COMPLETE COMMUNITIES SURVEY

FOR THE COUNTY OF SAN LUIS OBISPO

MARCH 7, 2014

March 7, 2014 | Draft

Prepared By:

PlaceWorks
1625 Shattuck Avenue, Suite 300
Berkeley, California 94709
510.848.3815
510.848.4315 (f)

COMPLETE COMMUNITIES SURVEY

FOR THE COUNTY OF SAN LUIS OBISPO

EXECUTIVE SUMMARY

Past development trends have focused on large-lot, suburban, and rural development with heavy reliance on automobile travel. This “sprawl-type” development has resulted in the conversion of valuable agricultural and resource-rich land, inhibited the use of alternative modes of transportation, and strained the County of San Luis Obispo’s ability to provide supporting infrastructure, roadway systems, and public services and facilities. Consequently, some unincorporated areas in San Luis Obispo County do not have sufficient facilities or resources to accommodate the existing population as well as future growth.

As the population of the county increases, it becomes more critical to rethink and restructure how the county grows. To strategically direct growth and manage the use of resources, as well as maintain the quality of life and sustainability of the County, the County of San Luis Obispo’s Planning and Building Department has prepared a Complete Communities Survey (CCS). The goal of the CCS is to recognize the need for improvements and identify strategies to fund and implement needed infrastructure and facilities. This will ultimately help achieve community-focused, compact development that uses land, water, energy, and financial resources more efficiently.

WHAT IS A COMPLETE COMMUNITY?

A complete community is one that has adequate public facilities and infrastructure such that the needs of existing residents and the demands of future growth can be met together. A complete community is often strategically planned to promote a livable and walkable environment. It also aims to create a self-sufficient and sustainable community that provides goods and services to meet the basic daily needs of residents.

WHAT ARE THE BENEFITS OF BUILDING A COMPLETE COMMUNITY?

There are a number of public benefits of reshaping and retrofitting urban areas with more complete facilities. These include:

- Preserving open space and natural resources by focusing development and facilities in an urbanized area
- Increasing the efficiency of energy and resource use by reducing the need to extend infrastructure systems to rural areas
- Promoting walking and biking, thus improving public health, through the provision of retail and personal services within a walkable distance, as well as trails, streetscape improvements, and other transportation facilities
- Reducing fuel consumption, greenhouse gas emissions, and safety and traffic issues by reducing the need for driving
- Maintaining and enhancing community character and quality of life
- Creating a unique sense of place through revitalizing community centers and increasing pedestrian activity

WHAT IS A COMPLETE COMMUNITIES SURVEY?

The CCS presents a major opportunity to pave the way for the creation of complete communities within the unincorporated urban communities in the county. The CCS includes four major components: the Communities Research Summary, the Facilities Inventory, the Funding and Financing Plan, and the Facilities for a Complete Community. The CCS focuses on four unincorporated communities in the county: San Miguel, Templeton, Oceano, and Nipomo as shown in Figure 1.

COMPLETE COMMUNITY FEATURES

The first step in building a complete community is to identify the essential features that contribute to a complete community. The first component of the project, the Complete Communities Research Summary, defines the range of facilities that promote strategically planned, self-sufficient, livable and walkable communities based on past research and case studies on complete community planning. Table 1 below presents

Source: San Luis Obispo County GIS, 2012.

Study Communities

San Luis Obispo County

FIGURE 1

STUDY AREAS

the key facilities that make up a complete community. The Complete Communities Research Summary is available for download at http://www.slocounty.ca.gov/Assets/PL/pdfs/commsummary.pdf

Table 1 Complete Community Features

Utility Infrastructure	Transportation
Water Supply	Street & Highway System
Water	Pedestrian Circulation System
Wastewater	Bicycle Infrastructure
Stormwater	Public Transit System
Solid Waste	Park-N-Ride Lots
Communication Systems	
Public Facilities	**Zoning Balance**
Public Parks and Open Space	Zoning for Walkability
Schools	Commercial Mix
Community/Civic Facilities	Access to Fresh Food
Social Services	Job-Creating Uses
Public Safety Services	Diverse & Affordable
and Buildings	Housing Opportunities
	Zoning for Economic Benefits
	Community Design and Density

HOW COMPLETE ARE EXISTING COMMUNITIES AND WHAT IS MISSING?

Using the range of facilities identified in the Complete Communities Research Summary, the County and consultants conducted an inventory in each of the four communities. The Facilities Inventory outlines existing conditions in each community, identifies needed improvements based on growth projections, and estimates the cost of providing needed facilities or improvements. The following summarizes the major findings of the Facilities Inventory.

» While the four communities currently have some of the essential facilities for its residents and visitors, some improvements are needed to make the communities more livable, walkable, and complete.

» All four communities need utility infrastructure improvements, especially water, sewer, and stormwater systems, to support the existing population and future growth. In particular, stormwater drainage improvements are immediate concerns for all communities.

» Other key facilities that are missing from these communities include highway and street improvements like traffic signals and wider roads, complete sidewalk networks, Park-n-Ride lots, parks and trails, and public service buildings, such as fire and police stations and libraries. Since each community is unique, different improvements and facilities are required to create a complete community at each of the four study locations.

For more detailed information, download a copy of the Facilities Inventory at http://www.slocounty.ca.gov/planning/General_Plan__Ordinances_and_Elements/Plans_in_Process_and_Draft_Plans/stratgrowth/grants_sustainable/facilities.htm

FUNDING OPTIONS

When improvements have been identified, finding funding sources is the next essential step. The Funding and Financing Plan, prepared as part of the CCS, identifies existing and potential funding sources to address each community's needs by facility improvement type, based on the findings of the Facilities Inventory. It also recommends funding policies and actions that will facilitate implementation of the needed improvements. The following summarizes the major findings of the Funding and Financing Plan. For more detailed information, download a copy of the Funding and Financing Plan at http://www.slocounty.ca.gov/Assets/PL/pdfs/fundfinance.pdf

» The facility and infrastructure improvements identified for the four communities will be costly and require a broad range of funding sources and financing mechanisms to construct and maintain them.

» New development in the County will generate real estate value that will serve as a basis of taxes and fees that can fund infrastructure improvements.

