoing
10.5. Convene an inter-departmental team to integrate strategic growth goals into each County department's work program, and into the County budget, capital improvements program (CIP) and grant funding processes.	11	Planning and Building	Dep't Budget	High	2011
10.6. Increase the minimum distance limits for public notification for discretionary of pending projects in rural areas.	11	Planning and Building	Dep't Budget	Low	2011
10.7. Work with communities to avoid approving projects that are not supported by a city or a community services district within its sphere of influence or urban area.		Planning and Building	Dep't Budget	High	Ongoing
Principle 11: Strengthen regional cooperation.					

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
11.1. Promote cooperation between the county and all jurisdictions to form and carry out strategic growth policies based on shared values, develop mutual agreements and implement programs.	1	Planning and Building	Dep't Budget	Essential	2011
11.2. Develop community and resource indicators to assess what each community needs to be livable and affordable, and to meet community and strategic growth goals.	4	Planning and Building	Dep't Budget; Gen. Fund	Medium	2013
11.3. Refrain from approving development in the unincorporated urban fringes that will burden city services or conflict with city-County agreements, unless specific mitigation measures are included.	10	Planning and Building	Dep't Budget	High	2013
IMPLEMENTING STRATEGIES FOR PUBLIC SERVICES					
Services 1.a Avoid the use of public resources, services and facilities beyond their renewable capacities, and monitor new development to ensure that its resource demands will not exceed existing and planned capacities or service levels.	3	Planning and Building	Dep't Budget	Essential	Ongoing
Services 1.b Share the cost of additional services and facilities among those who most immediately benefit and the entire community.	9	Planning and Building, Public Works, Gen. Services	Dep't Budget support	Essential	Ongoing
Services 1.c Locate new public service facilities as close as possible to users, allowing for sufficient buffers to protect adjacent rural and agricultural areas	1 9	Planning and Building, Public Works, Gen. Services, Health, School Districts, agencies	Dep't Budget	Medium	Ongoing

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
Services 1.d Direct the extension of urban services, as listed in Table H, to areas within urban and village reserve lines, and restrict urban services from being provided outside urban or village areas.	1 9	Planning and Building, Public Works, Gen. Services, Health, School Districts, Agencies	Dep't Budget	High	Ongoing
Services 2.a Give high priority and support for urban expansion that will result in compact neighborhoods with diverse yet related land uses for housing, school, recreation, work and shopping rather than low density suburban residential development.	1 4	Planning and Building, Public Works, Gen. Services, Health, School Districts, Agencies	Dep't Budget	High	Ongoing
Services 2.b Give high priority and support for urban expansion that proposes attractive transitions from existing development, connections to existing streets and prominent pedestrian and public transit connections to destinations.	1 4	Planning and Building	Dep't Budget	High	Ongoing
Services 2.c Discourage low-density suburban or rural residential proposals for urban expansion or services.	1 4	Planning and Building	Dep't Budget	High	Ongoing
Schedule 3.a Conduct long-term planning (20+ years) to fund and provide additional, sustainable public resources, services and facilities in sufficient time to avoid overburdening existing resources, services and facilities.		Planning and Building	Dep't Budget	Essential	Ongoing
Services 3.b Schedule development to occur when needed services are available or can be supplied concurrently.	3	Planning and Building	Dep't Budget	Essential	Ongoing
IMPLEMENTING STRATEGIES FOR CIRCULATION					

