

# X. Implementation Program



## Introduction

The General Plan describes the community's vision for Escondido's future. Goals and policies to achieve the vision must be reviewed, maintained and implemented in a systematic and consistent manner to successfully serve the Plan's purpose.

Implementing the General Plan will involve the City Council, Planning Commission, other boards and commissions, as well as city departments. Escondido will also need to collaborate with San Diego County, other public and private agencies, and adjacent cities regarding implementation programs that affect their areas of jurisdiction.

The number of policies and actions and the limited resources annually available to the city do not allow every action and program to be funded simultaneously. The General Plan's effective implementation will require a process to prioritize its actions and programs periodically over the planning horizon.

## The Implementation Program's Purpose

The Implementation Program ensures that the overall direction set forth in the General Plan is translated from policy to action with timeframes for implementation. The purpose of the Implementation Program is to describe the specific actions Escondido will require of new developments, and will undertake itself, to achieve the community's vision for its future as expressed in the Plan's goals, objectives, and policies.

New and existing plans, permits, procedures, agreements, and ordinances will be coordinated and updated to establish the regulatory basis needed to ensure that the General Plan's vision will be accomplished. This chapter also identifies each General Plan policy and includes specific actions that will need to be undertaken to implement Plan policies.



## A. Relationship to Other Elements in the General Plan

The Implementation Program serves as an “umbrella” document for all other General Plan Elements by outlining specific actions to be taken by the city to implement the General Plan. The Implementation Program also serves as a foundation for preparing the state-mandated ‘Annual Report’ that documents the city’s progress in carrying out the General Plan. As funding sources, federal and state requirements, regional planning initiatives, and other mechanisms available to Escondido to implement General Plan policies evolve over time, the various programs and actions prescribed in this chapter should be periodically reviewed for their applicability. Programs and actions no longer relevant should be deleted and new programs and actions not considered at the time of the General Plan’s adoption should be added. Such revisions shall not necessitate a General Plan amendment or CEQA review provided that they carry out the intentions and would not alter the physical or environmental results of the General Plan’s policies.

*Local High School  
Marching Bands  
performing at Escondido  
Jaycee (Junior Chamber  
of Commerce) Parade*



## B. Implementation Responsibilities

General Plan policies affect nearly every aspect of Escondido's municipal operations and services affording every department a key role in ensuring that policies and programs are carried out to achieve the community's vision. Many implementation responsibilities will be carried out through individual departments' work programs or the city's Capital Improvement Programs, as directed by the City Council Action Plans.

## C. Policy Implementation

The Implementation Matrix (Figure X-1) lists each General Plan policy as presented in each element. The City Council will annually establish priorities for implementing the General Plan, which contribute to the identification of "priority action items" in this Program. Priority action items are specific programs to be implemented within the first three years following adoption of the General Plan and are indicated in the Implementation Matrix. State law prioritizes the implementation of certain programs, such as updating the zoning code, which require approval within a reasonable timeframe (usually 12 – 24 months) after General Plan adoption. Each policy has one or more corresponding city departments or agencies responsible for implementing the policy. The Implementation Matrix includes a Schedule that specifies the short-, mid-, or long-term nature of implementation: ongoing, 0-3 years, 4-9 years, or 10+ years.

*Improving Tulip Street; coordinating roadway improvements is the responsibility of the Public Works Division through the direction of City Council and Capital Improvement Plans*



## D. Primary Implementation Tools

As part of Escondido's budgeting cycles, the General Plan and Implementation Program will be reviewed by city departments when developing their plans and projects for consideration by the City Council. Escondido will use a variety of regulatory mechanisms and administrative procedures to implement the General Plan. The measures to be undertaken by the city to implement the General Plan are grouped into six categories listed below:

1. Development Plans, Policies and Regulations
2. Citywide Plans and Programs
3. City Services and Operations
4. Intergovernmental Coordination and Collaboration
5. Joint Public and Private Partnerships
6. Strategies, Programs, Reports, and Information

### 1. Development Plans, Policies and Regulations

Development plans, policies and regulations are important to ensure that growth and changes occur in a consistent manner which furthers the direction of the General Plan. The location and type of development in the Planning Area, along with related policies and strategies, provide a framework for the development and/or redevelopment of Escondido. The following citywide development policies and regulations are key features helping to direct local decisions within the General Plan:

*Paramedics are one of the city services that implement General Plan health and safety goals and policies*



### **a. Zoning Ordinance, Building Codes, Subdivision Regulations**

The General Plan establishes the policy framework, while the zoning ordinance, building codes, and subdivision regulations prescribe standards, rules, and procedures for development. Escondido's Zoning Ordinance (Municipal Code Chapter 33) translates General Plan policies into specific regulations, development standards, and performance criteria that will govern development.

California law requires cities' Zoning Ordinances and any other development regulations such as subdivision, building codes, and design guidelines to be consistent with their General Plans. This is a keystone of Plan implementation. City ordinances also create a development review process that provides for city review of individual project proposals and authorizes the city to approve, deny, or condition projects based on their consistency with the General Plan. The consistency requirement provides assurances that General Plan policies will be carried out and that resources earmarked for protection in the Plan will be preserved.

### **b. Specific Plans and Area Plans**

Specific Plans and Area Plans prescribe unique standards, rules, and procedures for development in distinct areas of the community. Specific Plans and Area Plans translate General Plan policies into regulations, development standards, and performance criteria that will govern development within their respective areas. California law requires Specific Plans and Area Plans to be consistent with their General Plans ensuring the community vision is implemented.

### **c. Climate Action Plan**

Escondido's Climate Action Plan (E-CAP) contains a set of strategies intended to guide community efforts for reducing greenhouse gas (GHG) emissions consistent with state law, and California Air Resources Board (CARB) and the San Diego Air Pollution Control District (APCD) regulations and guidelines.

Reduction strategies focus on a variety of methods that include: implementing compact and mixed-use developments; enhancing / promoting alternative transportation opportunities; improving energy efficiency and conservation in homes and businesses; reducing solid waste generation; and conserving water use. New development will be offered a variety of options to incorporate GHG emission-reduction features. The E-CAP will be also used as a tool for developments, allowing them to achieve various goals and policies of the General Plan as well as the GHG reduction goals.



*Lake Dixon and other city land-holdings in wilderness areas surrounding Escondido comprise a major component of the MHCP designed to sustain biological diversity*



#### **d. Environmental Quality Regulations**

The California Environmental Quality Act (CEQA) is a statute that requires state and local agencies, as well as private developers to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible. Escondido must comply with CEQA when an activity defined as a "project" is being considered that must receive discretionary approval (meaning that the city has the authority to deny the requested permit or approval) which may cause either a direct physical change, or foreseeable indirect change, in the environment.

Most proposals for physical development are subject to the provisions of CEQA, including many of the city's decisions that do not immediately result in physical development (such as adoption of the General Plan and various master plans). Escondido has also adopted local Environmental Quality Regulations that quantify thresholds for determining significance. Every development project that requires a discretionary governmental approval will require at least some level of environmental review pursuant to CEQA, unless an exemption applies. Compliance with CEQA statues factors in General Plan implementation by determining significance and the mitigation of impacts.

#### **e. Multiple Habitat Conservation Program**

Escondido is one of seven cities in northwestern San Diego County involved in the sub-regional Multiple Habitat Conservation Program (MHCP). The MHCP addresses the state Natural Community Conservation Planning (NCCP) program initiated by the California Department of Fish and Game to develop a broad-based approach for sustaining biological diversity. The MHCP and related environmental regulations will be a policy implementation tool aimed at conserving environmental resources earmarked for protection.



## 2. Citywide Plans and Programs

Escondido has adopted many citywide plans and programs that focus attention on various types of city programs, services, and facilities. These citywide plans and programs provide another implementation tool to ensure growth and changes occur in a consistent manner with the direction of the General Plan. The following citywide plans and programs are key features helping to direct local decisions within the General Plan:

### a. City Council Action Plan

The City Council Action Plan represents the City Council's collective vision for Escondido's future and the key activities that will be used to achieve that vision. It is developed biannually following a workshop in which key policy interests are identified and discussed by the City Council, city staff and the public. Examples of key policy areas of focus include financial stability, economic development, image and appearance, diversity, and community outreach.

*Local street improvements are an identified program that requires City Council authorization based on budgeting and staffing*





### **b. Municipal Budget**

Escondido's operating budget is a legal document that gives city officials the authority to incur obligations and pay expenses. The budget conveys to the community the vision for Escondido's future through the allocation and appropriation of funds to various activities.

The municipal budget includes revenues from a variety of sources (sales tax, property tax, redevelopment funds, user fees, development fees, special assessments, bonds, grants, etc.). It allocates resources among departments, reflecting the City Council's priorities and policies and controls how much each department may spend. The budget is the primary source for funding General Plan implementation policies and programs.

### **c. Capital Improvement Program**

Escondido's Capital Improvement Program (CIP) is the city's primary public infrastructure planning tool that sets the general schedule within which public improvements are proposed how they will be funded. The first year reflects the adopted budget for the fiscal year. The remaining four years represent a schedule and estimate of future capital needs that may be funded given projected revenue estimates. The CIP is reviewed and revised annually. A proposed CIP is presented to appropriate city committees and the City Council as part of the annual budget process.

*Escondido's municipal budget funds a variety of programs and projects including aquatic facilities in several parks*



#### **d. Economic Development Plan**

A focus of the General Plan is to implement policies and strategies that will help revitalize established economic areas and promote new economic development in the form of attractive, sustainable, economically viable industrial and commercial areas. The Economic Development Plan includes analyses, recommendations, criteria and strategies to assist the city in targeting its resources towards activities and investments that will have the greatest short-and long-term positive impact on Escondido's growth and identity in the region.

#### **e. Master Plans**

Master plans are approved for comprehensive projects and programs to determine the ultimate capital facilities necessary to achieve and/or maintain the quality of life standards at build-out. Improvements are required, or need to be maintained or expanded, as the community reaches identified thresholds for various services and facilities such as transportation, park and recreation, police, fire, library, water, sewer, drainage, etc.

Master plans typically contain an analysis of existing facilities, existing and projected demand, and proposed maintenance and capital improvement projects. They also typically include financing plans to accomplish identified improvements that are factored in the city's Capital Improvement Program (CIP). Growth projections incorporated in Master Plan also guides maintenance and CIP budgets that may affect the rate and timing of private development.

#### **f. Consolidated Plan**

The Consolidated Plan is a five-year plan that is updated annually and submitted to the Department of Housing and Urban Development (HUD) to enable California to administer federal formula block grant funds. As a recipient of these grants, Escondido prepares a Consolidated Plan addressing local concerns which serves to improve the quality of life for its low-and moderate-income residents.

The programs covered by the Plan include: the Community Development Block Grant (CDBG), Home Investment Partnerships Program (HOME), and Emergency Shelter Grant (ESG) programs that are administered by the state Department of Housing and Community Development (HCD); the Housing Opportunities for Persons with AIDS (HOPWA) program administered by the California Department of Public Health; and the Lead-Based Paint Hazard Reduction Program administered by the California Department of Community Services.



*Installing trees in parks is part of Escondido's ongoing maintenance and operations program*



### **3. Ongoing City and Agency Services and Operations**

Ongoing city services and operations play a crucial role in effective General Plan implementation by providing the community measurable assurances that basic health and safety needs are being met on a consistent basis, and that high quality services are provided to sustain the community's well-being.

#### **a. Community Protection**

City Police, Fire and Code Enforcement staff, County Sheriff and County Health personnel work together to maintain and improve residents' and businesses' physical safety. An integrated approach to the management of community protection programs and activities promotes a sense of order and control when responding to disasters. Implementing the General Plan policies through the daily efforts of safety personnel minimizes threats to public health and safety and better prepares the city to address potential emergencies.

### **b. Maintenance and Operations**

Maintaining efficient and effective infrastructure providing water, sewer, streets, storm drains, gas and electricity, telecommunications systems, and refuse and recycling operations effectively implements General Plan policies by maintaining a high quality of life for residents and ensuring the community's health and safety.

### **c. Municipal Administrative Services**

Day-to-day municipal administrative services involve processing business licenses, building permits, development plans, affordable housing applications, and inspections. These efforts, and that necessary to hire and train staff, are essential for implementing General Plan policies that require quality and efficient governmental services.

### **d. Parks and Recreation Programs**

Providing opportunities for people of all ages and abilities to engage in routine and safe daily physical activity implements General Plan goals and policies aimed at enhancing community health and well-being. Through strategic planning, community collaboration, and individual accountability, parks and recreation programs connects people and resources resulting in an improved quality of life.

### **e. Youth, Senior and Disadvantaged Residents' Services**

Services provided for very young, senior and disadvantaged residents require unique solutions. In recognition of the number and diversity of needs, the General Plan includes policies promoting adequate services and programs to ensure the health, wellness, safety, and protection of the community. The city and other various organizations providing these services implement General Plan policies aimed at ensuring quality of life for all residents.

## **4. Intergovernmental Coordination and Collaboration**

Decisions made in the community affect the region, and activities that occur outside the city have varying impacts on Escondido. Implementing General Plan policies necessitate intergovernmental coordination and collaboration in order to achieve wide-ranging goals:

### **a. Local Agencies**

Local agencies that may play a role in implementing the General Plan include the cities of San Marcos and San Diego, as well as the County of San Diego and local school districts. Planning and mitigation of land uses, facilities, and services in Escondido and the surrounding jurisdictions should be coordinated to ensure that development is compatible and that build out of the General Plan will achieve the community's vision.







The County of San Diego is responsible for planning unincorporated areas of the county, which includes approximately 27,200 acres within Escondido's General Plan area, and administers operations for McClellan Palomar Airport

Public and private elementary schools, high schools, and colleges serving the community will be critical to implementing General Plan policies associated with schools and education.

### **b. Regional Agencies**

Coordination with regional agencies will also be necessary to implement the General Plan. These regional agencies include the Local Agency Formation Commission, San Diego Association of Governments, San Diego Air Pollution Control District, and North County Transit District.

The Local Agency Formation Commission (LAFCO) is responsible for approving each city's Sphere of Influence boundary, which defines the ultimate corporate boundaries, as well as annexations and detachments. General Plan policies provide guidance for annexations of unincorporated lands within Escondido's Sphere of Influence to the city. Coordination with LAFCO will ensure the logical expansion of Escondido's corporate boundaries.

The San Diego Association of Governments (SANDAG) serves as the forum for regional decision-making. SANDAG planning efforts provide the regional basis for allocating federal and state funds used for transportation facilities and, through its Regional Comprehensive Plan (RCP) and Sustainable Communities Strategy (SCS), establishes a planning framework based on a vision for the future.

*School and college districts serving the community, including Cal State San Marcos, will implement General Plan policies associated with education*

The North County Transit District (NCTD) operates the Breeze bus system, with bus stops located throughout the community, and also manages the Sprinter light rail line that provides passenger service from Escondido to Oceanside.

### **c. State Agencies**

Coordination with various State agencies such as California Department of Fish and Game, State Office of Historic Preservation, Caltrans, and California High Speed Rail Authority will be necessary to implement portions of the General Plan.

Coordinating with the California Department of Fish and Game will help ensure the protection of significant biological resources. Coordination with Caltrans and the California High Speed Rail Authority will ensure Escondido's land uses and circulation system improvements are compatible with regional and statewide transportation improvements. Caltrans manages California's highway and freeway lanes, provides inter-city rail services, permits public-use airports and special-use hospital heliports, and works with local agencies. Interstate 15 and Highway 78 comprises the city's primary transportation corridors that also serve the region. The California High Speed Rail Authority (HSRA) oversees the effort to develop a statewide rail line that operates at high speeds with a station planned in Escondido.

### **d. Federal Agencies and Groups**

Federal agencies and groups that Escondido will need to coordinate with include the U.S. Fish and Wildlife Service, Army Corps of Engineers, and various Native American Tribal Groups located within the community. Coordinating development with the U.S. Fish and Wildlife Service (FWS) and Army Corps of Engineers (ACOE) is important for preserving and enhancing the City's biological resources and open spaces. Coordination with various Native American Tribal Groups is important to identifying and preserving cultural resources.

### **e. Joint Powers Authorities and Mutual Aid Agreements**

Pursuant to state law authorizing the formation of Joint Powers Authorities (JPAs) and Mutual Aid Agreements, Escondido has established several such arrangements to provide more effective and efficient government services. Through the formation of the San Dieguito River Valley JPA, the San Elijo JPA, several Mutual Aid Agreements with area Fire Departments and other formal collaborative arrangements Escondido is able to more effectively serve the community.



*Philanthropy and volunteerism at various city facilities, such as the Joslyn Senior Center, provide a valuable community service and aid in implementing General Plan policies aimed at improving residents' overall quality of life*



## **5. Public and Private Joint Partnerships**

Partnering with public and private organizations provides additional opportunity for implementing the General Plan in a more effective and efficient manner. A coordinated approach in addressing various policies with agencies and organizations that have expertise in specific areas will allow the city to better serve its residents, which include utility companies, healthcare providers, organizations that promote the arts, and businesses and employment organizations.

## **6. Strategies, Programs, Reports, Public Information**

Ongoing strategies, programs, reports and public information will address specific issues and policy directions, which will be instrumental in implementing the General Plan including:

### **a. General Plan Performance Tracking and Annual Reporting**

In order for the General Plan to serve its vision and purpose effectively it must be reviewed, maintained, and implemented in a systematic and consistent manner. To ensure Escondido is moving forward to achieve the Plan's vision, a report is provided to the City Council on an annual basis. The objectives of the report are to highlight each department's accomplishments, report on current challenges, identify trends, gauge the public's level of satisfaction, and measure the success of the General Plan in guiding the city to its vision.



### **b. Civic Engagement, Community Service and Volunteerism**

Civic engagement, community service and volunteerism can provide opportunities for residents and businesses to implement the General Plan's vision. A number of organizations in the community, including the city, encourage philanthropy and volunteerism. By serving in their community, residents and businesses can be empowered as agents of positive change while implementing General Plan policies aimed at improving Escondido's overall quality of life.

### **c. Public Safety Programs**

A variety of public safety programs are operated by the city and various agencies in the community that include Neighborhood Watch and emergency preparedness. Operating these programs effectively implements General Plan policies ensuring public health and safety.

### **d. Community Notification and Public Information**

A range of tools are used by the city and other agencies to inform Escondido residents about services and other issues of current interest through such techniques as public meetings, web page and social media, newsletters and flyers, media (cable television, radio newspapers, etc.) and customer service hotlines. These community notification and public information venues implement General Plan policies that call for a more informed and engaged citizenry.