» To fund existing deficiencies, a broad range of existing and new sources will be required.

» Considering the County's human resources and funding constraints, strategic prioritization and phasing for each community will be necessary to achieve the identified facility improvements.

» The overall cost burden placed on new development must be considered since it affects development feasibility, particularly when all development costs are considered.

PLAN FOR A COMPLETE COMMUNITY

The Facilities for a Complete Community represents the final step of the CCS. Four unique Facilities for a Complete Community handouts have been developed for each study location, which can be found at http://www.slocounty.ca.gov/planning/General_Plan__Ordinances_and_Elements/Plans_in_Process_and_Draft_Plans/stratgrowth/grants_sustainable.htm Each of the Facilities for a Complete Community handouts describes existing conditions of each community, summarizes the facilities inventory, and recommends a phasing plan, applicable funding sources, and strategies for implementation. The key strategies for implementation are listed in the Moving Forward section below.

MOVING FORWARD

To maintain momentum and take immediate steps toward the creation of complete communities, the County should implement the following strategies.

- Refine and adopt a Community Action Plan as part of the Community Plan process, as recommended in the Funding and Financing Plan. The Community Action Plan would recommend funding goals, policies, and actions where appropriate to guide the implementation of the infrastructure and facility improvements.
- Form a CCS committee, consisting of County staff, Community Services District (CSD) staff, relevant agency staff, and community members and stakeholders, to pursue complete community planning for each community. The CCS committee should meet on a regular basis to monitor and evaluate the progress and update the Facilities for a Complete Community and Facilities Inventory as necessary. The committee should also actively seek and apply for grants and work together to implement the Community Action Plan, described above.
- Develop further design and engineering, and secure environmental review and permitting for improvement projects, such as streetscape design, sidewalk installation, and water and sewer system improvements, as necessary. Work with developers to provide mutually beneficial community facilities within new projects.
- Conduct community outreach to educate the public about the importance of building a complete community. Outreach techniques include distributing the Facilities for a Complete Community handouts, flyers, and newsletters at

community centers and schools and holding webinars or community workshops to refine CCS findings as conditions and community preferences change.

- Explore ways to enhance community character, such as updating design guidelines and increasing infill opportunities through density bonuses, streamlined permitting processes, and zoning changes. The County could consider increasing the supply of land designated for multi-family residential uses and encouraging the creation of activity centers that provide a rich mix of uses in close proximity of residents within unincorporated urban areas. An activity center could consist of a park, a school, and a neighborhood-serving commercial area.
- Consider zoning for higher intensities around activity centers to allow for more efficient use of land and infrastructure systems, as well as greater development fee potential, all of which can contribute to the establishment of a complete community.

SAN MIGUEL

PUBLIC FACILITIES FOR A COMPLETE COMMUNITY
NEEDS, OPPORTUNITIES AND STRATEGIES

San Miguel is a small, rural community with low-intensity development that conveys an open, spacious feeling. Mission Street, the main street of the town, projects a rustic, western character. There are also a number of historical properties throughout the community, contributing to a unique sense of place. In particular, old mission walls and a bell tower at the south entrance from Highway 101 to the town reflect the town's distinctive history.

San Miguel currently has over 2,300 residents, but by 2035, it is projected to increase up to 3,300 residents, almost a 43 percent increase over the next 25 years, as shown below.

				2010 to 2035		
Item	2010	2020	2035	Number	Annual Rate	Overall Increase
San Miguel						
Population	2,337	2,640	3,338	1,001	1.4%	42.8%
Housing Units	686	774	979	293	1.4%	42.7%
Jobs [1]	170					

[1] Job count reflects "Primary Jobs" as extracted from the U.S. Census' LED on the Map, 2010 data.

Sources: San Luis Obispo County 2011 Population Projection: Midrange Growth Scenario; U.S. Census Bureau, Center for Economic Studies; Economic & Planning Systems, Inc.

To ensure new growth is adequately accommodated, the County of San Luis Obispo prepared a Complete Communities Survey (CCS) that identifies the need for improvements and strategies to fund and implement needed infrastructure and facilities. This Facilities for a Complete Community, the final step of the CCS, summarizes existing conditions, the Facilities Inventory, applicable funding strategies, and strategies for implementation. For more information, visit the project website at http://www.slocounty.ca.gov/planning/General_Plan__Ordinances_and_Elements/Plans_in_Process_and_Draft_Plans/stratgrowth/grants_sustainable.htm

KEY EXISTING COMMUNITY FACILITIES

San Miguel already has several facilities in place that the community can build upon to become a complete community. The recently completed streetscape improvements along Mission Street between 11th Street and 14th Street provide a continuous sidewalk, pedestrian-scaled lighting, and street trees that contribute to a pedestrian-friendly environment, which is essential for the creation of a complete community. San Miguel also offers a Park-N-Ride lot and a number of public facilities, including a fire station, a community hall, a senior center, and a community center.

NEEDED FACILITIES

While the aforementioned existing facilities provide a basis for the creation of a complete community, San Miguel needs to improve or build a number of facilities to meet its existing demands as well as future needs.

» Utilities Infrastructure

The Facilities Inventory indicates that San Miguel lacks adequate utilities infrastructure to support future growth. Required improvements include water supply, water distribution, wastewater and stormwater improvements. Most urgently, the drainage system requires immediate improvements. Due to insufficient drainage and stormwater controls, San Miguel experiences regular flooding, particularly between Mission Street and the railroad.

» Transportation Infrastructure

The Facilities Inventory does not find significant existing deficiencies in transportation infrastructure although its sidewalks and roadways need improvements. Projected growth may necessitate street and highway improvements, including additional traffic signals, extensions of bikeways and sidewalks, additional parking spaces, and streetscape improvements.

» Public Facilities

While San Miguel has a number of public facilities, it currently has a short supply of parklands, trails and library space, which would become increasingly inadequate as growth occurs. In addition, no police station is located in San Miguel. A new police station would be desirable as demand for public safety services rises.

FUNDING AND FINANCING OPPORTUNITIES

COST ESTIMATES OF NEEDED FACILITIES

The Facilities Inventory identified approximately $28 million of facility needs between now and 2035 in San Miguel, nearly 40 percent of which is attributable to existing deficiencies. Together, transportation and stormwater improvements represent $22 million, or 81 percent of total facility costs.