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
H. Pedestrian Circulation:					
Pedestrian 1. Give high priority to pedestrian travel as a primary component of community planning and the design of all neighborhoods, districts and street corridors.	6 4	Planning and Building, Public Works	Dep't Budget	High	Ongoing
Pedestrian 2. Plan for pedestrians to have maximum access and connectivity between land use destinations, fill in the gaps between disconnected sidewalk segments, and eliminate other barriers to pedestrian access along streets and within sites.	6	Planning and Building, Public Works	Dep't Budget	High	Ongoing
Pedestrian 3. Give high priority to pedestrian facilities and amenities within the County budget process, traffic impact fee programs and the Council of Governments funding allocations	6	Public Works	Dep't Budget	High	Ongoing
Pedestrian 4. Plan and provide multi-use trails between and through communities that encourage pedestrian, bicycle and equestrian travel, as appropriate, to implement the trails section of the Parks and Recreation Element.	6	General Services	Dep't Budget	High	Ongoing
I. Bikeways:					
Bikeways 1. Give high priority to bicycle travel within and between communities in community planning, financing and improvement designs	6 4	Public Works, General Services, Planning and Building	Dep't Budget	High	Ongoing
Bikeways 2. Bicycle travel should be encouraged through community outreach, fully implementing a network of bike lanes and paths and related facilities, including bike racks, and by changing standards and specifications, signing and related facilities as needed to achieve greater usage.	6	Public Works	Dep't Budget	Medium	Ongoing

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
Bikeways 3. Regional trails that link communities should be provided consistent with the Parks and Recreation Element, to enable more alternative transportation between and through communities.	6	Public Works, General Services,	Dep't Budget, Grants	High	Ongoing
J. Public Transit:					
Transit 1. Provide public transit with sufficient connectivity, frequency and hours and days of service to be competitive with the private automobile	6	Regional Transit Authority	Dep't Budget, Grants	Essential	Ongoing
Transit 2. Allocate LTF/TDA funds to fully fund public transit services before considering those funds for other transportation needs.	6	Public Works	Dep't Budget	High	Ongoing
Transit 3. Work with the Regional Transit Authority and other transit agencies to coordinate transit routes, facilities and services with planned land uses and with specific development proposals.	6	Planning and Building, Public Works, Regional Transit Authority	Dep't Budget	Essential	Ongoing
Transit 4. Encourage mixed-use commercial and residential projects, and encourage developers to provide transit facilities, park and ride lots and implementation of vehicle trip-reduction programs.	6	Planning and Building, Public Works, Regional Transit Authority	Dep't Budget	HIgh	Ongoing
Transit 5. Consider the enactment of Traffic Mitigation and Vehicle Trip-Reduction Ordinances that would reduce the amount of traffic from large-scale institutions, developments or employers that would occur at peak commuting hours, such as staggered hours or car pooling incentives.	6	Planning and Building, Public Works, SLOCOG	Dep't Budget, Grant	Medium	Ongoing
Transit 6. Pursue transportation demand management strategies as contained in the Regional Transportation Plan that encourage people to drive less, for instance, with preferential parking for carpoolers.	6	Planning and Building, Public Works, Regional Transit Authority,	Dep't Budget, Grant	High	Ongoing

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Principles and Implementing Strategies	Programs	Responsible Agencies	Potential Funding	Priority	Time Frame (Years)
		SLOCOG			
Transit 7. Where feasible and practical, consider computer modeling and other analytical methods to fully evaluate design options. **(Coastal Zone only)**		Planning and Building	Dep't Budget	High	Ongoing