## **E. Implementation Matrix**

The Implementation Matrix (Figure X-1) lists each General Plan policy as presented in each element. Priority action items are specific programs to be implemented within the first three years following adoption of the General Plan and are indicated in the Implementation Matrix. State law prioritizes the implementation of certain programs, such as updating the zoning code, which require approval within a reasonable timeframe (usually 12 – 24 months) after General Plan adoption. Each policy has one or more corresponding city departments or agencies responsible for implementing the policy. The following Implementation Matrix includes a Schedule that specifies the short-, mid-, or long-term nature of implementation: ongoing, 0-3 years, 4-9 years, or 10+ years.





Figure X-1

| GENERAL PLAN IMPLEMENTATION MATRIX                                  |  | CODE   |
|---|--|--------|
| <b>City of Escondido – Responsible Departments / Staff</b>          |  |        |
| Building Division   |  | BL     |
| City Attorney's Office  |  | CA     |
| City Council  |  | CC     |
| City Manager's Office   |  | CM     |
| Code Enforcement Division   |  | CE     |
| Community Development Department                                    |  | CD     |
| Community Services Department                                       |  | CS     |
| Engineering Division  |  | ED     |
| Fire Department   |  | FD     |
| Housing Division  |  | HD     |
| Local History Center  |  | HC     |
| Maintenance and Operations Division                                 |  | MO     |
| Planning Commission   |  | PC     |
| Planning Division   |  | PL     |
| Police Department   |  | PD     |
| Recreation Division   |  | RD     |
| Recycling and Waste Reduction Division                              |  | WR     |
| Wastewater Collection and Treatment Division                        |  | WW     |
| Water Treatment Division  |  | WT     |
| <b>Regional, State, Federal, and Private – Responsible Agencies</b> |  |        |
| California Department of Transportation                             |  | DOT    |
| California High Speed Rail Authority                                |  | HSRA   |
| California State Historic Preservation Office                       |  | SHPO   |
| City of San Diego   |  | SD     |
| City of San Marcos  |  | SM     |
| County of San Diego   |  | SDC    |
| Escondido Chamber of Commerce                                       |  | C of C |
| Escondido Disposal Inc.   |  | EDI    |
| Federal and State Wildlife Agencies (USFG and DFG)                  |  | WA     |
| Local Agency Formation Commission                                   |  | LAFCO  |
| Local Elementary, High School and College Districts                 |  | LS     |
| McClellan-Palomar Airport   |  | MPA    |
| Native American Tribal Groups                                       |  | NA     |
| North County Transit District                                       |  | NCTD   |
| Palomar Pomerado Health District                                    |  | PPH    |
| Rincon Municipal Water District                                     |  | RWD    |
| San Diego Association of Governments                                |  | SANDAG |
| San Diego Gas & Electric  |  | SDGE   |
| San Diego Regional Water Quality Control Board                      |  | RWQD   |
| San Dieguito River Valley Park                                      |  | SDRVP  |
| State and Regional Air Quality Agencies (APCD and CARB)             |  | AQ     |
| Valley Center Municipal Water District                              |  | VWD    |
| Vista Irrigation District   |  | VID    |

| IMPLEMENTATION MATRIX                   |  |                   |          | Implementation Schedule |         |         |
|---|--|-------------------|----------|-------------------------|---------|---------|
| II. LAND USE AND COMMUNITY FORM ELEMENT |  |                   |          |                         |         |         |
| Policy Number                           | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 1.1                                     | New development should serve to reinforce the city's present development pattern of higher-intensity development within the downtown area and lower-intensity development in outlying areas. As a guide toward accomplishing this objective, new development projects shall be at an appropriate density or clustered intensity based upon their compatibility with the majority of the existing surrounding land uses. This policy shall limit density transfers from constrained portions of a property as defined in the land use and open space goals.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 1.2                                     | The boundaries of the Land Use categories depicted on the General Plan are not precise. However, the categories are generally intended to avoid intensification of existing land use or zoning designations where land use compatibility and the objectives of the General Plan are at issue.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |                         |         |         |
| 1.3                                     | Focus development into areas where land use changes achieve the community's long term goals. Facilitate development that is consistent with the build out vision for each area through incentive programs and efficient administrative and discretionary approval processes for plot plans, Planned Developments, Area Plans, Specific Plans, and zoning Overlays.   | PL, PC, CC        | X        |                         |         |         |
| 1.4                                     | Consider the appropriateness of alternative methodologies to define project objectives, determine thresholds of significance, and assess the environmental impacts of projects that further Escondido's smart growth objectives for downtown infill, mixed-use, pedestrian-oriented, and transit-oriented development, consistent with the requirements of the California Environmental Quality Act (CEQA).<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Amend Escondido's Environmental Quality Regulations (Article 47) to include appropriate features, thresholds and objectives that reduce environmental impacts when considering pedestrian- / transit-oriented development.</u></b> | PL, PC, CC        |          | X*                      |         |         |
| 1.5                                     | The city should maintain its single-family residential development pattern, except in locations such as the downtown, along major transportation corridors, and around commercial and public activity centers, where higher densities are more appropriate.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |                         |         |         |
| 1.6                                     | Residential Categories are established for purposes of providing the City with a range of building intensities to address various site constraints and opportunities. Proposed development shall not exceed the densities shown on the Land Use Plan and outlined in Figure II-6.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |                         |         |         |
| 1.7                                     | Incorporate iconic signage, artwork, landscaping and/or architecture characterized as uniquely Escondido at gateway locations to define a sense of entry and strengthen community identity.  | PL, PC, CC        | X        |                         |         |         |
| 1.8                                     | Require development projects to locate and design buildings, construct energy and water efficient infrastructure, reduce greenhouse gas emissions, enhance community livability and economic vitality, and implement other practices contributing to sustainable resources.  | PL, BL, PC, CC    | X        |                         |         |         |
| 1.9                                     | Promote development in downtown, at transit stations, and other key districts to accommodate a mix of land uses and configure uses to promote walkability, bicycling, and transit uses, reducing the need for the automobile.  | PL, PC, CC        | X        |                         |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).



| IMPLEMENTATION MATRIX                   |   |                   | Implementation Schedule |         |         |         |
|---|---|-------------------|-------------------------|---------|---------|---------|
| II. LAND USE AND COMMUNITY FORM ELEMENT |   |                   |                         |         |         |         |
| Policy Number                           | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 1.10                                    | Reduce light pollution and preserve views of the night sky through the design and sighting of light fixtures to minimize light spill-over onto adjacent properties.   | PL, PC, CC        | X                       |         |         |         |
| 1.11                                    | Encourage new development to minimize the creation of incompatible glare through development design features (e.g., minimizing use of certain types of exterior building materials).  | PL, PC, CC        | X                       |         |         |         |
| 1.12                                    | No development shall be permitted on slopes greater than 35% or in natural 100-year floodways. If approved by the city and other appropriate local, state and federal agencies, an environmental channel may be considered within the floodway. Adequate landscaping, revegetation, flood control measures and usable open space beyond the embankments of the environmental channel shall be provided as determined by the City.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X                       |         |         |         |
| 1.13                                    | Subject to city approval, parcels legally created prior to the adoption of this General Plan and wholly with-in constrained lands as defined in Community Character Policy 1.12 may be eligible for the development of a single dwelling unit, providing the property meets minimum lot size for the zoning and land use designations.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X                       |         |         |         |
| 1.14                                    | Recognize Community Plans approved by the Board of Supervisors within Escondido's General Planning Area and coordinate land use and design guidelines to minimize impacts in areas where city/county lands transition. Collaborate with annexing property owners to retain desired components of their Community Plans by considering appropriate zoning overlay designations in the event of annexation.   | PL, PC, CC, LAFCO | X                       |         |         |         |
| 1.15                                    | Notify and coordinate with surrounding property owners and resident groups when conducting land use studies affecting residents of unincorporated communities to include property owners, resident groups, homeowner's associations, and / or planning advisory groups that make their presence known to the city. Utilize neighborhood meetings to notify interested parties to gather information and solicit input for recommendation to various decision-makers.  | PL, PC, CC        | X                       |         |         |         |
| 1.16                                    | Support the formation of Homeowners' Associations to maintain private streets, common open space areas, and landscaping within and adjacent to such developments, and facilitate annexation into the city's Landscape Maintenance District (or an acceptable alternative) for maintenance of similar landscaping improvements where no Homeowners' Association is established.  | PL, ED            | X                       |         |         |         |
| 2.1                                     | Update and revise city ordinances to reflect the goals, objectives and policies in the adopted General Plan.  | PL                |                         | X*      |         |         |
| 2.2                                     | Apply zoning overlays to implement specific standards, regulations and guidelines that further advance General Plan policies and city programs for development within Land Use Area Plans and Specific Plans.   | PL, PC, CC        | X                       |         |         |         |
| 2.3                                     | Establish new zoning categories in areas where the city's existing zoning will not adequately implement the goals and objectives of the General Plan based on the following designations: (Note: refer to Figure II-32 in the Land Use and Community Form Element).<br><br><b><u>Priority Action Items:</u></b><br>▪ <b><u>Amend Zoning Ordinance to establish new zones for Urban V, Planned Office, Open Space / Parks.</u></b><br>▪ <b><u>Amend Zoning Ordinance to establish new Overlay designations for Public Facilities, Mixed Use, Tribal Lands.</u></b> | PL, PC, CC        |                         | X*      |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).

| IMPLEMENTATION MATRIX                   |  |                   |          | Implementation Schedule |         |         |
|---|--|-------------------|----------|-------------------------|---------|---------|
| II. LAND USE AND COMMUNITY FORM ELEMENT |  |                   |          |                         |         |         |
| Policy Number                           | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 2.4                                     | Consider locational and operational characteristics of existing and proposed land uses, as well as the surrounding zoning patterns, when establishing zoning and overlay designations to ensure compatibility and appropriateness  | PL, PC, CC        | X        |                         |         |         |
| 2.5                                     | Maintain clear and precise definitions of constrained lands and methodologies for calculating residential project densities and allowable density transfers to account for slopes, natural floodways, and environmentally sensitive areas.   | PL, PC, CC        | X        |                         |         |         |
| 3.1                                     | Residential Density is defined as the maximum number of dwelling units permitted per acre, including streets within the development, excluding all ultimate circulation element street rights-of-way, adjustments for floodways as defined by the Federal Emergency Management Agency (FEMA—see Flooding Map) or the city, slope categories, and other environmental factors as designated in each land use category and/or open space/ conservation element. Building intensity is based upon the number of dwellings per acre permissible in each category subject to constraints and opportunities provided by all General Plan policies. Limited nonresidential development, such as churches or schools, may occur in residential categories subject to state and local ordinances.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 3.2                                     | Permit limited non-residential development, such as churches or schools, on properties designated by residential use classifications subject to state and local ordinances.  | PL, PC, CC        | X        |                         |         |         |
| 3.3                                     | Determine population density by multiplying the San Diego Association of Governments (SANDAG) projection for the average number of residents per dwelling unit for the target year of 2035 by the maximum units per acre calculated by the methodology prescribed by Policy 3.1.   | PL                | X        |                         |         |         |
| 3.4                                     | Require that properties in Urban III, IV, and V residential designations be developed at a minimum 70% of their permitted densities in order to promote transit ridership and walking, support nearby commercial establishments, and take advantage of infrastructure improvements sized to accommodate their intended intensities.  | PL, PC, CC        | X        |                         |         |         |
| 3.5                                     | Establish minimum single family lot sizes as prescribed in Figure II-6 unless the development is clustered in accordance with the cluster provisions.  | PL, PC, CC        | X        |                         |         |         |
| 3.6                                     | Limit the use of panhandle lots and unusual lot slopes in unconstrained areas and consider their use to preserve slopes, ridgelines, habitat areas, and other resources identified in the Resource Conservation Element.   | PL, PC, CC        | X        |                         |         |         |
| 3.7                                     | No permits shall be approved for the development of any lot which is not consistent with the density restrictions of the General Plan except for single-family lots which existed prior to the effective date of the General Plan. Such single-family lots shall comply with all other provisions of the General Plan, including applicable requirements of a Facilities Plan.<br><br>Exceptions from density requirements may also be permitted to allow the timely development of lots created by the recordation of a vesting tentative subdivision map subsequent to the effective date of the General Plan providing it conforms to applicable requirements of a Facilities Plan.<br><br>Nothing in this General Plan shall prohibit the continued use of legally established mobile home spaces and the possibility of ownership conversion at existing densities legally established under previous ordinances and statutes. Said mobile home spaces shall also be exempt from the clustering provisions discussed in this General Plan.<br><b>(Amendment to this policy will continue to require voter approval)</b> | PL, PC, CC        | X        |                         |         |         |

| IMPLEMENTATION MATRIX                   |  |                   |          | Implementation Schedule |         |         |
|---|--|-------------------|----------|-------------------------|---------|---------|
| II. LAND USE AND COMMUNITY FORM ELEMENT |  |                   |          |                         |         |         |
| Policy Number                           | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 3.8                                     | Land use designations and zoning classifications may accommodate maximum yields for one residential development proposal which may not be achievable due to conflict with the overall population objectives. In review of residential development proposals, population objectives may be considered to preserve the welfare of the community.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 3.9                                     | Promote new residential subdivisions, multi-family projects, and development in Mixed Use Overlay areas to incorporate smart growth principles such as:<br>a) Walkways, shade trees, seating areas and other amenities to create a pleasant waling environment, encourage pedestrian activity, and enhance resident quality of life;<br>b) Features that promote the use of alternative transportation options;<br>c) Opportunities for residents to conduct routine errands close to their residence;<br>d) Maximum connectivity with surrounding uses to become a part of the area rather than an isolated project;<br>e) Architectural elements or themes from the surrounding neighborhood; and,<br>f) Appropriate transitions between land use designations to minimize compatibility conflicts.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Amend Zoning Ordinance to include theimplementation of above referenced smart growth principles.</u></b> | PL, PC, CC        |          | X*                      |         |         |
| 3.10                                    | Encourage proportionate numbers of two-story dwelling units within single family detached subdivisions to promote variety and avoid monotonous streetscapes and visual impacts.  | PL, PC, CC        | X        |                         |         |         |
| 3.11                                    | The maximum development yield for slopes over 35% is established only for the purpose of determining the potential for density transfer as permitted by the General Plan.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |                         |         |         |
| 3.12                                    | Where slope categories are indicated, the maximum development yield will be determined by the sum of acreages within each slope category.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |                         |         |         |
| 3.13                                    | The development potential on slopes greater than 35% or in natural floodways or in City-approved environmental channels may be transferred to other portions on the site at one dwelling unit per 20 acres in all residential land use categories.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 4.1                                     | Utilize code enforcement measures and incentive programs as necessary to promote property maintenance and prevent the deterioration of established housing stock.  | PL, CE            | X        |                         |         |         |
| 4.2                                     | Residential neighborhoods shall be protected from the encroachment of incompatible activities or land uses such as heavy service commercial businesses which may have a negative impact on the residential living environment.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 4.3                                     | Integrate pedestrian-friendly features, promote walkability, and work with residents to enhance existing neighborhood character and aesthetics.  | PL, PC, CC        | X        |                         |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months)

# IMPLEMENTATION MATRIX

## Implementation Schedule

### II. LAND USE AND COMMUNITY FORM ELEMENT

| Policy Number | POLICY TEXT   | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|---|-------------------|----------|---------|---------|---------|
| 4.4           | <p>In the design of both Rural designations and of Estate I single-family residential development, consideration should be given to public improvement standards which allow for a more rural environment, such as flexibility in street rights-of-way, increased setbacks and pedestrian circulation systems such as trails or paths, provided health and safety are not compromised.</p> <p><b>(Amendment to this policy will continue to require voter approval)</b></p> <p><b><u>Priority Action Item:</u></b></p> <ul style="list-style-type: none"> <li>▪ <b><u>Amend Street Design Standards to accommodate Rural / Estate land uses.</u></b></li> </ul>   | ED, PL, CC        |          | X       |         |         |
| 4.5           | <p>Mobile home parks should be given particular attention to ensure that building and safety regulations are continually met and that the mobile home parks are well maintained. Additionally, criteria will be developed to evaluate the conversion of mobile home parks to ownership or alternative uses.</p> <p><b>(Amendment to this policy will continue to require voter approval)</b></p> <p><b><u>Secondary Action Item:</u></b></p> <ul style="list-style-type: none"> <li>▪ <b><u>Establish and regularly review and update, if necessary, the criteria used to determine if mobile home parks should be converted to ownership or alternate uses.</u></b></li> </ul>   | BL                |          |         | X       |         |
| 4.6           | <p>A Land Use Area Plan will be developed for the Old Escondido Neighborhood and other neighborhoods predominately characterized by older single-family residential housing stock. The area plans shall address the following objectives:</p> <ol style="list-style-type: none"> <li>Orientation towards pedestrian activities:<br/>The improvement of area streetscapes to provide, at a minimum, street lights and continuous sidewalks.</li> <li>Preservation of the single-family residential character:<br/>Introduction of zoning that discourages demolition of single-family dwellings that are subsequently replaced by high density multifamily units.</li> <li>Preservation of historic/cultural resources:<br/>Consideration of a conservation district that would provide guidelines for protecting the historical/ cultural resources in the area through design and development standards.</li> <li>Integration with Downtown Specific Plan and South Escondido Corridor other adjacent Area Plans:<br/>Development guidelines that require uses that will complement the two areas that border the neighborhood and provide a transition between the single-family residential core and commercial uses.</li> <li>Implementation measures such as overlay zones, design guide-lines and incentive programs for rehabilitation and preservation.</li> </ol> <p><b>(Amendment to this policy will continue to require voter approval)</b></p> <p><b><u>Priority Action Item:</u></b></p> <ul style="list-style-type: none"> <li>▪ <b><u>Include above referenced objectives in Area Plans.</u></b></li> </ul> | PL, PC, CC        |          | X       |         |         |