KEY FUNDING SOURCES

There are a number of funding sources and financing mechanisms that can be applied to fund the capital infrastructure and facility improvements identified in the Facilities Inventory. Many are already in place, while others represent potential options for consideration. The following lists key sources that can be applied to fund needed facilities in San Miguel. For more information, see the Funding and Financing Plan at http://www.slocounty.ca.gov/Assets/PL/pdfs/fundfinance.pdf

» Utility Infrastructure
- The County's Infrastructure and Facilities Five Year Capital Improvement Plan (existing)
- General Flood Control District reserve funds (existing)
- Local Area Development Impact Fees (potential)
- A special assessment district to fund stormwater and drainage improvements (potential)

» Transportation
- The County's Capital Projects and General Obligation Bonds (existing)
- Road improvement fees (existing)
- The Congestion Mitigation and Air Quality (CMAQ) Improvement Program and the Active Transportation Program (ATP, formerly Safe Routes to School) (potential)

» Public Facilities
- Public Facility Development Impact Fees (existing)
- Parkland (Quimby) Fees (existing)

PHASING RECOMMENDATIONS

Based on the population projections for the community of San Miguel, three phases for implementation are recommended: immediate, short-term (by 2020), and long-term (by 2035).

» Immediate

The goal of the first phase is to address existing deficiencies as soon as possible. In this phase, as discussed under the Needed Facilities section above, the County and the community of San Miguel should focus on improving its systems for stormwater drainage, sidewalks, and roadways, as well as parks and library facilities. Since future development impact fees do not apply to existing deficiencies, existing funding sources should be utilized, including the General Flood Control District reserve funds, the County's General Obligation Bonds, federal and State grants (e.g. CMAQ and ATP), and Public Facility Development Impact Fees.

» Short-term

In the second phase, facilities should be extended or added to accommodate service and facility needs created by 300 new residents, as projected by the County. The community facilities that would need improvements by 2020 include: water distribution and wastewater systems, street and sidewalk systems, the Park-N-Ride facility, streetscapes, parks and open space, and library facilities.

» Long-term

In the last phase, an accumulated increase in population could result in the need for significant facility improvements. Such improvements include water, wastewater, and stormwater infrastructure and Highway 101 intersection and interchange improvements. The sidewalk system, streetscapes, parks and open space, and library facilities should be continuously extended or improved as demand for them rises.

STRATEGIES FOR IMPLEMENTATION

To maintain momentum and take immediate steps toward the creation of a complete community, the following strategies for implementation are recommended.

» Refine and adopt a Community Action Plan as part of a regular community plan update, as recommended in the Funding and Financing Plan. The Community Action Plan would recommend funding goals, policies, and actions to guide the implementation of the infrastructure and facility improvements.

» Form a CCS committee, consisting of County staff, Community Services District (CSD) staff, relevant agency staff, community members, and stakeholders, to pursue complete community planning for San Miguel. The CCS committee should meet on a regular basis to monitor and evaluate the progress and update the Facilities for a Complete Community and Facilities Inventory, as necessary. The committee should also actively seek and apply for grants and work together to implement the Community Action Plan, described above.

» Develop further design and engineering, and secure environmental review and permitting for improvement projects, such as streetscape design, as necessary. Work with developers to provide mutually beneficial community facilities within new projects.

» Conduct community outreach to educate the public on the importance of building a complete community. Outreach techniques include distributing the Facilities for a Complete Community handouts, flyers, and newsletters at community centers and schools, and holding webinars or workshops to refine CCS findings as conditions and community preferences change.

» Explore ways to enhance community character, such as updating design guidelines and increasing infill opportunities through density bonuses, streamlined permitting processes, and zoning changes. Consider encouraging the creation of activity centers that provide a rich mix of uses in close proximity of residents within unincorporated urban areas.

» Consider zoning for higher intensities around activity centers to allow for more efficient use of land and infrastructure systems, as well as greater development fee potential, all of which can contribute to the establishment of a complete community.

TEMPLETON

PUBLIC FACILITIES FOR A COMPLETE COMMUNITY
NEEDS, OPPORTUNITIES AND STRATEGIES

Templeton has the rural character of a western town surrounded by agricultural land. South Main Street, between Gibson Road and 8th Street, is the historic core of Templeton, featuring western-style architectural details, such as wood siding, balconies, and gallery-style frontage. In addition, the Templeton Feeds and Grain building is a dominant presence in Templeton, presenting a height and mass at a different scale from surrounding historic structures.

Templeton currently has about 7,000 residents. By 2035, it is projected to increase up to 9,100 residents, about a 31 percent increase over the next 25 years, as shown below.

				2010 to 2035		
Item	2010	2020	2035	Number	Annual Rate	Overall Increase
Templeton						
Population	6,976	7,739	9,128	2,152	1.1%	30.8%
Housing Units	2,580	2,866	3,381	801	1.1%	31.0%
Jobs [1]	3,133					

[1] Job count reflects "Primary Jobs" as extracted from the U.S. Census' LED on the Map, 2010 data.

Sources: San Luis Obispo County 2011 Population Projection: Midrange Growth Scenario; U.S. Census Bureau, Center for Economic Studies; Economic & Planning Systems, Inc.

To ensure new growth is adequately accommodated, the County of San Luis Obispo prepared a Complete Communities Survey (CCS) that identifies the need for improvements and strategies to fund and implement needed infrastructure and facilities. This Facilities for a Complete Community, the final step of the CCS, summarizes existing conditions, the Facilities Inventory, applicable funding strategies, and strategies for implementation. For more information, visit the project website at http://www.slocounty.ca.gov/planning/General_Plan__Ordinances_and_Elements/Plans_in_Process_and_Draft_Plans/stratgrowth/grants_sustainable.htm

KEY EXISTING COMMUNITY FACILITIES

Templeton already has some community facilities in place that the community can build upon to become a complete community. The major assets of this community are a number of health care and public services facilities, including Community Health Centers. Other key public facilities located in Templeton include two fire stations, a Sheriff substation, and a community and women's center. Templeton residents also have access to a Park-N-Ride lot and two public transit lines, which can promote the use of alternative transportation. Templeton also offers a number of community parks, including a skate park and a dog park, that provide opportunities for relaxation and recreation.