NOTES

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

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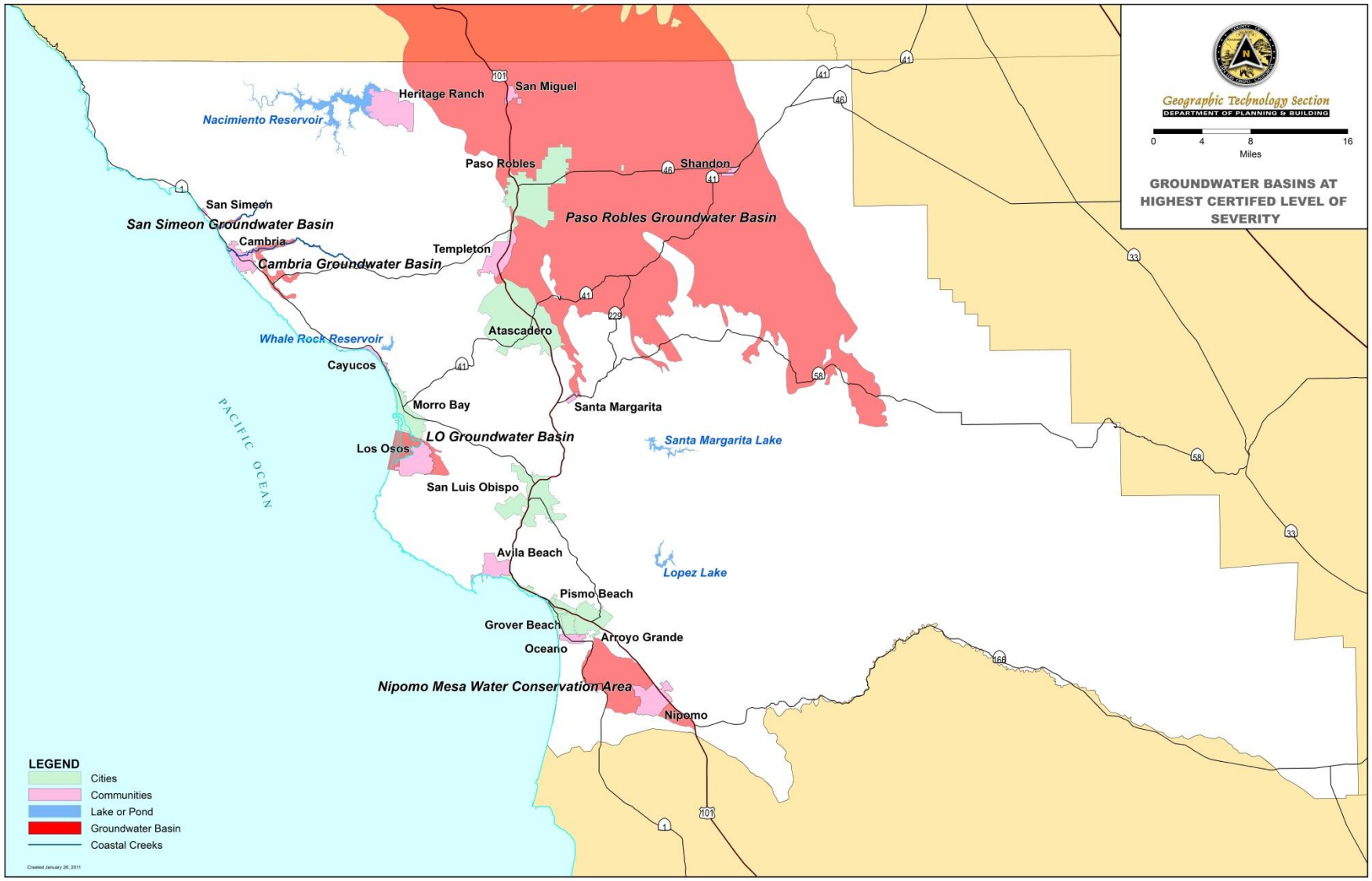
Attachment 2

Map of Groundwater Basins in Level or Severity III


Geographic Technology Section
DEPARTMENT OF PLANNING & BUILDING
0 4 8 16
Miles
GROUNDWATER BASINS AT HIGHEST CERTIFED LEVEL OF SEVERITY
Heritage Ranch
San Miguel
Nacimiento Reservoir
Paso Robles
Shandon
San Simeon
San Simeon Groundwater Basin
Paso Robles Groundwater Basin
Cambria
Cambria Groundwater Basin
Templeton
Atascadero
Whale Rock Reservoir
Cayucos
Morro Bay
Santa Margarita
PACIFIC OCEAN
LO Groundwater Basin
Santa Margarita Lake
Los Osos
San Luis Obispo
Avila Beach
Lopez Lake
Pismo Beach
Grover Beach
Arroyo Grande
Oceano
Nipomo Mesa Water Conservation Area
Nipomo
LEGEND
Cities
Communities
Lake or Pond
Groundwater Basin
Coastal Creeks
Created January 26, 2011