| IMPLEMENTATION MATRIX                   |   |                   |          | Implementation Schedule |         |         |
|---|---|-------------------|----------|-------------------------|---------|---------|
| II. LAND USE AND COMMUNITY FORM ELEMENT |   |                   |          |                         |         |         |
| Policy Number                           | POLICY TEXT   | Responsible Party | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 5.1                                     | Minimum lot size standards for single-family cluster development shall be:<br><i>Designation Minimum Lot Size</i><br>Rural I 2acres<br>Rural II 1acre<br>Estate I 20,000 square feet<br>Estate II 10,000 square feet<br>Suburban 7,920 square feet<br>Urban I 3,630 square feet<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 5.2                                     | Clustering is not intended to maximize the density or yield, or to circumvent the existing zoning. It shall be utilized as a tool to preserve slopes, ridgelines and sensitive habitat or provide a community benefit.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |                         |         |         |
| 5.3                                     | Under the clustering provision, lot widths, building separations and setbacks, and unit bulk shall be consistent with community design and zoning policies.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 5.4                                     | When utilizing cluster provisions, a project shall not have an adverse visual impact on the surrounding areas by blocking scenic views, by resulting in a scale of development incompatible with the setting, by siting buildings that project above the ridgeline, or by extensive grading, cutting and filling, or by terracing that disrupts the natural shape and contour of the site.<br><b>(Amendment to this policy will continue to require voter approval)</b> | PL, PC, CC        | X        |                         |         |         |
| 5.5                                     | Cluster developments shall not increase geotechnical and flooding hazards for adjoining properties.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 5.6                                     | Cluster projects shall avoid sensitive cultural and biological resources and density transfer from such sensitive areas shall be of limited yield to meet the above policies.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 5.7                                     | Lands devoted to permanent open space should not be developed with structural uses other than agricultural accessory buildings. Uses should be restricted to agriculture; historic, archaeological, or wildlife preserve; water storage or recharge area; leach field or spray disposal area; scenic areas; protection from hazardous area; or public outdoor recreation.<br><b>(Amendment to this policy will continue to require voter approval)</b>                  | PL, PC, CC        | X        |                         |         |         |
| 5.8                                     | The provisions for clustering units shall be utilized only within Planned Development Zones or Specific Planning Areas.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 5.9                                     | In no event shall the reduction of lot sizes for clustered projects exceed the open space areas within the development.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 5.10                                    | When clustering, the portion of the site to be developed for residential purposes shall not significantly change the character of the surrounding area.<br><b>(Amendment to this policy will continue to require voter approval)</b>  | PL, PC, CC        | X        |                         |         |         |
| 6.1                                     | Planned Development Zoning shall be used to address unique characteristics of a development site and the surrounding land uses to better implement the goals and policies of the General Plan but not to attain maximum yield.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |                         |         |         |

| IMPLEMENTATION MATRIX                   |   |                   | Implementation Schedule |         |         |         |
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| II. LAND USE AND COMMUNITY FORM ELEMENT |   |                   |                         |         |         |         |
| Policy Number                           | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 6.2                                     | Planned Development zoning should be limited to projects of adequate size and unique physical characteristics to effectively implement the appropriate policies.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X                       |         |         |         |
| 6.3                                     | Development proposals involving Planned Developments shall address and/or include, if applicable:<br>a) Visual impacts of the development from the Valley floor and from adjoining properties;<br>b) Preservation of the natural setting by minimizing earth movement and removal of native vegetation and by using compatible building materials, textures and colors;<br>c) Grading, erosion control and revegetation/ landscaping requirements;<br>d) Preservation of the creeks and their adjoining vegetation in a natural state and the use of buffering techniques to control undesired access;<br>e) Implementation of appropriate management techniques in areas of rare and endangered plant and animal species;<br>f) Adequate buffers and separations from adjacent properties;<br>g) Superlative architectural design features of all structures;<br>h) Adequate separation between structures and attention to the bulk and scale to avoid a monotonous streetscape; and<br>i) Preservation/maintenance of common open space or community area.<br>The Planned Development zoning ordinance may require further detailed information to achieve General Plan goals and objectives.<br><b>(Amendment to this policy will continue to require voter approval)</b> | PL, PC, CC        | X                       |         |         |         |
| 6.4                                     | Clustering residential units shall be permitted only in conjunction with a Planned Development or Specific Planning Areas (SPA) (see provisions for clustering).<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X                       |         |         |         |
| 7.1                                     | Designate areas for the development of mixed-use projects in a pedestrian-friendly environment integrating housing with retail, office, and service uses (childcare, health, etc.) consistent with the General Plan's vision and long-term growth needs.  | PL, PC, CC        | X                       |         |         |         |
| 7.2                                     | Establish guidelines and standards for mixed-use development through Area Plans that include but are not limited to; minimum density and intensity requirements; landscaping and open space, allowable uses; building heights; and any shared parking standards consistent with Figure II-6.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Incorporate the above referenced guidelines and standards for mixed-use developments in Area Plans</u></b>   | PL, PC, CC        |                         | X       |         |         |
| 7.3                                     | Focus the tallest buildings and developments with the highest intensities and densities in mixed use districts in the downtown and key urban activity centers that are well-served by transit, close to employment, services, utilities, and recreational facilities.   | PL, PC, CC        | X                       |         |         |         |
| 7.4                                     | Review proposed projects in mixed use overlay districts and encourage features that:<br>a) Promote a wide range of housing opportunities;<br>b) Facilitate the establishment of child care homes and centers;<br>c) Create a walking environment to encourage pedestrian activity;<br>d) Maximize alternative transportation modes;<br>e) Provide opportunities for residents to conduct routine errands close to their residence;<br>f) Integrate with surrounding uses to become a part of the neighborhood rather than an isolated project; (continued on next page)   | PL, PC, CC        | X                       |         |         |         |

| IMPLEMENTATION MATRIX                   |   |                   | Implementation Schedule |         |         |         |
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| II. LAND USE AND COMMUNITY FORM ELEMENT |   |                   |                         |         |         |         |
| Policy Number                           | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
|   | <div>g) Incorporate architectural elements or themes from the surrounding neighborhood;</div> <div>h) Provide appropriate transition between land use designations to minimize compatibility conflicts;</div> <div>i) Provide adequate infrastructure;</div> <div>j) Ensure quality architecture and landscaping, adequate off-street parking, on-site open space, and recreation areas;</div> <div>k) Integrate on-site or fund off-site development of neighborhood parks;</div> <div>l) Establish a sliding scale of permitted densities range where the maximum can be attained only through lot consolidation to achieve a certain size project, contribution of community benefits that exceed normal project requirements, and consistency with the above goals.</div> |                   |                         |         |         |         |
| 8.1                                     | <div>Establish Neighborhood Commercial, General Commercial, and Planned Commercial land use designations as described in Figure II-6 to accommodate the various types of retail and service-related needs.</div> <div><b><u>Priority Action Item:</u></b></div> <div><div><div><div><div></div></div><div><b><u>Complete a comprehensive review of the Zoning Code, and amend as appropriate, to be consistent with the General Plan</u></b></div></div></div></div>  | PL, PC, CC        |                         | X*      |         |         |
| 8.2                                     | Permit the development of a broad range of retail and service activities within the General Commercial land use designation as described in Figure II-6.  | PL, PC, CC        | X                       |         |         |         |
| 8.3                                     | Promote the development of a variety of commercial activities within self-contained, comprehensively planned commercial centers within the Planned Commercial land use designation as described in Figure II-6.   | PL, PC, CC        | X                       |         |         |         |
| 8.4                                     | Permit the development of convenience-oriented commercial uses that provide retail goods and services to local residents, as permitted within the Neighborhood Commercial land use designation, in areas designated for residential uses without a public vote as described in Figure II-6.   | PL, PC, CC        | X                       |         |         |         |
| 8.5                                     | Allow isolated commercial development within residential and industrial designations only when commercial uses are compatible with the Neighborhood Commercial designation and the uses are intended to primarily serve the immediate needs of the area.  | PL, PC, CC        | X                       |         |         |         |
| 8.6                                     | Require that commercial buildings be located in planned, group concentrations rather than in a linear strips, except for designated corridors, and incorporate features that minimize impacts on adjacent sensitive uses associated with noise, property maintenance, product deliveries, trash service, and other potentially incompatible characteristics.  | PL, PC, CC        | X                       |         |         |         |
| 8.7                                     | Support efforts to strengthen and re-habilitate existing commercial areas east of the I-15 freeway.   | PL, PC, CC        | X                       |         |         |         |
| 8.8                                     | Generally encourage commercial development west of the I-15 freeway to uses that serve the immediate surrounding areas and regional high-volume centers requiring freeway access and visibility that are compatible with surrounding land uses.   | PL, PC, CC        | X                       |         |         |         |
| 8.9                                     | Require as necessary new commercial development larger than five acres requiring entitlement approvals to submit a study of the existing and/or approved commercial development in the project vicinity, existing vacancy rates for similar commercial uses, market feasibility, and other information as deemed necessary by the city to identify adverse economic impacts contributing to blight.   | PL, PC, CC        | X                       |         |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months)

| IMPLEMENTATION MATRIX                   |  |                   | Implementation Schedule |         |         |         |
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| II. LAND USE AND COMMUNITY FORM ELEMENT |  |                   |                         |         |         |         |
| Policy Number                           | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 8.10                                    | Require that commercial development be located and designed to benefit from the access afforded by the circulation system without impairing its operation by:<br>a) Requiring a traffic and circulation study for all commercial development over five acres or smaller centers, if necessary, as deemed by the City Engineer.<br>b) Prohibiting points of access if they are too close to intersections and will result in unacceptable congestion or in safety hazards as determined by city staff.<br>c) Limiting the number of access points and curb cuts to maintain efficient traffic operations. | ED, PL            | X                       |         |         |         |
| 8.11                                    | Allow drive through facilities subject to mitigation of identified air quality, traffic safety, and visual impacts based on appropriate studies submitted to the satisfaction of the city prior to approval.   | PL, PC, CC        | X                       |         |         |         |
| 9.1                                     | Establish General Office, and Planned Office land use designations as described in Figure II-6 to accommodate the various types of office needs.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Complete a comprehensive review of the Zoning Code, and amend as appropriate, to be consistent with the General Plan.</u></b>   | PL, PC, CC        |                         | X*      |         |         |
| 9.2                                     | Encourage the development of office buildings in planned, grouped concentrations, and incorporate features that minimize impacts on adjacent sensitive uses associated with noise, property maintenance, product deliveries, trash service and other potentially incompatible characteristics.   | PL, PC, CC        | X                       |         |         |         |
| 9.3                                     | Encourage the integration of service, financial, dining, and other support uses in office complexes to enable employees to remain on site and reduce automobile use.   | PL, PC, CC        | X                       |         |         |         |
| 9.4                                     | Locate and design office buildings to assure compatibility and transitions with adjoining neighborhoods, with the greatest building intensities and heights in the downtown, near transit, and mixed use districts.  | PL, PC, CC        | X                       |         |         |         |
| 9.5                                     | The General Office land use designation shall accommodate administrative and professional offices, business support services, financial, insurance, and real estate services, supportive commercial uses such as restaurants, as well as medical related offices, short-term convalescent and long-term care facilities, research labs, medical supply, and similar uses.  | PL, PC, CC        | X                       |         |         |         |
| 9.6                                     | Accommodate large scale bio-technology, research and development, corporate office and related support office uses in a campus-like setting within the Planned Office land use designation. Allow limited support retail and service uses, such as restaurants, dry cleaners, gym/fitness centers, markets, and office services (e.g., printing / copying / shipping) as well as compatible public uses if integrated into larger facilities.  | PL, PC, CC        | X                       |         |         |         |
| 10.1                                    | Establish Industrial Office, Light Industrial, and General Industrial land use designations as described in Figure II-6 to accommodate the need for the various types of industrial uses.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Complete a comprehensive review of the Zoning Code, and amend as appropriate, to be consistent with the General Plan.</u></b>  | PL, PC, CC        |                         | X*      |         |         |
| 10.2                                    | Encourage the development of industrial buildings in planned, group concentrations and incorporate features that minimize impacts on adjacent sensitive uses associated with noise, property maintenance, product deliveries, trash service and other potentially incompatible issues.   | PL, PC, CC        | X                       |         |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).



| IMPLEMENTATION MATRIX                   |   |                   | Implementation Schedule |         |         |         |
|---|---|-------------------|-------------------------|---------|---------|---------|
| II. LAND USE AND COMMUNITY FORM ELEMENT |   |                   |                         |         |         |         |
| Policy Number                           | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 10.3                                    | Require that projects located within the Industrial Office classification be designed to be aesthetically attractive and compatible with adjoining land uses addressing such elements as land use, building architecture, landscaping, screening of outside storage, and outbuilding use. Scale the amount of required improvements to the size of the project for businesses expanding their operations.   | PL, PC, CC        | X                       |         |         |         |
| 10.4                                    | Encourage the development of “Safety Uses” (e.g. police station, fire department, city related uses etc.), support commercial, and industrial-related office uses (e.g. architects, data processing, engineering, contractor, government services, corporate headquarters) in the Industrial Office land use designation as an incentive to transition from M2 and M1 zones to the IO zone.   | PL, PC, CC        | X                       |         |         |         |
| 10.5                                    | Accommodate industries that generate moderate daytime and minimum nighttime noise levels, and require limited or no outside storage in Light Industrial designated properties.  | PL, PC, CC        | X                       |         |         |         |
| 10.6                                    | Require development on properties located in designated Light Industrial areas to incorporate stricter standards than comparable General Industrial designated sites for building architecture, landscaping, and screening of outside storage, property setbacks, and open land use.  | PL, PC, CC        | X                       |         |         |         |
| 10.7                                    | Correlate the scale and amount of required improvements with the size of the project for businesses expanding their operations.   | PL, PC, CC        | X                       |         |         |         |
| 10.8                                    | Maintain building intensity standards for Industrial designated properties as required by law.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Amend M-1 Zoning Ordinance to address building intensity and employee density provisions consistent with the General Plan and state law.</u></b>   | PL, PC, CC        |                         | X*      |         |         |
| 10.9                                    | Allow more flexible requirements affecting building architecture, landscaping, screening of outside storage, or outbuilding use depending on location and visibility from off-site areas on properties designated General Industrial. Scale the amount of required improvements to the size of the project for businesses expanding their operations.   | PL, PC, CC        | X                       |         |         |         |
| 11.1                                    | Establish the Specific Planning Area land use designation and require submittal of a Specific Plan application to manage the phased and cohesive development of large scale, multi-use projects (in compliance with California Government Code Sections 65450, et seq.) as described in Figure II-6.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Amend the Downtown Specific Plan to incorporate Mercado development standards and design guidelines.</u></b>   | PL, PC, CC        |                         | X*      |         |         |
| 11.2                                    | Allow additional areas to be designated as Specific Planning Areas as requested by landowners/property owners subject to criteria defining the type of project, the character of the intended development, proposed land uses and intensities, pertinent conditions or restrictions on development, appropriate application process, and demonstration of how the proposed Specific Planning Area furthers the goals and objectives of the General Plan more effectively than existing land use designation(s). | PL, PC, CC        | X                       |         |         |         |
| 11.3                                    | Specific Plans shall not be utilized in a wide-spread manner to circumvent or modify the character or intent of ordinances, land use designations and/or city goals and objectives, but rather should be reserved for a limited number of proposals which, by nature, are ideally suited for the comprehensive planning efforts involved in the Specific Planning process.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X                       |         |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).

# IMPLEMENTATION MATRIX

## Implementation Schedule

### II. LAND USE AND COMMUNITY FORM ELEMENT

| Policy Number | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|--|-------------------|----------|---------|---------|---------|
| 11.4          | Specific Planning Areas (SPA's) shall be utilized to consider development proposals analyzing zoning regulations, development standards, land uses, densities, building intensities tailored to the need and unique characteristics of a particular area. Generally, SPAs should only be applied to larger areas and where community benefit can be demonstrated.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |         |         |         |
| 11.5          | Specific criteria to evaluate the suitability of Specific Planning Areas shall be established which shall include:<br>a) The site should be of sufficiently large area to take advantage of density transfers where appropriate, thereby preserving significant open space areas within the Specific Plan area;<br>b) The site should have unique physical characteristics, such as uneven terrain or hillside areas that, without a Specific Plan, might not be effectively protected and incorporated into the overall development plan;<br>c) The site should be of sufficient area that lends itself to a comprehensive site design utilizing a combination of attractive landscaping and open space amenities left in their natural condition;<br>d) The site should be of sufficient area and nature that lends itself to long-term development phasing (e.g., in excess of five years) which can effectively be monitored and controlled; and<br>e) The site should require flexibility in planning to deal with compatibility with different surrounding land uses and extensive public improvement requirements.<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |         |         |         |
| 11.6          | No Specific Plan shall be adopted by the City Council until the Council has reviewed the proposed Plan for compliance with the following requirements which are in addition to requirements imposed by State Government Code Sections 65450, et seq.:<br>a) Residential, industrial and commercial structures built within the Specific Plan area shall be constructed under rigorous quality control programs and safeguards (e.g., appropriate restrictive covenants running with the land);<br>b) Appropriate protection against soil erosion, particularly where hillside development is involved, shall be assured;<br>c) Assurance shall be provided that any hillside cutting will be minimized or appropriately landscaped so that visible scarring will be mitigated to the extent feasible;<br>d) All open space areas shall be identified and appropriate measures providing for their preservation shall be included;<br>e) Design criteria, development regulations and building standards shall be provided sufficient to ensure that residential, industrial and commercial structures are compatible with the surrounding environment;<br>f) Adequate assurance shall be provided that the circulation and access needs of the project residents and the surrounding community are properly addressed;<br>g) Appropriate arrangements to ensure that public facilities and services adequate to serve the project residents are available shall be described; and<br>h) The Specific Plan demonstrates implementation of the goal and objectives of the General Plan and furthers the interests of the community.<br><b>(Amendment to this policy will continue to require voter approval)</b> | PL, PC, CC        | X        |         |         |         |
| 11.7          | Clustering residential units shall be permitted only in conjunction with a Planned Development or Specific Planning Area (SPA) (see provisions for clustering).<br><b>(Amendment to this policy will continue to require voter approval)</b>   | PL, PC, CC        | X        |         |         |         |

| IMPLEMENTATION MATRIX                   |   |                   | Implementation Schedule |         |         |         |
|---|---|-------------------|-------------------------|---------|---------|---------|
| II. LAND USE AND COMMUNITY FORM ELEMENT |   |                   |                         |         |         |         |
| Policy Number                           | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 12.1                                    | Establish the Open Space / Park land use designation to identify city and county properties reserved for active and passive parks, habitat preservation, and public safety purposes as described in Figure II-6.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Complete a comprehensive review of the Zoning Code, and amend as appropriate, to be consistent with the General Plan.</u></b>  | PL, PC, CC        |                         | X*      |         |         |
| 12.2                                    | Require any proposed land use change in areas designated as Open Space to conform in type and intensity with the surrounding land uses.   | PL, PC, CC        | X                       |         |         |         |
| 12.3                                    | Encourage the preservation of lands within the Planning Area that are owned by other public agencies for use as undeveloped open space, recreational purposes or mitigation banking.  | PL, PC, CC        | X                       |         |         |         |
| 12.4                                    | Explore options to purchase lands used for recreation or open space purposes within the Planning Area that are owned by other public agencies and available for acquisition, as appropriate. Retain such property acquisitions in their current use for possible mitigation banking purposes, or to develop as additional recreational opportunities for Escondido residents.   | PL, PC, CC        | X                       |         |         |         |
| 13.1                                    | Establish the Public Facility overlay to accommodate “single use” municipal facilities and government operations such as libraries, community centers fire stations, municipal firing range, treatment facilities, public schools, etc. as described in Figure II-6.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Complete a comprehensive review of the Zoning Code, and amend as appropriate, to be consistent with the General Plan.</u></b>        | PL, PC, CC        |                         | X*      |         |         |
| 13.2                                    | Ensure that any proposed land use change in The Open Space / Park Land conform to the underlying land use designation with respect to type of activity and intensity of development.  | PL, PC, CC        | X                       |         |         |         |
| 13.3                                    | Maintain a buffer zone around the Hale Avenue Resource Recovery Facility (HARRF) and restrict development in order to minimize public exposure to odors and public health risks. Limit the amount of new residential development within this zone and permit non-residential uses that would not adversely impact existing residences. Encourage development to incorporate site planning and architectural layout techniques that minimizes exposure to odors. | PL, PC, CC        | X                       |         |         |         |
| 14.1                                    | Establish the Tribal Area land use designation as described in Figure II-6 for federally recognized reservations or Indian Villages and for which the city has no land use authority.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Complete a comprehensive review of the Zoning Code, and amend as appropriate, to be consistent with the General Plan.</u></b>   | PL, PC, CC        |                         | X*      |         |         |
| 15.1                                    | Encourage Development Agreements as a mechanism to secure community benefits from applicants that the city cannot require as part of a project's approval.  | PL, PC, CC        | X                       |         |         |         |
| 15.2                                    | Approve a Development Agreement for increased residential density within Specific Planning Areas (SPA) #2 and #4 in excess of the basic entitlement, provided that community benefits exceed those normally required of comparable development projects. The yield/benefit determination shall be made by the City Council and shall not exceed the maximum stated in the SPA section.  | PL, PC, CC        | X                       |         |         |         |
| 15.3                                    | Specify, if needed, the number of building permits to be allocated on a yearly basis and the correlation and timing for the provision of facilities and/or financing for on-site or off-site community benefits in all Development Agreements.  | PL, PC, CC        | X                       |         |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).