NEEDED FACILITIES

While the aforementioned existing facilities provide a basis for the creation of a complete community, Templeton needs to improve or build a number of facilities to meet its existing demands as well as future needs.

» **Utilities Infrastructure**

The Facilities Inventory indicates that Templeton generally lacks adequate utilities infrastructure to support future growth. Required improvements include water supply, water distribution, wastewater, and stormwater improvements. In particular, stormwater improvements in areas adjacent to Highway 101 represent an immediate concern.

» **Transportation Infrastructure**

The Facilities Inventory recommends filling gaps in Templeton's sidewalk system. Projected growth may necessitate street and highway improvements, including additional traffic signals and widening streets, extensions of bikeways and sidewalks, additional parking spaces, and streetscape improvements.

» **Public Facilities**

As previously described, Templeton has a number of public facilities and sufficient parks and open space for its existing residents. However, to support future demands, an additional or expanded fire station and police station would be needed. In addition, Templeton residents only have access to a Bookmobile for their library services. The community of Templeton has a plan to build a new library, but future growth may require further library expansion.

FUNDING AND FINANCING OPPORTUNITIES

COST ESTIMATES OF NEEDED FACILITIES

The Facilities Inventory identified approximately $276 million of facility needs between now and 2035 in Templeton, nearly 3 percent of which is attributable to existing deficiencies. At $265.5 million, or 96 percent, transportation improvements represent the largest component of total costs, primarily due to Highway 101 and street improvements.

KEY FUNDING SOURCES

There are a number of funding sources and financing mechanisms that can be applied to fund the capital infrastructure and facility improvements identified in the Facilities Inventory. Many are already in place, while others represent potential options for consideration. The following lists key sources that can be applied to fund needed facilities in Templeton. For more information, see the Funding and Financing Plan at http://www.slocounty.ca.gov/Assets/PL/pdfs/fundfinance.pdf

» **Utility Infrastructure**
- The County's Infrastructure and Facilities Five Year Capital Improvement Plan (existing)
- General Flood Control District reserve funds (existing)
- Local Area Development Impact Fees (potential)
- A special assessment district to fund stormwater and drainage improvements (potential)

» **Transportation**
- The County's Capital Projects and General Obligation Bonds (existing)
- Road improvement fees (existing)
- The Congestion Mitigation and Air Quality (CMAQ) Improvement Program and the Active Transportation Program (ATP, formerly Safe Routes to School) (potential)

» **Public Facilities**
- Public Facility Development Impact Fees (existing)
- Parkland (Quimby) Fees (existing)

PHASING RECOMMENDATIONS

Based on the population projections for the community of Templeton, three phases for implementation are recommended: immediate, short-term (by 2020), and long-term (by 2035).

» **Immediate**

The goal of the first phase is to address existing deficiencies as soon as possible. In this phase, the County and the community of Templeton should focus on improving its stormwater drainage, sidewalk system, and library facilities. Since future development impact fees do not apply to existing deficiencies, existing funding sources should be utilized, including the General Flood Control District reserve funds, the County's General Obligation Bonds, federal and State grants (e.g. CMAQ and ATP), and Public Facility Development Impact Fees.

» **Short-term**

In the second phase, facilities should be extended or added to accommodate service and facility needs created by 800 new residents, as projected by the County. The community facilities that need improvements by 2020 include: water supply and distribution, street, and sidewalk systems, the Park-N-Ride facility, streetscapes, parks and open space, and library facilities.

» **Long-term**

In the last phase, an accumulated increase in population could result in the need for significant facility improvements. Such improvements include water, wastewater, and stormwater infrastructure (although none has yet been identified) and street and highway improvements. The sidewalk system, streetscapes, parks and open space, and library facilities should be continuously extended or improved as demand for them rises.

STRATEGIES FOR IMPLEMENTATION

To maintain momentum and take immediate steps toward the creation of a complete community, the following strategies for implementation are recommended.

» Refine and adopt a Community Action Plan as part of a regular community plan update, as recommended in the Funding and Financing Plan. The Community Action Plan would recommend funding goals, policies, and actions to guide the implementation of the infrastructure and facility improvements.

» Form a CCS committee, consisting of County staff, Community Services District (CSD) staff, relevant agency staff, community members, and stakeholders, to pursue complete community planning for Templeton. The CCS committee should meet on a regular basis to monitor and evaluate the progress and update the Facilities for a Complete Community and Facilities Inventory, as necessary. The committee should also actively seek and apply for grants and work together to implement the Community Action Plan, described above.

» Develop further design and engineering, and secure environmental review and permitting for improvement projects, such as streetscape design, as necessary. Work with developers to provide mutually beneficial community facilities within new projects.

» Conduct community outreach to educate the public on the importance of building a complete community. Outreach techniques include distributing the Facilities for a Complete Community handouts, flyers, and newsletters at community centers and schools, and holding webinars or workshops to refine CCS findings as conditions and community preferences change.

» Explore ways to enhance community character, such as updating design guidelines and increasing infill opportunities through density bonuses, streamlined permitting processes, and zoning changes. Consider encouraging the creation of activity centers that provide a rich mix of uses in close proximity of residents within unincorporated urban areas.

» Consider zoning for higher intensities around activity centers to allow for more efficient use of land and infrastructure systems, as well as greater development fee potential, all of which can contribute to the establishment of a complete community.

NIPOMO PUBLIC FACILITIES FOR A COMPLETE COMMUNITY
NEEDS, OPPORTUNITIES AND STRATEGIES

Nipomo, located near the southern border of the county, is a small, rural community that has an open, spacious feeling and hints of a historic past. While Olde Towne, the historic center developed along W. Tefft Street, enhances a unique sense of place, the Dana Adobe, a California Registered Historical Landmark, presents the potential for the town's future cultural center. The Nipomo Mesa west of the town also provides a range of open space and recreational opportunities to residents as well as visitors.

Nipomo currently has nearly 15,300 residents, but by 2035, it is projected to increase up to 19,900 residents, almost a 31 percent increase over the next 25 years, as shown below.

				2010 to 2035		
Item	2010	2020	2035	Number	Annual Rate	Overall Increase
Nipomo						
Population	15,267	16,752	19,926	4,659	1.1%	30.5%
Housing Units	5,038	5,529	6,576	1,538	1.1%	30.5%
Jobs [1]	1,939					

[1] Job count reflects "Primary Jobs" as extracted from the U.S. Census' LED on the Map, 2010 data.

Sources: San Luis Obispo County 2011 Population Projection: Midrange Growth Scenario; U.S. Census Bureau, Center for Economic Studies; Economic & Planning Systems, Inc.

To ensure new growth is adequately accommodated, the County of San Luis Obispo prepared a Complete Communities Survey (CCS) that identifies the need for improvements and strategies to fund and implement needed infrastructure and facilities. This Facilities for a Complete Community, the final step of the CCS, summarizes existing conditions, the Facilities Inventory, applicable funding strategies, and strategies for implementation. For more information, visit the project website at http://www.slocounty.ca.gov/planning/General_Plan__Ordinances_and_Elements/Plans_in_Process_and_Draft_Plans/stratgrowth/grants_sustainable.htm

KEY EXISTING COMMUNITY FACILITIES

Nipomo already has some community facilities in place that the community can build upon to become a complete community. The recently completed streetscape improvements along Tefft Street west of Thompson Avenue provide widened sidewalks, pedestrian bulb-outs, benches, and street lights that contribute to a pedestrian-friendly environment, which is essential for the creation of a complete community. Nipomo residents also have access to four multi-use trails and abundant natural open space in the vicinity, which offer opportunities for relaxation and recreation. In addition, Nipomo contains various public services facilities, including senior and youth centers, a State social services office, and a Community Health Center facility.

NEEDED FACILITIES

While the aforementioned existing facilities provide a basis for the creation of a complete community, Nipomo needs to improve or build a number of facilities to meet its existing demands as well as future needs.

» Utilities Infrastructure

The Facilities Inventory indicates that Nipomo generally lacks adequate utilities infrastructure to support future growth. Required improvements relate to water supply, water distribution, wastewater, and stormwater. While stormwater improvements represent an immediate concern, securing an adequate water supply for future demand is a long-term issue in Nipomo.

» Transportation Infrastructure

The Facilities Inventory does not find significant existing deficiencies in transportation infrastructure, although some minor improvements are needed to complete its sidewalk system. Projected growth may necessitate street and highway improvements, extensions of bikeways and sidewalks, a new Park-n-Ride lot, and streetscape improvements.

» Public Facilities

As previously described, Nipomo has a number of public services facilities. Nipomo has sufficient natural open spaces nearby but needs small neighborhood parks throughout the town to provide better access to parks for residents. In addition, to support future demand, expansions of the existing fire station, the police station, and the library would be needed.

FUNDING AND FINANCING OPPORTUNITIES

COST ESTIMATES OF NEEDED FACILITIES

The Facilities Inventory identified approximately $154 million of facility needs between now and 2035 in Nipomo, nearly 20 percent of which are attributable to existing deficiencies. At $81 million, or 53 percent, transportation improvements represent the largest component of total costs.

KEY FUNDING SOURCES

There are a number of funding sources and financing mechanisms that can be applied to fund the capital infrastructure and facility improvements identified in the Facilities Inventory. Many are already in place, while others represent potential options for consideration. The following lists key funding sources that can be applied to fund needed facilities in Nipomo. For more information, see the Funding and Financing Plan at http://www.slocounty.ca.gov/Assets/PL/pdfs/fundfinance.pdf

» **Utility Infrastructure**
- The County's Infrastructure and Facilities Five Year Capital Improvement Plan (existing)
- General Flood Control District reserve funds (existing)
- Local Area Development Impact Fees (potential)
- A special assessment district to fund stormwater and drainage improvements (potential)

» **Transportation**
- The County's Capital Projects and General Obligation Bonds (existing)
- Road improvement fees (existing)
- The Congestion Mitigation and Air Quality (CMAQ) Improvement Program and the Active Transportation Program (ATP, formerly Safe Routes to School) (potential)

» **Public Facilities**
- Public Facility Development Impact Fees (existing)
- Parkland (Quimby) Fees (existing)

PHASING RECOMMENDATIONS

Based on the population projections for the community of Nipomo, three phases for implementation are recommended: immediate, short-term (by 2020), and long-term (by 2035).

» **Immediate**

The goal of the first phase is to address existing deficiencies as soon as possible. In this phase, the County and the community of Nipomo should focus on improving its systems for stormwater drainage and sidewalks, as well as its library space, which is not enough to serve current demand. Since future development impact fees do not apply to existing deficiencies, existing funding sources should be utilized, including the General Flood Control District reserve funds, the County's General Obligation Bonds, federal and State grants (e.g. CMAQ and ATP), and Public Facility Development Impact Fees.

» **Short-term**

In the second phase, facilities should be extended or added to accommodate service and facility needs created by 1,500 new residents, as projected by the County. The community facilities that need improvements by 2020 include: infrastructure for water, wastewater, stormwater, sidewalk, streetscapes, parks and open space, new Park-n-Ride lots, a new fire station, and the library.

» **Long-term**

In the last phase, an accumulated increase in population could result in the need for significant facility improvements. Such improvements include infrastructure for water, wastewater, and stormwater, street and highway systems, and bike lanes and paths. The sidewalk system, streetscapes, parks and open space, and library facilities should be continuously extended or improved as demand for them rises.

STRATEGIES FOR IMPLEMENTATION

To maintain momentum and take immediate steps toward the creation of a complete community, the following strategies for implementation are recommended.

» Refine and adopt a Community Action Plan as part of a community plan update, as recommended in the Funding and Financing Plan. The Community Action Plan would recommend funding goals, policies, and actions to guide the implementation of the infrastructure and facility improvements.

» Form a CCS committee, consisting of County staff, Community Services District (CSD) staff, relevant agency staff, community members, and stakeholders, to pursue complete community planning for Nipomo. The CCS committee should meet on a regular basis to monitor and evaluate the progress and update the Facilities Inventory, as necessary. The committee should also actively seek and apply for grants and work together to implement the Community Action Plan, described above.