| IMPLEMENTATION MATRIX                   |   |                   | Implementation Schedule |         |         |         |
|---|---|-------------------|-------------------------|---------|---------|---------|
| II. LAND USE AND COMMUNITY FORM ELEMENT |   |                   |                         |         |         |         |
| Policy Number                           | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 15.4                                    | Regularly monitor Development Agreements to ensure compliance and to address community concerns and needs that may change over time.  | PL                | X                       |         |         |         |
| 16.1                                    | Allow property owners to annex to the city, and actively annex unincorporated lands owned by the city.  | PL, PC, CC, LAFCO | X                       |         |         |         |
| 16.2                                    | Promote the annexation of unincorporated lands where it is determined in the city's interest to promote orderly development, implement goals and objectives, and /or to expedite facilities and services.   | PL, PC, CC, LAFCO | X                       |         |         |         |
| 16.3                                    | Demonstrate that facilities, services, and infrastructure are adequate to serve proposed annexations in accordance with city standards, acknowledging Neighborhood Maintenance & Preservation Policy 4.4 allowing more flexible public improvement requirements in the Rural and Estate I single-family residential areas.  | PL, PC, CC, LAFCO | X                       |         |         |         |
| 16.4                                    | Allow annexations if it can be demonstrated that all appropriate improvements as determined by the city will be financed by the property owner(s), and that such expansion of the city will not have unacceptable adverse fiscal or environmental impacts to existing city services or residents. Exceptions to this policy may be considered subject to Policy 16.2.   | PL, PC, CC, LAFCO | X                       |         |         |         |
| 16.5                                    | Provide services to unincorporated areas when there is a mutual agreement between the city and appropriate agencies, if any, provided the city is compensated for costs incurred.   | PL, PC, CC, LAFCO | X                       |         |         |         |
| 16.6                                    | Maintain an annexation procedures manual outlining the steps and city policies regarding annexations that includes, but is not be limited to, applicant's responsibilities, requirements for environmental review, requirements for development plans, and fees for annexation.<br><br><u>Secondary Action Item:</u><br>▪ <u>Prepare an annexation procedures manual to address the above referenced City direction.</u>  | PL, CC            |                         | X       |         |         |
| 16.7                                    | Update the Sphere of Influence as necessary concurrent with each five-year review of the General Plan.  | PL, PC, CC, LAFCO | X                       |         |         |         |
| 16.8                                    | Expand the Sphere of Influence to be coterminous with the Planning Area boundary where such expansion is deemed appropriate by the City and the Local Agency Formation Commission.  | PL, PC, CC, LAFCO | X                       |         |         |         |
| 17.1                                    | Track, monitor, and report the performance and the General Plan land use goals and policies and, where there are substantive deviations in development practice or anticipated impacts, assess their implications and appropriateness for Plan amendments.<br><br><u>Ongoing Action Item:</u><br>▪ <u>Prepare an annual report to the City Council on the status of the General Plan and progress in its implementation, including the status of priority action items.</u> | PL                | X                       |         |         |         |
| 17.2                                    | Comprehensively review and update the General Plan, as appropriate at five year intervals.  | PL                | X                       |         |         |         |
| 17.3                                    | Prior to any major extensions of services or utilities to accommodate changes in land use, significant growth inducing, and environmental implications including significant growth inducing impacts, shall be thoroughly reviewed based upon the Growth Management policies of this document and any necessary mitigation measures implemented<br><br>(Amendment to this policy will continue to require voter approval)   | PL                | X                       |         |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).



# IMPLEMENTATION MATRIX

## Implementation Schedule

### II. LAND USE AND COMMUNITY FORM ELEMENT

| Policy Number | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|--|-------------------|----------|---------|---------|---------|
| 17.4          | Require General Plan Amendments when proposals:<br>a) Request the development of a site for a designation or density/ intensity other than indicated on the Land Use Map or within the text of the General Plan;<br>b) Do not meet or exceed adopted Quality of Life Standards;<br>c) Request changes to, or not substantially consistent with, General Plan policies, goals or objectives; and,<br>d) Are determined by the city to be inconsistent with policies contained in the General Plan text.   | PL, PC, CC        | X        |         |         |         |
| 17.5          | Substantiate the need for General Plan Amendments with written findings submitted by the applicant that considers the following criterion:<br>Identified physical, social, or city-wide economic factors or changes that have made the General Plan designation, policy statement goal, or intent in question inappropriate from the standpoint of the general public welfare.<br>Unless the applicant provides substantial documentation that the changes have occurred, the GPA request shall be denied.   | PL, PC, CC        | X        |         |         |         |
| 17.6          | Permitted land uses in the residential areas of the City shall be intensified only when the voters approve such changes. No General Plan Amendment or new Specific Planning Area shall be adopted which would:<br>a) Increase the residential density permitted by law,<br>b) Change, alter, or increase the General Plan Residential Land Use categories, or<br>c) Change any residential to commercial or industrial designation on any property designated as: Rural, Estate, Suburban, Urban.<br><br>Unless and until such action is approved and adopted by the voters of the City at a special or general election, or approved first by the City Council and then adopted by the voters in such election.<br><b>(Amendment to this policy will continue to require voter approval).</b> | PL, PC, CC        | X        |         |         |         |
| 17.7          | Periodically review and update the city's Planning Area boundary to identify areas appropriate for amendment which shall be conducted through the General Plan Amendments process.   | PL, PC, CC        | X        |         |         |         |
| 17.8          | Require California Environmental Quality Act (CEQA) review for development that exceeds the 2035 forecasted General Plan development capacity as defined in Figure II-5.   | PL, PC, CC        | X        |         |         |         |
| 18.1          | Maintain Environmental Quality Regulations in accordance with city, state and federal requirements.<br><br><u><b>Ongoing Action Item:</b></u><br>▪ <u><b>Regularly review the City's Environmental Quality Regulations, and, and amend as appropriate, to be consistent with CEQA.</b></u>   | PL                | X        |         |         |         |
| 18.2          | Require environmental review and mitigation of impacts, if necessary, consistent with city, state and federal requirements for development projects the Planning Area.   | PL                | X        |         |         |         |
| 18.3          | Periodically review and update environmental thresholds and special sensitive areas as more specific and recent information becomes available.   | PL                | X        |         |         |         |
| 18.4          | Require all development to conform to the General Plan, Facilities Plans, Areas Plans, and Quality of Life Standards.  | PL, PC, CC        | X        |         |         |         |

| IMPLEMENTATION MATRIX                    |   |                               |          | Implementation Schedule |         |         |
|--|---|-------------------------------|----------|-------------------------|---------|---------|
| III. MOBILITY AND INFRASTRUCTURE ELEMENT |   |                               |          |                         |         |         |
| Policy Number                            | POLICY TEXT   | Responsible Party             | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 1.1                                      | Cooperate with the San Diego Association of Governments (SAN-DAG), North County Transit District (NCTD), adjacent communities and other appropriate agencies to prepare, adopt, and implement a Regional Transportation Plan (RTP). The RTP shall define mobility improvements and programs to support local and regional growth, and promote reduction of single-occupancy vehicle travel and increased use of alternative modes of transportation.  | PL, ED, CC, SANDAG, SDC, NCTD | X        |                         |         |         |
| 1.2                                      | Collaborate with SANDAG and NCTD for the efficient allocation of funding resources for transit and transportation improvements and operations.  | PL, CC, NCTD, SANDAG          | X        |                         |         |         |
| 1.3                                      | Coordinate local traffic management efforts to be compatible and provide connectivity with adopted circulation plans in the region and regional transportation planning efforts.  | ED                            | X        |                         |         |         |
| 2.1                                      | Ensure that the existing and future transportation system is interconnected and serves multiple modes of travel, such as walking, biking, transit, and driving for safe and convenient travel.  | ED                            | X        |                         |         |         |
| 2.2                                      | Provide a safe, efficient and accessible transportation network that meets the needs of users of all ages including seniors, children, disabled persons, and adults.  | ED                            | X        |                         |         |         |
| 2.3                                      | Promote integrated transportation and land use decisions that enhance human-scale smart growth development served by complete streets, which facilitate multimodal transportation opportunities.  | PL, ED                        | X        |                         |         |         |
| 2.4                                      | Evaluate access, safety, and convenience of various transportation modes for every project involving the following eight user groups: pedestrians, children, disabled individuals, seniors, bicyclists, transit riders, motorists, and goods and services.  | ED                            | X        |                         |         |         |
| 2.5                                      | Design streets in a manner that is sensitive to the local context and recognizes that the needs vary between mixed use, urban, suburban, and rural settings.  | ED                            | X        |                         |         |         |
| 2.6                                      | Ensure that the entire right-of-way is designed to accommodate appropriate modes of transportation.   | ED                            | X        |                         |         |         |
| 2.7                                      | Remove barriers, where feasible, to allow people of all abilities to access the mobility infrastructure serving the community.  | ED                            | X        |                         |         |         |
| 2.8                                      | Promote the provision of multimodal access to activity centers such as commercial centers and corridors, employment centers, transit stops/stations, schools, parks, recreation areas, and tourist attractions.   | ED, PL                        | X        |                         |         |         |
| 2.9                                      | Regularly review, update and collect adequate traffic impact fees and ensure the efficient allocation of state and regional funding sources for the development and maintenance of local transit and transportation improvements and operations.  | ED                            | X        |                         |         |         |
| 3.1                                      | Prepare and regularly update a Pedestrian Master Plan that identifies and defines the following: level of service standards for pedestrian facilities; type and location of pedestrian-oriented streets and pathways; way-finding program, standards for sidewalk width, improvements, amenities, and street crossings; outline and timeframe of needed public improvements; and developer responsibilities.<br><br><u>Priority Action Item:</u><br>▪ <u>Prepare a comprehensive Pedestrian Master Plan consistent with the General Plan.</u> | ED, PL                        |          | X*                      |         |         |
| 3.2                                      | Develop and manage pedestrian facilities to maintain an acceptable Level of Service as defined in the Pedestrian Master Plan.<br><br><u>Priority Action Item:</u><br>▪ <u>Prepare a comprehensive Pedestrian Master Plan consistent with the General Plan.</u>  | ED                            |          |                         | X       |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).

| IMPLEMENTATION MATRIX                    |  |                   | Implementation Schedule |         |         |         |
|--|--|-------------------|-------------------------|---------|---------|---------|
| III. MOBILITY AND INFRASTRUCTURE ELEMENT |  |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 3.3                                      | Maintain a pedestrian environment that is accessible to all and that is safe, attractive, and encourages walking.  | ED, PL            | X                       |         |         |         |
| 3.4                                      | Preserve and enhance pedestrian connectivity within existing neighborhoods via the Escondido Creek trail, sidewalks, and trails, and require a pedestrian network in new developments that provides efficient and well-designed connections to adjacent land uses, commercial districts, schools, and parks.   | ED, PL            | X                       |         |         |         |
| 3.5                                      | Promote walking and improve the pedestrian experience by requiring pedestrian facilities along all classified streets designated on the Circulation Plan; implementing streetscape improvements along pedestrian routes that incorporate such elements as shade trees, street furniture, and lighting; orienting development toward the street; employing traffic calming measures; and enforcing vehicle speeds on both residential and arterial streets. | ED, PL            | X                       |         |         |         |
| 3.6                                      | Enhance pedestrian visibility by enforcing parking restrictions at intersection approaches, improving street lighting, and identifying required clearances to minimize obstructions.   | ED                | X                       |         |         |         |
| 3.7                                      | Encourage and support the development of pedestrian-friendly mixed-use, commercial, transit-oriented, and multi-tenant office districts with active, accessible, connected, and unique public spaces that promote walking.   | ED, PL            | X                       |         |         |         |
| 3.8                                      | Repair sidewalk and pedestrian paths in the public-right-of-way that impede pedestrian travel, and maintain the pedestrian network in a manner that facilitates accessibility and safety.  | ED                | X                       |         |         |         |
| 3.9                                      | Support “safe routes to schools” programming and partner with schools, non-profit organizations, and transit agencies with the goal of encouraging more children to walk and bike to school in a safe environment.   | ED, PL            | X                       |         |         |         |
| 3.10                                     | Design and construct pedestrian friendly streetscape improvements that reduce stormwater and pollutant runoff into the drainage system, using such techniques as urban bio-swales for the filtering of pollutants and permeable hardscapes.  | ED                | X                       |         |         |         |
| 4.1                                      | Maintain and implement a Bicycle Master Plan that enhances existing bicycle routes and facilities; defines gaps and needed improvements; prescribes an appropriate Level of Service; outlines standards for their design and safety; describes funding resources; and involves the community.  | ED, PL            | X                       |         |         |         |
| 4.2                                      | Develop and manage bicycle facilities to maintain an acceptable Level of Service as defined in the Bicycle Master Plan.  | PL, ED            | X                       |         |         |         |
| 4.3                                      | Promote bicycling as a common mode of transportation and recreation to help reduce traffic congestion and improve public health.   | PL, ED            | X                       |         |         |         |
| 4.4                                      | Develop bicycle routes and facilities that connect to transit stations, employment and commercial centers, schools, libraries, cultural centers, parks, the Escondido Creek trail, and other frequently visited destinations throughout the community and region where they do not already exist.  | PL, ED            | X                       |         |         |         |
| 4.5                                      | Coordinate with adjacent jurisdictions the development of bicycle routes that provide connectivity between the communities.  | PL                | X                       |         |         |         |
| 4.6                                      | Incorporate bicycle parking facilities in public places such as transit stops, libraries, and parks where feasible.  | PL, NCTD          | X                       |         |         |         |
| 4.7                                      | Require larger new development projects (e.g., employment centers, educational institutions, and commercial centers) to provide connections to existing and proposed bicycle routes, as well as bicycle parking, personal lockers, showers, and other bicycle support facilities to encourage biking.  | PL                | X                       |         |         |         |

# IMPLEMENTATION MATRIX

## Implementation Schedule

### III. MOBILITY AND INFRASTRUCTURE ELEMENT

| Policy Number | POLICY TEXT  | Responsible Party      | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|--|------------------------|----------|---------|---------|---------|
| 4.8           | Support education programs for motorists and bicyclists regarding bicycling safety and the public health and environmental benefits of bicycling.  | PL                     | X        |         |         |         |
| 5.1           | Collaborate with the North County Transit District (NCTD) to facilitate effective, convenient, and efficient transit modes to meet the needs of residents and visitors including seniors, disabled persons, and transit-dependent persons.   | PL, NCTD               | X        |         |         |         |
| 5.2           | Cooperate with the North County Transit District (NCTD) to increase the use of transit by maintaining services within the City that are timely and cost effective; establishing criteria for transit improvements (including grade separated rail crossings); locating routes and access points that are responsive to growth patterns; developing short and long-range service plans; and preserving the rights-of-way for commuter rail lines.   | PL, NCTD, CE           | X        |         |         |         |
| 5.3           | Coordinate with the NCTD to establish transit stops in areas of concentrated activity such as near senior housing projects, medical facilities, major employment centers, and mixed use areas.   | PL, NCTD               | X        |         |         |         |
| 5.4           | Coordinate with the NCTD to accommodate transit centers and major stops with adequate bicycle and pedestrian access and secure bicycle storage where appropriate. Include facilities that are well designed, provide appropriate lighting and are safe, comfortable, and attractive.   | PL, NCTD               | X        |         |         |         |
| 5.5           | Cooperate with NCTD, Caltrans, SANDAG, and other appropriate agencies to expand the commuter rail system. This shall include the appropriate location of stops, service schedules, bus routes and parking needs.   | PL, NCTD, SANDAG       | X        |         |         |         |
| 5.6           | Work with the High Speed Rail Authority (HSRA), SANDAG, and other pertinent agencies to coordinate the development of a high-speed rail station and ensure its compatibility with adjoining uses and connectivity with local pedestrian, bicycle, transit, and automobile transportation systems.  | PL, HSRA, SANDAG, NCTD | X        |         |         |         |
| 5.7           | Provide connections to transit stations by identifying roadway, bikeway, and pedestrian way improvements to be constructed within ½ mile of every major transit station.   | PL, NCTD, HSRA         | X        |         |         |         |
| 5.8           | Require that new developments incorporate transit-supporting facilities into the project design, where appropriate.  | PL                     | X        |         |         |         |
| 5.9           | Construct, when appropriate, transit facilities such as bus pullouts on Prime Arterials, Major Roads, and Collector streets.   | PL, ED, PW             | X        |         |         |         |
| 5.10          | Provide safe and efficient multimodal access to and within transit stations, complying with ADA standards.   | PL, ED, PW             | X        |         |         |         |
| 5.11          | Evaluate the transportation needs of seniors, including paratransit service for seniors and disabled persons.  | PL                     | X        |         |         |         |
| 6.1           | Develop and implement Transportation Demand Management (TDM) and complete street programs to reduce automobile travel demand that may include, but shall not be limited to: preparing site-specific peak-hour traffic-management plans; promoting ride-sharing and carpooling for residents and non-residents through preferential parking; providing park-and-ride facilities adjacent to the regional transit system; and supporting transit subsidies.<br><br><u><b>Secondary Action Item:</b></u><br><ul style="list-style-type: none"> <li>▪ <u><b>Collaborate with SANDAG to develop and implement a Transportation Demand Management program.</b></u></li> <li>▪ <u><b>Prepare a Complete Streets Program.</b></u></li> </ul> | ED, PW                 | X        |         |         |         |
| 6.2           | Encourage employers to offer programs, facilities, and incentives to their employees that would promote carpooling, transit use, and use of other alternative modes.   | PL                     | X        |         |         |         |