» Develop further design and engineering, and secure environmental review and permitting for improvement projects, such as streetscape design, as necessary. Work with developers to provide mutually beneficial community facilities within new projects.

» Conduct community outreach to educate the public on the importance of building a complete community. Outreach techniques include distributing the Facilities for a Complete Community handouts, flyers, and newsletters at community centers and schools, and holding webinars or workshops to refine CCS findings as conditions and community preferences change.

» Explore ways to enhance community character, such as updating design guidelines and increasing infill opportunities through density bonuses, streamlined permitting processes, and zoning changes. Consider encouraging the creation of activity centers that provide a rich mix of uses in close proximity of residents within unincorporated urban areas.

» Consider zoning for higher intensities around activity centers to allow for more efficient use of land and infrastructure systems, as well as greater development fee potential, all of which can contribute to the establishment of a complete community.

OCEANO PUBLIC FACILITIES FOR A COMPLETE COMMUNITY
NEEDS, OPPORTUNITIES AND STRATEGIES

Oceano is a coastal community, surrounded by farm fields, dunes, and the Pacific Ocean. Surrounding natural resources, like dunes and beach areas, offers a great range of recreational opportunities and tourist attractions.

Oceano currently has approximately 7,100 residents, but by 2035, it is projected to increase up to 9,000 residents, about a 27 percent increase over the next 25 years, as shown below.

Item	2010	2020	2035	2010 to 2035 Number	2010 to 2035 Annual Rate	2010 to 2035 Overall Increase
Oceano						
Population	7,108	7,799	9,001	1,893	0.9%	26.6%
Housing Units	2,931	3,209	3,704	773	0.9%	26.4%
Jobs [1]	699					

[1] Job count reflects "Primary Jobs" as extracted from the U.S. Census' LED on the Map, 2010 data.

Sources: San Luis Obispo County 2011 Population Projection: Midrange Growth Scenario; U.S. Census Bureau, Center for Economic Studies; Economic & Planning Systems, Inc.

To ensure new growth is adequately accommodated, the County of San Luis Obispo prepared a Complete Communities Survey (CCS) that identifies the need for improvements and strategies to fund and implement needed infrastructure and facilities. This Facilities for a Complete Community, the final step of the CCS, summarizes existing conditions, the Facilities Inventory, applicable funding strategies, and strategies for implementation. For more information, visit the project website at http://www.slocounty.ca.gov/planning/General_Plan__Ordinances_and_Elements/Plans_in_Process_and_Draft_Plans/stratgrowth/grants_sustainable.htm

KEY EXISTING COMMUNITY FACILITIES

Oceano already has some community facilities in place that the community can build upon to become a complete community. The major assets of this community are a number of public facilities, including a police station, a community center, a senior center, and a Community Health Center (CHC). Oceano residents also have access to three public transit lines, which can promote the use of alternative transportation. In addition, abundant natural open space in the vicinity, such as State-owned parks and beach areas, help enhance quality of life and provide opportunities for relaxation and recreation.

NEEDED FACILITIES

While the aforementioned existing facilities provide a basis for the creation of a complete community, Oceano needs to improve or build a number of facilities to meet its existing demands as well as future needs.

» Utilities Infrastructure

The Facilities Inventory indicates that Oceano generally lacks adequate utilities infrastructure to support future growth. Required improvements relate to water supply, water distribution, wastewater, and stormwater. In particular, stormwater improvements represent an immediate concern.

» Transportation Infrastructure

The Facilities Inventory does not find significant existing deficiencies in transportation infrastructure, although some minor improvements are needed to complete its sidewalk system. Projected growth may necessitate street and highway improvements, extensions of bikeways and sidewalks, a new Park-N-Ride lot, and streetscape improvements.

» Public Facilities

Although there are sufficient natural open spaces nearby, the community has only one park and lacks trails. Further, to support future demands, expansions of the existing fire station, the police station and the library would be needed.

FUNDING AND FINANCING OPPORTUNITIES

COST ESTIMATES OF NEEDED FACILITIES

The Facilities Inventory identified approximately $47 million of facility needs between now and 2035 in Oceano, more than 68 percent of which are attributable to existing deficiencies. Costs are approximately evenly spread between utility infrastructure improvements ($16.8 million), transportation improvements ($13.6 million), and public facilities improvements ($16.9 million).

KEY FUNDING SOURCES

There are a number of funding sources and financing mechanisms that can be applied to fund the capital infrastructure and facility improvements identified in the Facilities Inventory. Many are already in place, while others represent potential options for consideration. The following lists key sources that can be applied to fund needed facilities in Oceano. For more information, see the Funding and Financing Plan at http://www.slocounty.ca.gov/Assets/PL/pdfs/fundfinance.pdf

» **Utility Infrastructure**
- The County's Infrastructure and Facilities Five Year Capital Improvement Plan (existing)
- General Flood Control District reserve funds (existing)
- Local Area Development Impact Fees (potential)
- A special assessment district to fund stormwater and drainage improvements (potential)

» **Transportation**
- The County's Capital Projects and General Obligation Bonds (existing)
- Road improvement fees (existing)
- The Congestion Mitigation and Air Quality (CMAQ) Improvement Program and the Active Transportation Program (ATP, formerly Safe Routes to School) (potential)

» **Public Facilities**
- Public Facility Development Impact Fees (existing)
- Parkland (Quimby) Fees (existing)

PHASING RECOMMENDATIONS

Based on the population projections for the community of Oceano, three phases for implementation are recommended: immediate, short-term (by 2020), and long-term (by 2035).

» **Immediate**

The goal of the first phase is to address existing deficiencies as soon as possible. In this phase, as discussed under the Needed Facilities section above, the County and the community of Oceano should focus on improving its systems for stormwater drainage and sidewalk and library facilities. Since future development impact fees do not apply to existing deficiencies, existing funding sources should be utilized, including the General Flood Control District reserve funds, the County's General Obligation Bonds, federal and State grants (e.g. CMAQ and ATP), and Public Facility Development Impact Fees that have been collected.

» **Short-term**

In the second phase, facilities should be extended or added to accommodate service and facility needs created by 700 new residents, as projected by the County. The community facilities that need improvements by 2020 include: infrastructure for water, wastewater, and stormwater, the sidewalk system, streetscapes, parks and open space, and the library.

» **Long-term**

In the last phase, an accumulated increase in population could result in the need for significant facility improvements. Such improvements include water, wastewater, and stormwater infrastructure, and street and highway improvements although specific improvements have not yet been identified. The sidewalk system, streetscapes, parks and open space, and library facilities should be continuously extended or improved as demand for them rises.

STRATEGIES FOR IMPLEMENTATION

To maintain momentum and take immediate steps toward the creation of a complete community, the following strategies for implementation are recommended.

» Refine and adopt a Community Action Plan as part of a regular community plan update, as recommended in the Funding and Financing Plan. The Community Action Plan would recommend funding goals, policies, and actions to guide the implementation of the infrastructure and facility improvements.

» Form a CCS committee, consisting of County staff, Community Services District (CSD) staff, relevant agency staff, community members, and stakeholders, to pursue complete community planning for Oceano. The CCS committee should meet on a regular basis to monitor and evaluate the progress and update the Facilities for a Complete Community and Facilities Inventory, as necessary. The committee should also actively seek and apply for grants and work together to implement the Community Action Plan, described above.

» Develop further design and engineering, and secure environmental review and permitting for improvement projects, such as streetscape design, as necessary. Work with developers to provide mutually beneficial community facilities within new projects.

» Conduct community outreach to educate the public on the importance of building a complete community. Outreach techniques include distributing the Facilities for a Complete Community handouts, flyers, and newsletters at community centers and schools, and holding webinars or workshops to refine CCS findings as conditions and community preferences change.

» Explore ways to enhance community character, such as updating design guidelines and increasing infill opportunities through density bonuses, streamlined permitting processes, and zoning changes. Consider encouraging the creation of activity centers that provide a rich mix of uses in close proximity of residents within unincorporated urban areas.

» Consider zoning for higher intensities around activity centers to allow for more efficient use of land and infrastructure systems, as well as greater development fee potential, all of which can contribute to the establishment of a complete community.

PHASING RECOMMENDATIONS

This memorandum summarizes the phasing recommendations for the four communities studied in the Complete Communities Survey project, including San Miguel, Templeton, Oceano, and Nipomo.

Based on the population projections for the four communities, three major phases for implementation are recommended: immediate, short-term (by 2020), and long-term (by 2035). The following outlines cost and phasing strategies, as well as priorities for each community.

A. San Miguel

1. Community Priorities

Input on community priorities suggested that the highest ranking priorities for San Miguel are:

- Water Systems
- Sewer Systems
- Streetscape Improvements
- Park and Ride Lots
- Schools
- Water Supply
- Storm Drainage
- Fire and Police Buildings

The County should strive to prioritize the aforementioned facilities throughout the major phases. However, the specific phasing underneath each of the three major phases will be determined based on several factors, including new development, changing community preferences, unforeseen future problems, and funding availability.

2. Phasing Recommendations

♦ Immediate

The goal of the first phase is to address existing deficiencies immediately. In this phase, the County and the community of San Miguel should focus on improving its systems for stormwater drainage, sidewalks, roadways, as well as parks and library facilities.

The estimated costs attributable to existing deficiencies amount to $10.30 million, which is almost 40 percent of San Miguel's total improvement costs between now and 2035, according to the Funding and Financing Plan. Transportation costs contribute nearly 36 percent of the total existing deficiencies, totaling $3.98 million. The estimated costs consist of improvements for street and highway systems and sidewalk extensions. A total of $2.60 million is estimated for public facilities improvements, including parks and library facilities. The remaining $3.72 million would be used to improve stormwater infrastructure.

♦ Short-term

In the short-term, by the year 2020, San Miguel's population is projected to increase by approximately 300 residents according to the County's projection. Therefore, facilities should be extended or added to accommodate service and facility needs concurrently with population growth. In this phase, the County and the community of San Miguel should focus on improving water distribution and wastewater systems, sidewalks, streetscapes, parks and open space, and library facilities.

A total of $2.86 million is estimated for the second phase's facility costs, 60 percent of which ($1.70 million) is attributed to utility infrastructure needs, especially water distribution facilities. Trans-

portation and public facilities costs account for about half of the remaining amount of $590,000 and $570,000, respectively.

♦ Long-term

In the last phase, by the year 2035, an accumulated increase in population would result in the need for significant facility improvements. These improvements total about $14.66 million in costs, 41 percent of which ($6.05 million) are attributed to utility infrastructure needs, including improvements for water, wastewater, and stormwater systems. Transportation infrastructure would cost a total of $6.56 million, $5.2 million of which would be used for the Highway 101 intersection and interchange improvements. Improvements to the sidewalk system and streetscapes would cost $790,000 and $570,000 respectively. Parks, open space, and library facilities should be continuously extended or improved as demand for them rises. A total of $2.05 million is estimated for parks and library improvements.

B. Templeton

1. Community Priorities

Input on community priorities suggested that the highest ranking priorities for Templeton are:

- Water systems
- Streetscape Improvements
- Park and Ride Lots
- Water Supply
- Sewer system
- Storm Drainage
- Schools
- Streets
- Parks
- Non-Motorized Transportation

The County should strive to prioritize the aforementioned facilities throughout the major phases. However, the specific phasing underneath each of the three major phases will be determined based on several factors, including new development, changing community preferences, unforeseen future problems, and funding availability.

2. Phasing Recommendations

♦ Immediate

The goal of the first phase is to address existing deficiencies immediately. In this phase, the County and the community of Templeton should focus on improving its stormwater drainage, sidewalk system, and library facilities. The estimated costs attributable to existing deficiencies amount to $7.7 million. A total of $2 million is estimated for stormwater drainage improvements. Sidewalk improvements contribute nearly 36 percent of the total existing deficiencies, totaling $2.78 million. The rest of the estimated costs, $2.92 million, would be used for library improvements.

♦ Short-term

In the second phase, facilities should be extended or added to accommodate service and facility needs created by 800 new residents, as projected by the County. The community facilities that need improvements by 2020 include: water supply and distribution, street, and sidewalk systems, the Park-N-Ride facility, streetscapes, parks and open space, and library facilities.