| IMPLEMENTATION MATRIX                    |  |                   | Implementation Schedule |         |         |         |
|--|--|-------------------|-------------------------|---------|---------|---------|
| III. MOBILITY AND INFRASTRUCTURE ELEMENT |  |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 6.3                                      | Establish a TDM program for city employees that promote car-pooling, use of transit, and use of alternative modes of transportation.<br><b><u>Secondary Action Item:</u></b><br>▪ <b><u>Collaborate with SANDAG to develop and implement a Transportation Demand Management program.</u></b>   | ED, PL, SANDAG    |                         |         | X       |         |
| 7.1                                      | Plan, design, and regulate roadways in accordance with the street classification in the Circulation Element Diagram.   | ED                | X                       |         |         |         |
| 7.2                                      | Allow Specific Alignment Plans for unique situations when standard widening is not adequate for future needs or when special conditions / constraints exist which require a detailed implementation plan.  | ED                | X                       |         |         |         |
| 7.3                                      | Strive to maintain LOS C or better throughout the city except for within the urban core. Establish LOS D as the threshold for determining significant impacts and appropriate mitigation. Due to physical design characteristics, implementation of pedestrian-oriented 'smart growth' and Complete Streets design improvements, high density infill areas, environmental resource considerations, existing development, freeway interchange impacts, and incomplete system improvements, alternative levels of service may be appropriate for isolated areas as determined by the city.<br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Define Urban Core Area for establishing traffic Level of Service areas.</u></b> | ED                |                         | X       |         |         |
| 7.4                                      | Provide adequate traffic safety measures on all new roadways and strive to provide adequate traffic safety measures on existing roadways subject to fiscal and environmental considerations. These measures may include, but not be limited to, appropriate levels of maintenance, proper street design, traffic control devices (signs, signals, striping), street lighting, and coordination with the school districts and other agencies.   | ED                | X                       |         |         |         |
| 7.5                                      | Provide high priority to funding capital improvement projects that complete links to the circulation system, relieve existing congestion in the urban core as defined by the city, correct unsafe conditions on existing streets and/or improve the regional circulation system.<br><b><u>Ongoing Action Item:</u></b><br>▪ <b><u>Prioritize critical infrastructure improvements to be consistent with the General Plan in the City's Capital Improvement Program and annual budget.</u></b>  | ED                | X                       |         |         |         |
| 7.6                                      | Ensure that identified mobility system improvements are developed in a timely manner to meet the needs of the community.   | ED                | X                       |         |         |         |
| 7.7                                      | Require new development projects to analyze local traffic impacts, and construct and implement the improvements required for that development.   | ED                | X                       |         |         |         |
| 7.8                                      | Require new development projects to analyze traffic impacts on the regional transportation system, and pay a fair-share contribution to regional transportation improvements.  | ED                | X                       |         |         |         |
| 7.9                                      | Synchronize traffic signals where feasible and appropriate to facilitate the flow of through traffic, thus enhancing the movement of vehicles and goods through the City while reducing fuel consumption and air pollution.  | ED                | X                       |         |         |         |
| 7.10                                     | Implement street beautification programs to improve the visual quality and character of roadway corridors and provide a distinct identify for key gateways into the city.<br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Prepare a Master Plan that identifies gateways and guidelines to address the visual quality of the roadway corridors for the gateways that include colors, landscaping, signage, public art.</u></b>   | ED, PL            |                         | X       |         |         |

# IMPLEMENTATION MATRIX

## Implementation Schedule

### III. MOBILITY AND INFRASTRUCTURE ELEMENT

| Policy Number | POLICY TEXT   | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|---|-------------------|----------|---------|---------|---------|
| 7.11          | Enhance the safety and efficiency of accessing the public street network from private properties by:<br>a) Controlling driveway access locations on Prime Arterials and Major Roads;<br>b) Installing medians and access controls on Collector Roads and higher classifications;<br>c) Maintaining minimum distances from intersections for accessing Prime Arterials, Major Roads, and Collector streets;<br>d) Consolidating driveway access; and,<br>e) Encouraging interconnected parking lots. | ED                | X        |         |         |         |
| 8.1           | Ensure off-street and on-street parking is adequate, considering access to transit facilities and mix of uses in the surrounding area.  | PL, ED            | X        |         |         |         |
| 8.2           | Consider reducing parking requirements in the downtown and at transit stations transit as ridership increases over time due to increased development intensities and a broader mix of land uses.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Establish guidelines for parking reductions in urban core and mixed use areas similar to the Downtown Specific Planning Area.</u></b>  | PL                |          | X*      |         |         |
| 8.3           | Encourage parking in shared surface lots or parking structures to make the most efficient use of land.  | PL                | X        |         |         |         |
| 8.4           | Maximize shared parking opportunities for uses with varied peak parking periods.  | PL                | X        |         |         |         |
| 9.1           | Reduce congestion in areas surrounding schools, parks, and other activity centers by applying effective traffic management solutions.   | ED                | X        |         |         |         |
| 9.2           | Encourage the use of innovative methods for traffic control (such as roundabouts, curb extensions, and traffic circles) that add character and create opportunity for improved aesthetics while effectively managing traffic.   | PL, ED            | X        |         |         |         |
| 9.3           | Protect residential neighborhoods from cut-through traffic and other traffic-related issues by implementing appropriate traffic calming measures.   | PL, ED            | X        |         |         |         |
| 10.1          | Designate official truck routes to minimize the impacts of truck traffic on residential neighborhoods and other sensitive land uses.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Establish official truck routes to minimize truck traffic on sensitive land uses.</u></b>  | ED                |          | X       |         |         |
| 10.2          | Minimize noise and other impacts of truck traffic and deliveries in residential and mixed-use neighborhoods by limiting when these can occur.   | ED                | X        |         |         |         |
| 10.3          | Discourage use of public streets for freight loading and unloading.   | ED                | X        |         |         |         |
| 10.4          | Encourage businesses to schedule deliveries at off-peak traffic periods.  | ED, PL            | X        |         |         |         |
| 10.5          | Work with railroad operators to facilitate the rail transport of goods through the city.  | PL, NCTD          | X        |         |         |         |
| 10.6          | Work with railroad operators to coordinate freight train schedules to occur during off-peak travel hours.   | PL, NCTD          | X        |         |         |         |
| 11.1          | Monitor private and public airport related activities in the vicinity of the Planning Area to ensure compatibility with General Plan land uses and policies.  | PL                | X        |         |         |         |
| 11.2          | Require all development in the General Plan Boundary located within the Airport Influence Area of the Airport Land Use Compatibility Plan (ALUCP) for the McClellan-Palomar Airport to be located and constructed in conformance with the ALUCP.  | PL, BL            | X        |         |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).

| IMPLEMENTATION MATRIX                    |  |                   | Implementation Schedule |         |         |         |
|--|--|-------------------|-------------------------|---------|---------|---------|
| III. MOBILITY AND INFRASTRUCTURE ELEMENT |  |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 11.3                                     | Review San Diego International and McClellan-Palomar Airports' expansion plans to ensure their range of aviation services meets the present and future needs of residents and the business community.  | PL                | X                       |         |         |         |
| 11.4                                     | Collaborate with Palomar/Pomerado Health District regarding emergency medical helicopter services to facilitate access and minimize disruption to area residents.  | PL, PPH           | X                       |         |         |         |
| 12.1                                     | Regularly review and update a Water Master Plan that establishes service standards; defines needed improvements to systematically expand water distribution, delivery, treatment, and storage concurrent with planned growth; and incorporates best practices to sustain scarce water resources.   | WT, ED            | X                       |         |         |         |
| 12.2                                     | Maintain adequate water supply, treatment, and distribution capacity to meet normal and emergency situations to provide a minimum standard of 540 gallons per day per household. This standard should be periodically reviewed and modified by updates to the Water Master Plan to account for changes in water supply, demands, and conservation practices.   | WT, ED            | X                       |         |         |         |
| 12.3                                     | Design the water supply and distribution system, and regularly review, update and collect water connection fees to support the development and ongoing maintenance and operations of each service area at the intensity permitted by the General Plan.   | WT, ED            | X                       |         |         |         |
| 12.4                                     | Ensure that the Escondido-Vista Water Treatment Plant and its supporting infrastructure provide sufficient capacity to accommodate the growth permitted by the General Plan.   | WT, VID           | X                       |         |         |         |
| 12.5                                     | Require new development to provide adequate water facilities and/or finance the costs of improvements necessary to serve the demands created by the development and/or anticipated growth determined by the city, as appropriate. Establish a system for the reimbursement of construction costs for backbone water system improvements in master planned development projects involving multiple phases and developers. | WT, ED            | X                       |         |         |         |
| 12.6                                     | Permit the use of assessment districts or similar mechanisms to finance backbone water infrastructure improvements.  | ED, WT            | X                       |         |         |         |
| 12.7                                     | Require any new water facilities to be constructed to city standards.  | ED, WT            | X                       |         |         |         |
| 12.8                                     | Prioritize water infrastructure improvements in target land use areas as identified in the Land Use Element.   | ED, WT            | X                       |         |         |         |
| 12.9                                     | Employ best practices to maintain the highest possible energy efficiency in the water treatment plant and infrastructure system to reduce costs and greenhouse gas emissions.  | ED, WT            | X                       |         |         |         |
| 12.10                                    | Implement federal and state drinking water quality standards for public water infrastructure facilities and private development projects.  | WT                | X                       |         |         |         |
| 12.11                                    | Continue to implement water conservation programs, such as requirements for water efficient landscaping and enforcement of water wise regulations, and amend as appropriate to reflect evolving technologies and best practices.   | WR                | X                       |         |         |         |
| 12.12                                    | Require new development to incorporate water conservation techniques into building and site design incorporating such elements as water efficient fixtures (e.g., low flow shower heads); drought-tolerant landscape, permeable hardscapes, and on-site stormwater capture and re-use facilities.  | WR, BL            | X                       |         |         |         |
| 12.13                                    | Continue to use and explore opportunities to increase the use of recycled water in the city.   | WR                | X                       |         |         |         |
| 12.14                                    | Educate Escondido's residents and businesses about the importance of water conservation and reclamation and techniques and programs to achieve these goals.  | WR                | X                       |         |         |         |

| IMPLEMENTATION MATRIX                    |  |                   | Implementation Schedule |         |         |         |
|--|--|-------------------|-------------------------|---------|---------|---------|
| III. MOBILITY AND INFRASTRUCTURE ELEMENT |  |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 13.1                                     | Regularly review and update the Wastewater Master Plan to establish service standards, define needed improvements that systematically expand wastewater collection and treatment facilities concurrent with planned growth; and incorporate best practices that sustains and prevents pollution of water resources.  | WW                | X                       |         |         |         |
| 13.2                                     | Ensure that the Hale Avenue Resource Recovery Facility (HARRF) and supporting infrastructure provide sufficient capacity to meet normal and emergency demand for existing and future growth based on a minimum standard of 250 gallons per day for each residence served by the HARRF. This standard should be periodically reviewed and modified by updates to the Wastewater Master Plan to account for changes in sanitary waste generation and conservation practices. | WW                | X                       |         |         |         |
| 13.3                                     | Design the wastewater system to support development of properties at the intensities specified by the General Plan Land Use Plan.  | WW                | X                       |         |         |         |
| 13.4                                     | Regularly review, update and collect wastewater connection fees for new development to be serviced by the city's wastewater system.  | WW                | X                       |         |         |         |
| 13.5                                     | Require new development to provide adequate wastewater facilities and finance the costs of improvements necessary to serve the additional demands created by the development and /or anticipated growth determined by the city, as appropriate. Establish a system for the reimbursement of construction costs for backbone wastewater system improvements in master planned development projects involving multiple phases and developers.                                | WW, ED            | X                       |         |         |         |
| 13.6                                     | Permit the use of assessment districts or similar mechanisms to finance backbone wastewater infrastructure improvements.   | WW, ED            | X                       |         |         |         |
| 13.7                                     | Require any new wastewater system facilities be constructed to city standards.   | ED                | X                       |         |         |         |
| 13.8                                     | Prioritize the construction of wastewater infrastructure improvements to serve target land use areas as identified in the Land Use Element.  | WW, ED            | X                       |         |         |         |
| 13.9                                     | Collect a "per-unit" wastewater connection fee for all new housing units required to be serviced by the city's wastewater system.  | ED                | X                       |         |         |         |
| 13.10                                    | Design wastewater facilities to implement practices that avoid sewage spills affecting stream courses and reservoirs.  | WW, ED            | X                       |         |         |         |
| 13.11                                    | Explore alternative wastewater technologies and best practices that reduce the amount of wastewater requiring treatment. Require new development to implement appropriate and feasible systems.  | WW, ED            | X                       |         |         |         |
| 13.12                                    | Employ best practices to maintain the highest possible energy efficiency to reduce costs and greenhouse gas emissions of the Hale Avenue Resource Recovery Facility (HARRF) and other wastewater system facilities.  | WW, WR            | X                       |         |         |         |
| 13.13                                    | Maintain a buffer zone around the HARRF limiting the amount of new residential development, and permit compatible non-residential development that utilizes site planning and architectural techniques that minimize public exposure to odors and health risks.  | WW, PL            | X                       |         |         |         |
| 14.1                                     | Regularly review and update the Master Drainage Plan to establish standards for each drainage basin, define needed improvements to accommodate stormwater runoff on full development of the drainage basin at the intensities specified by the Land Use Element, and incorporate best practices to prevent pollution of water resources and sustain natural habitats.  | ED                | X                       |         |         |         |
| 14.2                                     | Improve the existing storm drainage system by correcting identified deficiencies.  | ED                | X                       |         |         |         |



| IMPLEMENTATION MATRIX                    |  |                   | Implementation Schedule |         |         |         |
|--|--|-------------------|-------------------------|---------|---------|---------|
| III. MOBILITY AND INFRASTRUCTURE ELEMENT |  |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 14.3                                     | Levy Drainage Fees for subdivided and developed land to finance drainage improvements. Periodically review and adjust fees for inflation, construction costs, and changes in land development intensities and timing.  | ED                | X                       |         |         |         |
| 14.4                                     | Require new development to create a mechanism to finance and fund ongoing maintenance of stormwater facilities.  | ED                | X                       |         |         |         |
| 14.5                                     | Require new development to prepare drainage studies and improvement plans that demonstrate no net increase in stormwater runoff and compliance with adopted stormwater plans.  | ED                | X                       |         |         |         |
| 14.6                                     | Require new development to minimize alterations to natural landforms and the amount of impervious surfaces to minimize erosion, while encouraging implementation of low impact development measures and the maximum use of natural drainage ways, consistent with sound engineering and best management practices.   | PL, ED            | X                       |         |         |         |
| 14.7                                     | Require new development and redevelopment to minimize storm water runoff and contaminants entering drainage facilities by incorporating low impact development measures and other on-site design features such as bioswales, retention ponds, and cisterns for storage and infiltration, treatment of flows, and appropriate best management practices (BMPs) consistent with the National Pollution Discharge Elimination System (NPDES). | ED, PL            | X                       |         |         |         |
| 14.8                                     | Mitigate negative impacts to adjacent surrounding land uses from pertinent drainage-way corridors by incorporating appropriate structural and non-structural best management practices (BMPs). BMP's may include the use of screening, landscaping, or open space setbacks.  | PL, ED            | X                       |         |         |         |
| 14.9                                     | Construct nonstructural flood protection methods that incorporate vegetation to protect and stabilize land areas as an alternative to constructing concrete channels.  | ED, PL            | X                       |         |         |         |
| 14.10                                    | Promote the joint use of stormwater drainage facilities for recreation and conservation purposes, such as integrating sports fields in detention basins, or trails along drainage courses.   | PL, ED            | X                       |         |         |         |
| 14.11                                    | Maintain flood control channels and storm drains through periodic dredging, repair, desilting, and clearing to prevent loss in effective use, subject to approval from appropriate state and federal agencies.   | PL, ED            | X                       |         |         |         |
| 14.12                                    | Design stormwater facilities to minimize the need for frequent maintenance.  | ED                | X                       |         |         |         |
| 14.13                                    | Design and maintain detention facilities that are environmentally sustainable and compatible with surrounding uses to maximize vector control, manage flows, and maximize opportunities for conservation of water.   | ED                | X                       |         |         |         |
| 15.1                                     | Regularly review and update the city's mandatory recycling ordinance to reflect changes and new technologies regarding appropriate recyclable materials acceptable in the city's recycling program.  | WR                | X                       |         |         |         |
| 15.2                                     | Regularly review and update the city's mandatory recycling ordinance to reflect changes and new technologies regarding appropriate recyclable materials acceptable in the city's recycling program.  | WR                | X                       |         |         |         |
| 15.3                                     | Regularly review and update the city's participation in the County-wide Integrated Waste Management Plan, including the Source Reduction and Recycling Element to promote increased recycling, composting, source reduction, and education efforts throughout the community, as well as new diversion technologies designed to reduce the amount of solid waste sent to landfills.   | WR                | X                       |         |         |         |
| 15.4                                     | Continue to support the residential, commercial, industrial and construction / demolition recycling programs to minimize the solid waste stream to landfills.  | WR                | X                       |         |         |         |