A total of $111.11 million is estimated for the second phase's facility costs, 98 percent of which ($109.15 million) is attributed to transportation infrastructure needs, especially street and highway systems. Wastewater facilities would need expansions in this phase costing a total of $780,000. Approximately $1.18 million is

expected to serve increased needs for parks, open space, and library facilities.

♦ Long-term

In the last phase, an accumulated increase in population could result in the need for significant facility improvements. These improvements include water and wastewater infrastructure and street and highway improvements. The sidewalk system, streetscapes, parks and open space, and library facilities should be continuously extended or improved as demand for them rises.

The identified improvements sum up to $156.94 million in costs, 98 percent of which ($153.61 million) is attributed to transportation infrastructure needs, mainly street and highway systems. As noted in the Facilities Inventory, neither utilities infrastructure need nor cost has yet been identified. A total of $3.33 million is estimated for parks, open space, library, and public safety building improvements.

C. Oceano

1. Community Priorities

Input on community priorities suggested that the highest ranking priorities for Nipomo are:

- Water Systems
- Street and Highway Systems
- Streetscape Improvements
- Schools
- Sewer Systems
- Sidewalks
- Parks and Park Access

The County should strive to prioritize the aforementioned facilities throughout the major phases. However, the specific phasing underneath each of the three major phases will be determined based on several factors, including new development, changing community preferences, unforeseen future problems, and funding availability.

2. Phasing Recommendations

♦ Immediate

The goal of the first phase is to address existing deficiencies as soon as possible. In this phase, as discussed under the Needed Facilities section above, the County and the community of Oceano should focus on improving its systems for stormwater drainage and sidewalk and library facilities.

The estimated costs attributable to existing deficiencies amount to $32.19 million, which is nearly 68 percent of Oceano's total improvement costs between now and 2035, according to the Funding and Financing Plan. A total of $14.0 million is estimated for stormwater drainage improvements. Filling gaps in the sidewalk system is estimated to cost $6.59 million. Improvement costs for parks, open space, and library facilities contribute nearly 36 percent of the total existing deficiencies, amounting to $11.60 million.

♦ Short-term

In the second phase, facilities should be extended or added to accommodate service and facility needs created by 700 new residents, as projected by the County. The community facilities that need improvements by 2020 include: infrastructure for water, wastewater, and stormwater, the sidewalk system, streetscapes, parks and open space, and the library.

A total of $5.8 million is estimated for the second phase's facility costs, 41 percent of which ($2.39 million) is attributed to transportation infrastructure needs, such as improvements for streetscapes and sidewalk extensions. Water facilities expansions in this phase would cost a total of $2.12 million. The remaining $1.30 million would be used to serve increased needs for parks, open space, and library facilities.

♦ Long-term

In the last phase, an accumulated increase in population could result in the need for significant facility improvements. Such improvements include water, wastewater, and stormwater infrastructure, and street and highway improvements although specific improvements have not yet been identified. The sidewalk system, streetscapes, parks and open space, and library facilities should be continuously extended or improved as demand for them rises.

The identified improvements sum up to $9.23 million in costs, 50 percent of which ($4.62 million) is attributed to transportation infrastructure needs, including improvements for the bikeway system, sidewalk extensions, and streetscapes. Approximately $660,000 is attributed to improvements for the water distribution system. A total of $3.95 million is estimated to serve increased needs for parks, open space, library, and public safety buildings.

D. Nipomo

1. Community Priorities

Input on community priorities suggested that the highest ranking priorities for Nipomo are:

- Water Systems
- Street and Highway Systems
- Schools
- Sidewalks
- Trail Connectivity
- Fire and Police Buildings
- Senior and Homeless Facilities
- Community Center

The County should strive to prioritize the aforementioned facilities throughout the major phases. However, the specific phasing underneath each of the three major phases will be determined based on several factors, including new development, changing community preferences, unforeseen future problems, and funding availability.

2. Phasing Recommendations

♦ Immediate

The goal of the first phase is to address existing deficiencies as soon as possible. In this phase, the County and the community of Nipomo should focus on improving its systems for stormwater drainage and sidewalks, as well as its library space, which currently does not meet demand.

The estimated costs attributable to existing deficiencies amount to $28.86 million, which is nearly 18 percent of Nipomo's total im-

provement costs between now and 2035, according to the Funding and Financing Plan. A total of $8 million is estimated for stormwater drainage improvements. Filling gaps in the sidewalk system is estimated to cost $6.36 million. Improvement costs for parks and open space contribute nearly 38 percent of the total existing deficiencies, totaling $10.9 million. The remaining cost of $3.6 million is expected for library expansion.

♦ Short-term

In the second phase, facilities should be extended or added to accommodate service and facility needs created by 1,500 new residents, as projected by the County. The community facilities that need improvements by 2020 include: infrastructure for water, wastewater, stormwater, sidewalk, streetscapes, parks and open space, new Park-n-Ride lots, a new fire station, and the library.

A total of $38.95 million is estimated for the second phase's facility costs, 72 percent of which ($27.95 million) is attributed to utility infrastructure needs, including water distribution and wastewater systems. Wastewater facilities would need expansions in this phase costing about $13 million. A total of $8.3 million is estimated for transportation infrastructure needs, such as improvements for street and highway systems, sidewalk extensions, new streetscapes, and more parking spaces at the Park-and-Ride lot. The remaining $2.7 million would be used to serve increased needs for parks, open space, and library facilities.

♦ Long-term

In the last phase, an accumulated increase in population could result in the need for significant facility improvements. These improvements include infrastructure for water, wastewater, and stormwater, street and highway systems, and bike lanes and paths. The sidewalk system, streetscapes, parks and open space,

and library facilities should be continuously extended or improved as demand for them rises.

The identified improvements sum up to $86.23 million in costs, 77 percent of which ($66.51 million) are attributed to transportation infrastructure needs, mainly street and highway systems. Approximately $12.07 million is attributed to utility infrastructure needs, including improvements for water distribution and wastewater systems. A total of $7.65 million is estimated for parks, open space, library, and public safety building improvements.