# IMPLEMENTATION MATRIX

## Implementation Schedule

### III. MOBILITY AND INFRASTRUCTURE ELEMENT

| Policy Number | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|--|-------------------|----------|---------|---------|---------|
| 15.5          | Encourage and consider requiring non-residential uses and businesses to participate in the city's recycling program.<br><b><u>Secondary Action Item:</u></b><br>▪ <b><u>Conduct a study to determine the feasibility of expanding the city's recycling program.</u></b>  | WR                |          |         | X       |         |
| 15.6          | Encourage, and consider requiring, recycling and reuse of construction wastes, including recycling materials generated by the demolition and remodeling of buildings.<br><b><u>Secondary Action Item:</u></b><br>▪ <b><u>Conduct a study to determine the feasibility of expanding the city's recycling program.</u></b> | WR                | X        |         |         |         |
| 15.7          | Continue to coordinate with approved services providers and businesses to recycle universal waste (electronic components, batteries, fluorescent lights, etc.) and to provide convenient collection and drop off locations in a manner that ensures safe and responsible collection, processing and disposal.            | WR                | X        |         |         |         |
| 15.8          | Encourage and promote the use of recycled materials in residential and non-residential applications, including construction and building materials, office supplies, and equipment. Continue the city's purchase of recycled materials and supplies outlined in the Recycled Products Purchasing Policy.                 | WR                | X        |         |         |         |
| 15.9          | Support and promote the establishment of local businesses that manufacture, distribute, and sell products using recycled materials.  | WR                | X        |         |         |         |
| 15.10         | Sponsor clean-up events in which volunteers and community organizers help pick up litter along streams, at parks, in neighborhoods, and other public areas.  | WR                | X        |         |         |         |
| 15.11         | Allow small beverage recycling facilities collection facilities in commercial and industrial areas, provided adverse circulation, parking, and visual impacts can be mitigated.  | WR                | X        |         |         |         |
| 15.12         | Allow sites for solid waste transfer stations and / or Material Recovery Facilities in areas designated for General Industrial, provided circulation, visual, and noise impacts do not adversely affect adjacent uses.   | WR                | X        |         |         |         |
| 15.13         | Continue to divert green waste from landfills and support the establishment of composting facilities that operate in a manner that assures safe and responsible collection, processing, and disposal practices.  | WR                | X        |         |         |         |
| 16.1          | Monitor federal, state and regional energy policies and lobby for appropriate changes that benefit the community.  | WR                | X        |         |         |         |
| 16.2          | Continue to work with local utility providers to ensure that adequate electricity and natural gas services and facilities are available for new and existing development.  | WR                | X        |         |         |         |
| 16.3          | Implement energy conserving land use practices that include compact development, provision of bikeways and pedestrian paths, and the incorporation of transit routes and facilities.   | PL                | X        |         |         |         |
| 16.4          | Encourage site and building design that reduces exterior heat gain and heat island effects (tree planting, reflective paving materials, covered parking, cool roofs, etc.).  | PL                | X        |         |         |         |
| 16.5          | Require, to the extent feasible, building orientations and landscaping that use natural lighting to reduce energy demands.   | PL                | X        |         |         |         |
| 16.6          | Evaluate and amend appropriate codes and ordinances in order to facilitate and encourage the installation of renewable energy systems and facilities (solar, wind, hydro-power, geothermal, and biomass), where appropriate, for all development.  | BL, PL            | X        |         |         |         |
| 16.7          | Install energy-efficient lighting, appliances and alternative-energy infra-structure, such as solar energy panels, within all City facilities, as feasible.  | MO                | X        |         |         |         |

| IMPLEMENTATION MATRIX                    |   |                   | Implementation Schedule |         |         |         |
|--|---|-------------------|-------------------------|---------|---------|---------|
| III. MOBILITY AND INFRASTRUCTURE ELEMENT |   |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 16.8                                     | Coordinate with service providers to increase energy efficiency by promoting the retrofit and renovation of existing buildings through energy rebates and incentives.   | WR                | X                       |         |         |         |
| 16.9                                     | Coordinate with regional and local energy providers to increase energy conservation through public education programs.  | WR                | X                       |         |         |         |
| 16.10                                    | Encourage energy production facilities that directly benefit the community and pursue the direct purchase of energy to assure supply and lower prices that guarantee energy to the city.  | WR                | X                       |         |         |         |
| 16.11                                    | Ensure that local power plants utilize state-of-the-art designs to minimize emissions and encourage alternate technologies.   | WR, PL            | X                       |         |         |         |
| 16.12                                    | Review power plant submittals to ensure they do not result in significant individual or cumulative environmental impacts.   | PL                | X                       |         |         |         |
| 16.13                                    | Require new utility lines to be constructed underground, and along existing utility corridors, when feasible.   | ED                | X                       |         |         |         |
| 17.1                                     | Work with service providers to ensure the access and availability of a wide range of state-of-the-art telecommunication systems and services for households, businesses, institutions, and public agencies throughout the community.  | ED, PL            | X                       |         |         |         |
| 17.2                                     | Work with utility companies to retrofit areas that are not served by current telecommunication technologies and promote strategic long-range planning of telecommunication facilities for newly developing areas, as feasible.  | ED, PL            | X                       |         |         |         |
| 17.3                                     | Encourage local industries, higher educational institutions, and other entities to support innovation in the design and implementation of state-of-the-art telecommunication technologies and facilities.   | PL                | X                       |         |         |         |
| 17.4                                     | Establish requirements for the incorporation and accessibility of state-of-the-art telecommunication systems and services (e.g., internet) for public use in public buildings (e.g., libraries) and support the development of informational kiosks in public places and streetscapes (e.g., parks, plazas, shopping malls).<br><br><u>Secondary Action Item:</u><br>▪ <u>Develop standards for addressing telecommunications installations that ensure connectivity and accessibility.</u> | PL, MO, ED        |                         |         | X       |         |
| 17.5                                     | Establish requirements for the installation of state-of-the-art internal telecommunications technologies in new large-scale planned communities, and office and commercial developments (e.g., wiring of all new housing and businesses).<br><br><u>Secondary Action Item:</u><br>▪ <u>Develop standards for addressing telecommunications installations that ensure connectivity and accessibility.</u>  | PL, BL            |                         |         | X       |         |
| 17.6                                     | Encourage the installation of telecommunications systems (e.g., internet) in every city household to facilitate resident access to information about public services, transit, emergencies, and other information.  | PL                | X                       |         |         |         |
| 17.7                                     | Continue to use telecommunications or new technologies to enhance the performance of internal city operations and the delivery of public services.  |                   | X                       |         |         |         |
| 17.8                                     | Require compatible colocation of telecommunication facilities that are designed in a manner to minimize visual impacts on surrounding uses.   | PL                | X                       |         |         |         |
| 17.9                                     | Work with utility companies to provide opportunities for siting telecommunications facilities on city-owned property and public right-of-ways.  | PL                | X                       |         |         |         |

| IMPLEMENTATION MATRIX                                 |  |                   |          | Implementation Schedule |         |         |
|---|--|-------------------|----------|-------------------------|---------|---------|
| IV. HOUSING ELEMENT (Adopted for 01/01/13 – 12/31/20) |  |                   |          |                         |         |         |
| Policy Number   | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 1.1   | Expand the stock of all housing while preserving the health, safety, and welfare of residents, and maintaining the fiscal stability of the City.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>   | PL, HD            | X        |                         |         |         |
|   | <u>1.1: Project Development</u>  | HD                | X        |                         |         |         |
|   | <u>1.2: Lot Consolidation</u>  | PL                | X        |                         |         |         |
|   | <u>1.3: In-fill New Construction</u>   | PL, HD            | X        |                         |         |         |
|   | <u>1.4: City-Owned Sites</u>   | HD, PL            | X        |                         |         |         |
|   | <u>1.5: Density Bonus</u>  | PL                |          | X*                      |         |         |
| 1.2   | Pursue a balance of jobs to housing.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>   | PL, PC, CC        | X        |                         |         |         |
|   | <u>4.4: Monitoring of Growth Management Measure</u>  | PL                | X        |                         |         |         |
| 1.3   | Channel residential growth to areas where the concurrent provision of services and facilities, including schools, parks, fire and police protection, and street improvements can be assured.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>   | PL, PC, CC        | X        |                         |         |         |
|   | <u>4.4: Monitoring of Growth Management Measure</u>  | PL                | X        |                         |         |         |
| 1.4   | Encourage a compact, efficient urban form that conserves land and other natural and environmental resources, and that promotes transit, supports nearby commercial establishments, and takes advantage of infrastructure improvements installed to accommodate their intended intensities.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u> | PL, PC, CC        | X        |                         |         |         |
|   | <u>1.2: Lot Consolidation</u>  | PL                | X        |                         |         |         |
|   | <u>1.3: In-fill New Construction</u>   | PL, HD            | X        |                         |         |         |
| 1.5   | Encourage creative residential developments and partnerships that result in desirable amenities and contribute to infrastructure needs.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>  | PL, PC, CC        | X        |                         |         |         |
|   | <u>1.2: Lot Consolidation</u>  | PL                | X        |                         |         |         |
|   | <u>1.3: In-fill New Construction</u>   | PL, HD            | X        |                         |         |         |
|   | <u>1.5: Density Bonus</u>  | PL                |          | X*                      |         |         |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).



| IMPLEMENTATION MATRIX                                 |  |                   | Implementation Schedule |         |         |         |
|---|--|-------------------|-------------------------|---------|---------|---------|
| IV. HOUSING ELEMENT (Adopted for 01/01/13 – 12/31/20) |  |                   |                         |         |         |         |
| Policy Number   | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 1.6   | Incorporate smart growth principles in new residential subdivisions, multi-family projects, and Mixed Use Overlay areas.   | PL, PC, CC        | X                       |         |         |         |
| 2.1   | Accommodate the regional share of housing for all income groups.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>   | HD, PL, PC, CC    |                         | X*      |         |         |
|   | <u>1.1: Project Development</u>  | HD                | X                       |         |         |         |
|   | <u>4.1: Emergency Shelters</u>   | PL                |                         | X       |         |         |
|   | <u>4.2: Transitional/Supportive Housing</u>  | PL                |                         | X       |         |         |
|   | <u>4.3: Senior Housing Ordinance</u>   | PL                |                         | X*      |         |         |
|   | <u>5.1: Affordable Housing Financing</u>   | HD                | X                       |         |         |         |
| 2.2   | Increase homeownership in the City through education, availability, and affordability.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>   | HD                | X                       |         |         |         |
|   | <u>3.1: First-Time Homebuyers/Home Entry Loan Program</u>  | HD                | X                       |         |         |         |
|   | <u>3.2: First-Time Homebuyers – Mortgage Credit Certificates</u>   | HD                | X                       |         |         |         |
| 2.3   | Apply criteria demonstrating appropriateness for converting mobile home parks to ownership or alternative uses.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>  | HD, PL            |                         | X       |         |         |
|   | <u>3.4: Mobilehome Park Conversion</u>   | HD, PL            | X                       |         |         |         |
| 2.4   | Seek ways to eliminate all forms of discrimination based on race, ancestry, national origin or color, religion, sex, familial or marital status, disability, medical condition, age, sexual orientation, or source of income in obtaining housing.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u> | HD                | X                       |         |         |         |
|   | <u>3.6: Fair Housing</u>   | HD, HACSD         | X                       |         |         |         |
|   | <u>4.3: Senior Housing Ordinance</u>   | PL                |                         | X       |         |         |
|   | <u>5.2: Housing Information Referral</u>   | HD                | X                       |         |         |         |

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| IMPLEMENTATION MATRIX                                 |  |        | Implementation Schedule |  |  |  |
|---|--|--------|-------------------------|--|--|--|
| IV. HOUSING ELEMENT (Adopted for 01/01/13 – 12/31/20) |  |        |                         |  |  |  |
| 3.1   | Maintain and enhance the existing housing stock as a source of low- and moderate-cost housing and as a conservation measure.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>   | HD     | X                       |  |  |  |
|   | <u>2.1: Housing Rehabilitation - Renter Occupied</u>   | HD     | X                       |  |  |  |
|   | <u>2.2: Acquisition/Rehabilitation</u>   | HD     | X                       |  |  |  |
|   | <u>2.3: Focus on Neighborhoods Program</u>   | HD     | X                       |  |  |  |
|   | <u>2.4: Preservation of at-Risk Housing</u>  | HD     | X                       |  |  |  |
|   | <u>3.3: Rental Subsidy</u>   | HD     | X                       |  |  |  |
|   | <u>3.5: Mobilehome Rent Review</u>   | HD     | X                       |  |  |  |
| 3.2   | Seek ways to eliminate substandard housing through continued enforcement of the Health and Safety Code and the provision of programs which facilitate the maintenance and rehabilitation of housing.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u> | HD, CE | X                       |  |  |  |
|   | <u>2.1: Housing Rehabilitation - Renter Occupied</u>   | HD     | X                       |  |  |  |
|   | <u>2.2: Acquisition/Rehabilitation</u>   | HD     | X                       |  |  |  |
|   | <u>2.3: Focus on Neighborhoods Program</u>   | HD     | X                       |  |  |  |
| 3.3   | Utilize code enforcement measures and incentive programs as necessary to ensure that building and safety regulations are met and to promote property maintenance.<br><u>Implementation Programs (refer to the end of this matrix for a detailed description of each program):</u>                                    | HD, CE | X                       |  |  |  |
|   | <u>2.3: Focus on Neighborhoods Program</u>   | HD     | X                       |  |  |  |

\* State law mandates amendment of the Zoning Code within a reasonable timeframe (usually 12 – 24 months).

# HOUSING ELEMENT IMPLEMENTATION

## Implementation Schedule

### HOUSING ELEMENT PROGRAMS (Adopted for 01/01/13 – 12/31/20)

| Program Number | PROGRAM TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|----------------|---|-------------------|----------|---------|---------|---------|
| 1.1            | <p><b><u>Project Development</u></b></p> <p><b>Action:</b> This program will create an increased supply of affordable units for lower income households, including those households with extremely low incomes. The City will make every effort to reach this goal through re-development and acquisition / rehabilitation. Project Development Funds would be made available for loans to increase the supply of rental and ownership units. Priority for funding will be provided to those projects that include units for extremely low income households. Through the RFP/RFQ process, project applicants will be encouraged to employ green building techniques.</p> <p>A portion of the fund could be made available for grants. The Project Development Fund could be used for a wide variety of uses, including but not limited to:</p> <ul style="list-style-type: none"> <li>a) Technical assistance, design and finance services and consultation, and administrative costs for eligible nonprofits;</li> <li>b) Mortgage subsidies for rehabilitation or new construction of eligible multi-family units;</li> <li>c) Limited equity cooperatives;</li> <li>d) Construction financing for new units;</li> <li>e) Acquisition of rental easements in existing or proposed projects;</li> <li>f) Acquisition of housing units for the preservation of units; and</li> <li>g) Administrative costs for housing assistance groups or organizations when such a loan or grant will substantially increase the recipient's access to housing funds elsewhere.</li> </ul> <p>Identification of categories of highest need for proposed projects will be determined by the Community Development Commission/City Council. The potential categories could include families, seniors, and special needs groups.</p> <p><b>Anticipated Impact:</b> Increased supply of rental units for extremely low, very low income, and low income residents—300 units</p> <p><b>Financing:</b> Tax-increment set-aside balance (as available); HOME funding</p> <p><b>Schedule:</b> Ongoing; issue RPF/RFQ as funding becomes available</p> | HD                | X        |         |         |         |
| 1.2            | <p><b><u>Lot Consolidation:</u></b></p> <p><b>Action:</b> Consolidation of small lots allows a development to utilize the land more efficiently, achieve economies of scale, and offer opportunity for improved site design and amenities. The City will encourage the consolidation of small lots to facilitate the development of mixed use and multi-family developments, particularly for affordable housing by:</p> <ul style="list-style-type: none"> <li>a) Maintain an inventory of vacant and underutilized residential and mixed use sites.</li> <li>b) Assist developers in identification of parcels with lot consolidation potential.</li> <li>c) Continue to utilize a ministerial process for lot consolidation unless other discretionary reviews are required as part of the project.</li> </ul> <p><b>Anticipated Impact:</b> Facilitate the development of multi-family and mixed use development as envisioned by the General Plan.</p> <p><b>Financing:</b> Developmental budget</p> <p><b>Schedule:</b> Ongoing</p>   | PL                | X        |         |         |         |

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| Program Number | PROGRAM TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|----------------|---|-------------------|----------|---------|---------|---------|
| 1.3            | <p><b><u>In-fill New Construction</u></b></p> <p><b>Action:</b> The City will continue to support construction of new housing for homeownership and rental units on in-fill sites. This effort would include the coordination of land use regulations, and area plans, public land opportunities, CDBG and HOME inducements, and mortgage revenue bonds as an in-fill package.</p> <p>Further, the City will encourage the recycling and revitalization of identified sites in the Downtown Specific Plan and South Escondido Boulevard Area for a variety of housing types and income levels. To maximize the housing potential for these under-utilized sites, the City will proactively contact and work with the development community and adopt a revised Density Bonus Ordinance and will monitor (and address as appropriate) any potential development constraints such as processing time, appropriate densities, site specific development standards, lot consolidation and land assemblage.</p> <p><b>Anticipated Impact:</b> New housing opportunities for homeownership and rental for low- and moderate-income households</p> <p><b>Financing:</b> CDBG, HOME, mortgage revenue bonds, in-kind City-owned property, and tax increment set-aside balance (as available)</p> <p><b>Schedule:</b> Annually develop and pursue project plans for the recycling of under-utilized sites in the Downtown Specific Plan and South Escondido Boulevard and other ongoing activities to facilitate the recycling of non-vacant sites:</p> <ol style="list-style-type: none"> <li>Annually track the remaining infill sites in the urban core right-of-way.</li> <li>Prepare and distribute marketing materials to promote the availability of incentives by 2012.</li> <li>Annually, contact developers and pursue development plans on identified recyclable sites and promote infill and reuse strategies and incentives.</li> <li>Provide financial assistance as loans and grants using resources such as tax increment set-aside, CDBG, mortgage revenue bonds, and HOME; and explore ways to increase funding for development/redevelopment of homeownership and rental units affordable to lower income households on infill and recyclable sites.</li> </ol> | HD, PL            | X        |         |         |         |
| 1.4            | <p><b><u>City-Owned Sites</u></b></p> <p><b>Action:</b> The City maintains an inventory of City-owned properties. These parcels are periodically assessed for their potential redevelopment or development for residential use. The objective is to use City-ownership as an incentive for affordable housing development. Through the Neighborhood Stabilization Program, the City has acquired sites for future affordable housing. To the extent feasible, the City will pursue projects that include housing for extremely low income households and those with special needs such as seniors and persons with disabilities.</p> <p><b>Anticipated Impacts:</b> Sites for affordable housing</p> <p><b>Financing:</b> Tax-increment set-aside balance (as available); HOME; CDBG</p> <p><b>Schedule:</b> Ongoing</p>  | HD, PL            | X        |         |         |         |



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| Program Number | PROGRAM TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|----------------|---|-------------------|----------|---------|---------|---------|
| 1.5            | <p><b><u>Density Bonus</u></b></p> <p><b>Action:</b> The City adopted its Density Bonus and Residential Incentive Ordinance in 1990 which allows a minimum density bonus of 25 percent and deviations from the Zoning Code for affordable or senior housing. However, these density bonus provisions are not consistent with the current State density bonus law. The City will amend its Zoning Ordinance to reflect State law.</p> <p><b>Anticipated Impacts:</b> Additional housing opportunities for lower and moderate income households</p> <p><b>Financing:</b> Departmental budget</p> <p><b>Schedule:</b> Within one year of the adoption of the Housing Element</p>   | PL                |          | X*      |         |         |
| 2.1            | <p><b><u>Housing Rehabilitation—Renter-Occupied</u></b></p> <p><b>Action:</b> Maintaining and improving the City's rental housing stock is an important goal of the City's overall affordable housing strategy. The abundance of private market financing in the past has made government-sponsored rehabilitation loans less attractive, the credit market has changed, tightening the availability of financing for rehabilitation. The City will continue to explore potential rental rehabilitation programs. To help reduce ongoing housing costs, energy conservation improvements are eligible activities under this program.</p> <p><b>Anticipated Impact:</b> Increase rental rehab for lower income household—25 units</p> <p><b>Financing:</b> HOME; tax-increment set-aside balance (as available)</p> <p><b>Schedule:</b> Ongoing</p>  | HD                | X        |         |         |         |
| 2.2            | <p><b><u>Acquisition/Rehabilitation</u></b></p> <p><b>Action:</b> The City continues to explore ways to encourage recycling deteriorated, older structures for affordable housing opportunities. The focus is on acquisition / rehabilitation of existing structures and converting the rehabilitated units as affordable housing. The City will pursue partnership opportunities with qualified nonprofit developers to implement this program and prioritize funding for projects that include units affordable to extremely low income households and those with special needs.</p> <p><b>Anticipated Impacts:</b> Additional affordable housing opportunities for lower income households—200 units</p> <p><b>Financing:</b> CDBG; HOME; available tax-increment set-aside; private participation</p> <p><b>Schedule:</b> Ongoing</p>   | HD                | X        |         |         |         |
| 2.3            | <p><b><u>Focus on Neighborhoods Program</u></b></p> <p><b>Action:</b> The City makes various funding and resources available for the improvement of neighborhoods. Through pro-active code enforcement, housing rehabilitation, and capital improvements, the City targets improving neighborhood quality of life. In addition, land use policies or ordinances are reviewed to explore means of providing community revitalization.</p> <p><b>Anticipated Impacts:</b> The concentration of City resources to one neighborhood and the opportunity for significant community impact both in physical improvement and improvement in quality of life for neighborhood residents</p> <p><b>Financing:</b> Tax-increment set-aside balance (as available); CDBG; General Fund</p> <p><b>Schedule:</b> Identify new neighborhood for targeted assistance in 2012; annually allocate resources to program</p> | HD                | X        |         |         |         |

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| Program Number | PROGRAM TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|----------------|---|-------------------|----------|---------|---------|---------|
| 2.4            | <p><b><u>Preservation of at-Risk Housing</u></b></p> <p><b>Action:</b> Within the 2013-2023 “at-risk” housing analysis-period, six projects are considered at risk of converting to market-rate housing. These projects offer 200 housing units, inclusive of 198 units that are affordable to lower income households. Among these six projects, three are at risk due to expiring Section 8 contracts (Escondido Apartments, Silvercrest Escondido, and Michalowski House). The other three projects (Las Casitas I, Daybreak, and Sunrise Place) are nonprofit-owned affordable housing and have low risk of converting to market-rate housing.</p> <p>The City continues to explore means to continue housing affordability for lower income households that would be impacted by the conversion of existing subsidized projects to market-rate housing.</p> <p><b>Anticipated Impacts:</b> Continued affordability of subsidized housing developments</p> <p><b>Financing:</b> Tax-increment set-aside balance (as available); HOME; Proposition 1C; and other federal funds</p> <p><b>Schedule:</b> Undertake the following:</p> <ol style="list-style-type: none"> <li>Annually, track affordable housing developments with the intention of working with owners to extend affordability periods.</li> <li>If projects are at risk of conversion, contact non-profit and for-profit developers such as Community Housing Works, National Core, Affirmed Construction, and Trinity Housing Group to explore the possibility of acquisition and extending affordability periods.</li> <li>If necessary, refer existing tenants to waiting lists of affordable developments as soon as possible to allow time for the waiting period and for relocation.</li> </ol> | HD                | X        |         |         |         |
| 3.1            | <p><b><u>First-Time Homebuyers/Home Entry Loan Program</u></b></p> <p><b>Action:</b> The Home Entry Loan Program is funded with federal HOME funds and serves households earning up to 80 percent of the San Diego County Area Median Income. This program provides a low-interest loan limited to the lesser of five percent or the purchase price of a maximum amount of \$25,000 that can be used toward the down payment and/or for closing costs. Repayment of the City’s loan is deferred until sale, transfer, or refinance of the unit or until residence is no longer occupied by qualified borrower.</p> <p><b>Anticipated Impacts:</b> Increased homeownership opportunities for lower income households—150 households</p> <p><b>Financing:</b> MCC federal tax credits</p> <p><b>Schedule:</b> Ongoing participation in MCC program; assistance in promoting the program on City website and public counters</p>   | HD                | X        |         |         |         |

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| Program Number | PROGRAM TEXT   | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|----------------|--|-------------------|----------|---------|---------|---------|
| 3.2            | <p><b><u>First-Time Homebuyers—Mortgage Credit Certificates</u></b></p> <p><b>Action:</b> The San Diego Regional Mortgage Credit Certificate (MCC) Program allows qualified first-time homebuyers to reduce their federal income tax by up to 20 percent of the annual interest paid on a mortgage loan. With less being paid in taxes, the homebuyer's net earnings increase, enabling him/her to more easily qualify for a mortgage loan. This program involves the cooperation of the City, County and lenders in a partnership to provide affordable housing to first-time homebuyers. The City will continue to promote the program, where possible, through the media and by distributing brochures at City Hall and off-site locations such as the East Valley Community Center, the Library and porch events.</p> <p><b>Anticipated Impacts:</b> Additional homeownership opportunities for lower and moderate households—20 households</p> <p><b>Financing:</b> MCC federal tax credits</p> <p><b>Schedule:</b> Ongoing participation in MCC program; assistance in promoting the program on City website and public counters</p>   | HD                | X        |         |         |         |
| 3.3            | <p><b><u>Rental Subsidy</u></b></p> <p><b>Action:</b> The City offers a number of rental subsidy programs for households with incomes not exceeding 50 percent of the Area Median Income. These include:</p> <p>a) Housing Choice Vouchers: This program ensures that households earning less than 50 percent of the Area Median Income would spend less than 30 percent of income for rent. This program is administered by the San Diego County Housing Authority on behalf of the City via a participation agreement.</p> <p>b) Rent Subsidy for Senior and Disabled: The City also offers rent subsidies for seniors and persons who are certified as permanently disabled. Due to diminished funding, this program is limited to those with incomes up to 30 percent of the AMI. This program has two components:</p> <p>i. Participating Apartment Complexes: Eligible household may receive a monthly rent subsidy of \$120 toward rents at the participating apartment complexes. As of June 2011, there are eight participating complexes.</p> <p>ii. Participating Mobilehome Parks: Eligible household may receive a monthly rent subsidy of \$100 toward rents at the participating apartment complexes. As of June 2011, there are 14 participating mobilehome parks.</p> <p><b>Anticipated Impacts:</b> Rental Assistance for very low income households—1,200 household with Housing Choice Vouchers; 110 senior/disable households for rent subsidies</p> <p><b>Financing:</b> HUD Section 8 Vouchers; tax-increment set-aside balance (as available)</p> <p><b>Schedule:</b> Continue to offer Housing Choice Vouchers and rent subsidies at apartment complexes and mobilehome parks:</p> <p>c) Continue to market program on City website and at public counters.</p> <p>d) Annually renew and solicit participation with mobilehome parks and apartment complexes that meet Housing Quality Standards.</p> | HD, HACSD         | X        |         |         |         |

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| Program Number | PROGRAM TEXT  | Responsible Party         | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|----------------|---|---------------------------|----------|---------|---------|---------|
| 3.4            | <p><b><u>Mobilehome Park Conversion</u></b></p> <p><b>Action:</b> The City has adopted a procedure by ordinance to assist occupants involved in the conversion of mobilehome parks to resident ownership or alternative uses. The assistance responds to requests of recognized mobilehome resident organizations for assistance in the conversion of mobilehome parks to resident ownership.</p> <p><b>Anticipated Impacts:</b> Continued mobilehome resident ownership opportunities for lower income residents.</p> <p><b>Financing:</b> Departmental budget for staff support</p> <p><b>Schedule:</b> Ongoing</p>   | HD, PL                    | X        |         |         |         |
| 3.5            | <p><b><u>Mobilehome Rent Review</u></b></p> <p><b>Action:</b> The City passed, by initiative, an ordinance to review proposed increases in rents in mobilehome parks. The Rent Review Board considers such requests with the objective of maintaining affordability of the units.</p> <p><b>Anticipated Impacts:</b> Stabilized rents for mobilehome residents, many of whom are lower income</p> <p><b>Financing:</b> Departmental budget</p> <p><b>Schedule:</b> Ongoing</p>  | HD, Rent Review Board     | X        |         |         |         |
| 3.6            | <p><b><u>Fair Housing</u></b></p> <p><b>Action:</b> The City of Escondido receives CDBG and HOME funding from HUD and is required to certify that the City will actively engage in furthering fair housing for all residents. This specifically involves: Conducting at the beginning of each five-year cycle an analysis of impediments to fair housing choice; carrying out actions to overcome the effects of identified impediments; and, maintaining records that provide available information and reports, including the analysis of impediments. The City has made a strong commitment to the provision of fair housing in the community. The goal of the City's fair housing efforts is to affirmatively further fair housing through specific education outreach and monitoring activities.</p> <p>The City currently contracts with the North County Lifeline to provide fair housing and landlord/tenant mediation services to residents in Escondido. Information regarding Fair Housing will continue to be distributed through the media and at various locations, as discussed under Program 5.2 (Housing Information and Referral).</p> <p><b>Anticipated Impacts:</b> Continued enforcement of the Fair Housing Plan which will reduce or prevent discrimination in housing and disputed between landlords and tenants</p> <p><b>Financing:</b> CDBG; program application fees</p> <p><b>Schedule:</b> Ongoing; information regarding the program will be dispersed at various locations such as City Hall, the East Valley Community Center, the Joslyn Senior Center, and Interfaith Community Services</p> | HD, North County Lifeline | X        |         |         |         |



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|----------------|--|-------------------|----------|---------|---------|---------|
| 4.1            | <p><b><u>Emergency Shelters</u></b></p> <p><b>Action:</b> State law mandates that Housing Elements address the provision of housing for the homeless. Local jurisdictions must identify a zone where year-round emergency shelters are permitted by right. "Emergency shelter" means housing with minimal supportive services for homeless persons that is limited to occupancy of six months or less by a homeless person (Section 50801 of the California Health and Safety Code). The City will amend its Zoning Code within one year of adoption of the Housing Element to permit homeless shelters by right, without discretionary review, within a portion of the Light Industrial (M-1) zone, consistent with State law. The City can establish objective standards that include all of the following:</p> <ul style="list-style-type: none"> <li>a) Maximum number of beds or persons permitted to be served nightly by the facility.</li> <li>b) Off-street parking based upon demonstrated need, provided that standards do not require more parking for emergency shelters than for other residential or commercial uses within the same zone.</li> <li>c) Size and location of exterior and interior onsite waiting and client intake areas.</li> <li>d) Provision of onsite management.</li> <li>e) Proximity to other emergency shelters provided that emergency shelters are not required to be more than 300 feet apart.</li> <li>f) The length of stay</li> <li>g) Lighting</li> <li>h) Security during hours that the emergency shelter is in operation.</li> </ul> <p><b>Anticipated Impacts:</b> Provision of shelter for families / individuals with special needs</p> <p><b>Financing:</b> Departmental budget</p> <p><b>Schedule:</b> Within one year of the adoption of the Housing Element</p>                    | PL                |          | X*      |         |         |
| 4.2            | <p><b><u>Transitional/Supportive Housing</u></b></p> <p><b>Action:</b> The City's Zoning Code provides for transitional and permanent supportive housing, with on-site services, as licensed residential care facilities. They are permitted by right in the General Commercial and the Hospital Professional zones, and with a Conditional Use Permit in all residential zones. Facilities with six or fewer residents are also permitted by right in all residential zones. Additionally, where no on-site services are involved, uses are permitted by right in apartments and single-family homes in all residential zones.</p> <p>The Zoning Code will be amended to differentiate transitional/supportive housing operated as group quarters (such as residential care facilities) versus a regular housing development. For transitional/supportive housing facilities that operate as group quarters, such facilities will be permitted as residential care facilities. Potential conditions for approval of large residential care facilities (for more than six persons) as transitional/supportive housing may include hours of operation, security, loading requirements, noise regulations, and restrictions on loitering. Conditions would be similar to those for other similar uses and would not serve to constrain the development of such facilities. For transitional/supportive housing facilities that operate as regular housing developments, such uses will be permitted by right where housing is otherwise permitted (regardless of size or presence of on-site services).</p> <p><b>Anticipated Impacts:</b> Increased housing opportunities special needs persons</p> <p><b>Financing:</b> Departmental budget</p> <p><b>Schedule:</b> Amend Zoning Ordinance within one year of Housing Element adoption</p> | PL                |          | X*      |         |         |

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| Program Number | PROGRAM TEXT   | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|----------------|--|-------------------|----------|---------|---------|---------|
| 4.3            | <p><b><u>Senior Housing Ordinance</u></b></p> <p><b>Action:</b> The City has adopted a Senior Housing Ordinance whereby senior housing is permitted as a conditional use in R2, R3, and R4 zones. To facilitate senior housing development, the City will amend the Zoning Ordinance to establish specific development standards for senior housing and permit senior housing by right where housing is permitted.</p> <p><b>Anticipated Impacts:</b> Increased housing opportunities for seniors</p> <p><b>Financing:</b> Departmental budget</p> <p><b>Schedule:</b> Amend Zoning Ordinance within one year of Housing Element adoption</p>  | PL                |          | X*      |         |         |
| 4.4            | <p><b><u>Monitoring of Growth Management Measure</u></b></p> <p><b>Action:</b> Periodically monitor and evaluate Proposition S for its impacts on the cost, supply and timing of housing, including seeking input from residential developers and affordable housing stakeholders in reviewing the effects of Proposition S. The review will analyze the ability to accommodate the City's regional housing need, constraints on the supply and affordability of housing. Based on the outcomes of the evaluation and consideration of stakeholder input, the City will establish appropriate action to mitigate the impacts, including conducting a series of workshops/discussions to educate the community regarding State law requirements and the need for a balanced community.</p> <p><b>Anticipated Impacts:</b> Increased public awareness of the City's housing needs and obligations under State law</p> <p><b>Financing:</b> Departmental budget</p> <p><b>Schedule:</b> Monitor the City's progress toward the RHNA and review Proposition S as a potential constraint annually</p> | PL                | X        |         |         |         |
| 5.1            | <p><b><u>Affordable Housing Financing</u></b></p> <p><b>Action:</b> The City will continue to pursue a variety of funding sources to support the construction, acquisition/rehabilitation, and preservation of affordable housing in the community. Funding sources may include federal, state, local, and other private housing programs, including but not limited to:</p> <ul style="list-style-type: none"> <li>a) HUD Section 202/811</li> <li>b) Low Income Housing Tax Credits (LIHTC)</li> <li>c) Single-family and multi-family mortgage revenue bonds</li> <li>d) State Proposition 1C housing grants (e.g., Infill Housing, Transit-Oriented Development)</li> <li>e) California Housing Finance Agency</li> <li>f) CalHome</li> </ul> <p><b>Anticipated Impacts:</b> Acquisition, rehabilitation, preservation, or construction of affordable housing for lower and moderate income households</p> <p><b>Financing:</b> Departmental budget</p> <p><b>Schedule:</b> At least once a year explore funding availability under various programs and pursue funding if appropriate</p>   | HD                | X        |         |         |         |

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|----------------|--|-------------------|----------|---------|---------|---------|
| 5.2            | <p><b><u>Housing Information and Referral</u></b></p> <p><b>Action:</b> The City will continue to update public information which identifies the City's housing programs and provides an opportunity to market those programs. These updates will benefit the targeted clientele. Information is and will be provided in many formats such as brochures, mailers, referral cards, television, utility bills, newspaper, neighborhood meetings, and on the City's website.</p> <p><b>Anticipated Impacts:</b> More effective and targeted housing programs (especially for lower income households)</p> <p><b>Financing:</b> Tax increment set-aside balance (as available)</p> <p><b>Schedule:</b> Ongoing</p> | HD                | X        |         |         |         |



| IMPLEMENTATION MATRIX                    |  |                   | Implementation Schedule |         |         |         |
|--|--|-------------------|-------------------------|---------|---------|---------|
| V. COMMUNITY HEALTH AND SERVICES ELEMENT |  |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 1.1                                      | Ensure adequate and convenient physical access to healthcare, parks, libraries, cultural arts, schools, childcare facilities, and services for all residents.  | PL, ED            | X                       |         |         |         |
| 1.2                                      | Encourage and promote public and private sector education, training and wellness programs designed to improve health and wellness for all residents.   | CS                | X                       |         |         |         |
| 1.3                                      | Pursue sources of federal, state, regional, and/or private resources that provide funding for education, training, preventative treatment, and other programs for enhancing community health and wellness.   | CS                | X                       |         |         |         |
| 1.4                                      | Ensure that health and human services facilities are easily accessible, distributed equitably throughout the city and are compatible with adjoining uses.  | PL, CS            | X                       |         |         |         |
| 1.5                                      | Collaborate with health care providers and other community partners in identifying health and wellness issues and developing and implementing a community-based private-sector approach for improving and maintaining healthy lifestyles.  | CS                | X                       |         |         |         |
| 1.6                                      | Encourage school districts to create opportunities for children to be active to promote health and wellness, as well as to curb obesity.   | CS, LS            | X                       |         |         |         |
| 1.7                                      | Continue to provide city parks and recreation programs and support private recreational programs that provide opportunities for residents of all age groups to participate in activities as a means to promote a healthy lifestyle.  | RD                | X                       |         |         |         |
| 1.8                                      | Allow the creation and operation of community gardens, urban farms, and farmers' markets that enhance the community's access to healthy foods.   | CS                | X                       |         |         |         |
| 1.9                                      | Encourage private sector efforts that prioritize new sources of healthy and fresh food in underserved areas.   | PL, CS            | X                       |         |         |         |
| 1.10                                     | Encourage school districts to establish and maintain nutritional standards for school lunches and to serve healthy foods.  | CS, LS            | X                       |         |         |         |
| 1.11                                     | Encourage the revitalization of existing urban areas to achieve improvements in overall public health by promoting a healthier living environment that includes walkable neighborhoods and access to recreation and open space, healthy foods, medical services, and transit.  | CS                | X                       |         |         |         |
| 1.12                                     | Coordinate with appropriate agencies to support pest/vector management strategies (e.g., mosquito control) and public education.   | CS                | X                       |         |         |         |
| 2.1                                      | Regularly review and update park standards, facility plans and improvements, recreation services, funding programs, and other pertinent components of the Parks Master Plan.   | CS                | X                       |         |         |         |
| 2.2                                      | Provide an adequate system of neighborhood, community, urban, and regional parks and related recreational facilities/services for incorporation into the open space system.  | CS                | X                       |         |         |         |
| 2.3                                      | Provide a minimum of 5.9 acres of developed active Neighborhood, Community, and Urban parks in addition to 5.9 acres of passive park land/open space for habitat preservation and additional recreational opportunities totaling 11.8 active and passive acres per 1,000 dwelling units. School play-ground areas can be included as park acreage if these facilities are approved by the school district(s) and open to the public as determined by the City Council. | CS, CC            | X                       |         |         |         |
| 2.4                                      | Require new residential development to contribute fees to finance acquisition and development of park and recreational facilities in compliance with the standards stipulated by Parks and Recreation Policy 2.3. Allow credit for the on-site dedication of land or facilities to be used for public park purposes, consistent with city standards.   | CS, BL            | X                       |         |         |         |
| 2.5                                      | Design and construct Urban, Neighborhood, Community, and Regional Parks consistent with the standards and guidelines in Figures V-4 and V-5.   | CS                | X                       |         |         |         |

# IMPLEMENTATION MATRIX

# Implementation Schedule

## V. COMMUNITY HEALTH AND SERVICES ELEMENT

| Policy Number | POLICY TEXT  | Responsible Party  | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|--|--------------------|----------|---------|---------|---------|
| 2.6           | Maintain a minimum of two (2) community centers and consider opportunities for additional centers commensurate with population growth to accommodate specialized recreational functions, the recreational needs of special populations, and/or indoor recreational activities that include, but are not limited to:<br>a) Swimming pools;<br>b) Lighted or unlighted athletic facilities;<br>c) Classrooms, meeting rooms, etc.;<br>d) Facilities for child care, teens, and seniors;<br>e) Branch libraries;<br>h) Golf courses;<br>i) Community gardens; and<br>j) Equestrian centers. | CS                 | X        |         |         |         |
| 2.7           | Consider the provision of development incentives for private commercial, office, and other non-residential developments to provide onsite usable open space that is accessible to the public such as green rooftop parks, public plazas, and pedestrian trails.<br><br><b><u>Secondary Action Item:</u></b><br>▪ <b><u>Provide incentives, when feasible, for developments that provide on-site recreational features.</u></b>   | PL, CS             |          |         | X       |         |
| 2.8           | Require no net loss of total park acreage or facilities for property purchased for use as a public park that is subsequently redeveloped for another use. Require that all revenues generated from the sale of the park land be used for park development.   | CS                 | X        |         |         |         |
| 2.9           | Consider the development of vacant and underutilized city lands as potential sites for parks and recreational facilities.  | CS                 | X        |         |         |         |
| 2.10          | Prioritize park acquisition in areas with the greatest need, including the northern expansion of Grape Day Park, and in urban areas within a reasonable walking distance from transit.   | CS                 | X        |         |         |         |
| 2.11          | Undertake a parks acquisition and improvement program to accommodate future growth needs.<br><br><b><u>Ongoing Action Item:</u></b><br>▪ <b><u>Ensure acquisition and improvement efforts are included in the budgeting process for the Capital Improvement Program.</u></b>   | CS                 | X        |         |         |         |
| 2.12          | Maintain existing and pursue additional agreements with Escondido school districts that enable city residents to jointly use school facilities for recreational purposes.  | CS, LS             | X        |         |         |         |
| 2.13          | Periodically review and revise park development fees to assure that they adequately cover acquisition and development costs.   | CS                 | X        |         |         |         |
| 2.14          | Consider requiring new non-residential uses to contribute park development fees, as permitted and consistent with State nexus legislation.<br><br><b><u>Secondary Action Item:</u></b><br>▪ <b><u>Conduct a study to determine the feasibility and potential park development fee structure for non-residential uses.</u></b>  |                    |          |         | X       |         |
| 2.15          | Periodically review and modify funding sources to assure their adequacy to cover the maintenance of parks.   | CS, MO             | X        |         |         |         |
| 2.16          | Assist in the coordinated planning, development, and maintenance of unique regional amenities within and adjacent to the community, including Kit Carson Park, Daley Ranch, Lake Wohlford Regional Park, Lake Dixon Regional Park, San Dieguito River Valley Park and Felicita County Park.  | CS, PL, SDC, SDRVP | X        |         |         |         |



| IMPLEMENTATION MATRIX                    |   |                   | Implementation Schedule |         |         |         |
|--|---|-------------------|-------------------------|---------|---------|---------|
| V. COMMUNITY HEALTH AND SERVICES ELEMENT |   |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 2.17                                     | Improve Escondido Creek Trail as a linear park with amenities including but not limited to: shade and turf areas, community gardens, seating areas, exercise courses, and access to adjacent park and recreation facilities.  | CS                | X                       |         |         |         |
| 2.18                                     | Provide opportunities in Regional Parks for active and passive recreation offered in smaller Urban, Neighborhood and Community Parks as appropriate.  | CS                | X                       |         |         |         |
| 2.19                                     | Consult with residents to obtain input on park and recreational facility and program needs.   | CS                | X                       |         |         |         |
| 2.20                                     | Provide public and support private recreational programs that serve residents of all ages, backgrounds, and interests.  | RD                | X                       |         |         |         |
| 2.21                                     | Evaluate all development proposals larger than 5 acres for appropriateness of public park land dedication.  | PL, CS            | X                       |         |         |         |
| 2.22                                     | Consider private dedication of land for use as a public park as part of a planned development, if the proposed site meets city criteria.  | PL, CS            | X                       |         |         |         |
| 2.23                                     | Permit the redistribution and clustering of development that would otherwise have been built on a proposed park site within a planned development contingent on city standards.   | PL, CS            | X                       |         |         |         |
| 2.24                                     | Consolidate new development onsite to accommodate parkland that is accessible to the public.  | PL                | X                       |         |         |         |
| 2.25                                     | Require park or recreation facilities constructed as part of a private development and intended solely for use by its residents to be considered a private park.  | PL, CS            | X                       |         |         |         |
| 2.26                                     | Consider alternate uses of public and private golf courses.<br><b><u>Secondary Action Item:</u></b><br>▪ <b><u>Conduct a study to evaluate industry trends to determine if long-term use of golf courses is appropriate and develop appropriate alternative uses.</u></b>   | PL                |                         |         |         | X       |
| 2.27                                     | Incorporate energy and water efficient land development and maintenance practices, including the use of drought tolerant landscaping and reclaimed irrigation, in the design, development and operation of public parks and open space areas as appropriate.  | PL, CS, WR        | X                       |         |         |         |
| 3.1                                      | Regularly review and update, as necessary, a library master plan and implement the plan to the extent economically feasible.  | CS                | X                       |         |         |         |
| 3.2                                      | Provide and maintain the following library facilities and services standards, where feasible:<br>a) A floor area of 1.6 square feet of library facilities per dwelling unit or 0.6 square feet per capita of the City of Escondido;<br>b) A ratio of three (3) public library staff per 8,000 residents or 2,300 dwelling units of the City of Escondido, including one librarian plus two paraprofessional staff within this staffing ratio;<br>c) A ratio of total items in the Escondido library inventory of 2.0 items per dwelling unit of Escondido; and<br>d) A ratio of one public access computer per 1,500 residents, or sufficient public access computers to meet an average wait time of no more than 15 minutes, whichever is less. | CS, CC            | X                       |         |         |         |
| 3.3                                      | Concentrate resources on improving and maintaining: adequate staffing; inventory of print, media and computer resources; and community library services and programs for all residents to be reviewed periodically to ensure adequacy.  | CS                | X                       |         |         |         |
| 3.4                                      | Strive to keep libraries open at least 60 unduplicated hours per week, supplemented by virtual accessibility to library collections and resources at all times where technically feasible (Figure V-12).  | CS                | X                       |         |         |         |

| IMPLEMENTATION MATRIX                    |   |                   | Implementation Schedule |         |         |         |
|--|---|-------------------|-------------------------|---------|---------|---------|
| V. COMMUNITY HEALTH AND SERVICES ELEMENT |   |                   |                         |         |         |         |
| Policy Number                            | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 3.5                                      | Maintain libraries to be conveniently accessible to pedestrians, public transit, and other modes of transportation.   | CS                | X                       |         |         |         |
| 3.6                                      | Provide library facilities and programs appropriate for all members of the community and include services for those who cannot conveniently physically access a library.  | CS                | X                       |         |         |         |
| 3.7                                      | Consider incorporating other uses such as parks, schools, business districts, and coffee shops with library facilities.   | CS, PL            | X                       |         |         |         |
| 4.1                                      | Promote a wide range of styles, materials, and types of public art in municipal locations accessible to the public, as well as at key entrances to the city and downtown area to serve as suitable landmarks and entry features, and to reinforce municipal locations as focal points of social interaction and visual interest.  | CS                | X                       |         |         |         |
| 4.2                                      | Encourage the use of publicly owned facilities and spaces for the display of local art and for other artistic and cultural events.  | CS                | X                       |         |         |         |
| 4.3                                      | Maintain guidelines for the placement of art works that considers public visibility, public safety, and community enjoyment.<br><br><b><u>Secondary Action Item:</u></b><br>▪ <b><u>Prepare guidelines for the placement of art work.</u></b>   | CS                |                         |         | X       |         |
| 4.4                                      | Require developers provide art pieces or pay fees that can embellish/maintain an individual project as well as contribute to the appearance and vitality of the community.  | CS                | X                       |         |         |         |
| 5.1                                      | Encourage school districts' efforts to accommodate sufficient teacher to student ratios with student attendance calculated on traditional school schedules.   | PL, LS            | X                       |         |         |         |
| 5.2                                      | Include school districts in review of residential development applications to determine if there will be changes in enrollment, and if these changes are consistent with district's long-range master plans.  | PL, LS            | X                       |         |         |         |
| 5.3                                      | Include school districts in the review of development proposals larger than 10 acres to determine the potential suitability of school sites. Work with school districts in their efforts to acquire potential sites for school development.   | PL, LS            | X                       |         |         |         |
| 5.4                                      | Work with school districts to locate facilities based on each school district's criteria, school siting guidelines of the State, and the city's following location guidelines:<br>a) Centrally located within or adjacent to residential neighborhoods.<br>b) Located an appropriate distance from potential natural and man-made hazards such as in floodplains and electric facilities.<br>c) Conveniently and safely accessible by pedestrians, bicyclists, and transit users.<br>d) Located away from heavy traffic, excessive noise, and incompatible uses.<br>e) School drop off locations that are compatible with existing residential neighborhoods. | PL, LS            | X                       |         |         |         |
| 5.5                                      | Work with school districts to explore the use of existing smaller sites in urban areas to accommodate lower enrollments and/or higher intensity facilities (e.g., multi-story buildings, underground parking, and playgrounds on roofs).  | PL, LS            | X                       |         |         |         |
| 5.6                                      | Promote joint use of playgrounds, ball fields, and other recreational facilities at school sites, and provide open space and trail linkages between schools and residential neighborhoods to promote joint use.   | CS, LS            | X                       |         |         |         |
| 5.7                                      | Inform school districts of growth plans and capital improvement projects when feasible to enable districts to accordingly plan for future growth.   | PL, LS            | X                       |         |         |         |
| 5.8                                      | Periodically provide city demographic data to school districts to assist in their master planning efforts.  | PL                | X                       |         |         |         |
| 5.9                                      | Work with school districts and participate in programs that promote student safety.   | ED, PD, LS        | X                       |         |         |         |

# IMPLEMENTATION MATRIX

## Implementation Schedule

### V. COMMUNITY HEALTH AND SERVICES ELEMENT

| Policy Number | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|--|-------------------|----------|---------|---------|---------|
| 5.10          | Promote energy and water efficient land development practices, including the use of drought tolerant landscaping and reclaimed irrigation, in the design, development, and operation of school facilities as appropriate.            | WR, LS            | X        |         |         |         |
| 5.11          | Promote East Valley Parkway as an area to locate higher education, career development, and vocational training facilities that provide additional opportunities for residents to enhance their job skills.                           | PL, CC, LS        | X        |         |         |         |
| 5.12          | Promote partnerships and programs between the city, school districts and business community aimed at enhancing students' options for seeking a college/university education or vocational training.                                  | PL, CC, LS        | X        |         |         |         |
| 5.13          | Encourage higher education institutions to strengthen their links with local K–12 school districts to facilitate the transfer of students into these institutions.   | PL, CC, LS        | X        |         |         |         |
| 5.14          | Cooperate with systems of higher education to explore the future possibility of a multi-university campus.   | PL, CC            | X        |         |         |         |
| 5.15          | Encourage and support the development, expansion, and upgrade of higher education facilities such as the Palomar Colleges, California State University San Marcos, and private universities.   | CC                | X        |         |         |         |
| 5.16          | Support the growth of research and development businesses and organizations associated with universities that enhance the education and diversity of Escondido.  | PL, CC            | X        |         |         |         |
| 6.1           | Provide for the full inclusion of people of diverse cultures, backgrounds, age, gender, interests, languages, lifestyles, abilities, and socioeconomic status in programs at city facilities.  | CC                | X        |         |         |         |
| 6.2           | Promote recreation and library programming, special events and venues, and educational opportunities which honor, interpret, and celebrate the diversity, history, cultural heritage, and traditions of Escondido.                   | CS, RD            | X        |         |         |         |
| 6.3           | Encourage citizen volunteerism and participation in city events, commissions, boards and committees.   | CS                | X        |         |         |         |
| 6.4           | Support developers' efforts to initiate early and frequent communication with the community regarding project proposals.   | PL, CC            | X        |         |         |         |
| 6.5           | Collaborate with neighborhood associations and other similar organizations to address issues of concern in neighborhoods.  | CS                | X        |         |         |         |
| 6.6           | Promote efforts that increase rates of participation in community events such as voting, youth activities, adult education, senior activities and family-oriented programs.  | CS                | X        |         |         |         |
| 6.7           | Distribute information about community events to a wide range of community organizations such as churches, senior facilities, and schools using existing city-sponsored platforms (e.g., city website and public access television). | CS                | X        |         |         |         |
| 7.1           | Allow small family day care facilities in all residential zones as a permitted use consistent with state law and local provisions.   | PL                | X        |         |         |         |
| 7.2           | Allow large family day care facilities in all residential, commercial and professional zoning districts as a conditional use except where permitted by right pursuant to state law.  | PL, PC            | X        |         |         |         |
| 7.3           | Prohibit family day care facilities in industrial zones due to potentially hazardous conditions.   | PL                | X        |         |         |         |
| 7.4           | Allow conveniently accessible childcare facilities near transit stops, schools, and parks, and within master-planned developments.   | PL                | X        |         |         |         |
| 7.5           | Support the use of public facilities, schools, churches, and space within other organizations to accommodate childcare facilities.   | CS, PL            | X        |         |         |         |
| 7.6           | Encourage large employers to include childcare facilities on-site as appropriate.  | PL                | X        |         |         |         |

# IMPLEMENTATION MATRIX

# Implementation Schedule

## V. COMMUNITY HEALTH AND SERVICES ELEMENT

| Policy Number | POLICY TEXT   | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|---|-------------------|----------|---------|---------|---------|
| 8.1           | Allow adult care facilities in all residential zones as a permitted use consistent with state law and local provisions.   | PL, PC, CC        | X        |         |         |         |
| 8.2           | Prohibit adult care facilities in industrial zones due to potentially hazardous conditions.   | PL                | X        |         |         |         |
| 8.3           | Support the use of public facilities, schools, churches, and space within other organizations to accommodate services for older, disabled and/or disadvantaged residents.   | CS, PL            | X        |         |         |         |
| 8.4           | Encourage owners and operators of public, non-profit, and private facilities, particularly those related to health and human services, to develop or incorporate facilities and services for older adults, disabled, and disadvantaged residents.   | CS, PL            | X        |         |         |         |
| 8.5           | Work with the County Health and Human Services Department to site facilities that meet basic needs of the city's senior, disabled, and disadvantaged resident population such as access to healthcare, transit, housing, and also supportive services such as volunteer opportunities, mentorship, outreach, legal advice, advocacy, and case management. | CS                | X        |         |         |         |
| 8.6           | Work with appropriate agencies to address the community safety and personal protection of older adults, disabled and disadvantaged residents.   | CS, PD            | X        |         |         |         |
| 8.7           | Encourage the use of older adults as volunteer resources and partner with other agencies to provide mutually beneficial educational and volunteer opportunities.  | CS                | X        |         |         |         |
| 8.8           | Encourage the coordination and monitoring of the community's progress in identifying and meeting the needs of older, disabled, and disadvantaged residents based on possible risk factors such as, but not limited to: living status, income level, health status, ethnicity, and level of mobility.  | CS                | X        |         |         |         |
| 8.9           | Cooperate with appropriate institutions and agencies who provide job opportunities for the economically, physically, and socially disadvantaged.  | CS                | X        |         |         |         |
| 8.10          | Support institutions and agencies that assist and provide necessary services for older adults who desire to "age in place."   | CS                | X        |         |         |         |



| IMPLEMENTATION MATRIX            |   |                   | Implementation Schedule |         |         |         |
|----------------------------------|---|-------------------|-------------------------|---------|---------|---------|
| VI. COMMUNITY PROTECTION ELEMENT |   |                   |                         |         |         |         |
| Policy Number                    | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 1.1                              | Provide for emergency response during and after catastrophic events.  | FD                | X                       |         |         |         |
| 1.2                              | Maintain and upgrade the city's disaster response plans and continue to participate in appropriate Mutual Aid Agreements that enhance disaster preparedness and emergency response.   | FD                | X                       |         |         |         |
| 1.3                              | Conduct periodic emergency exercises to test and improve jurisdictional and inter-department coordination and response to emergencies brought about by catastrophes such as fire, flood, earthquakes, and hazardous spills.   | FD, PD            | X                       |         |         |         |
| 1.4                              | Plan for the continued function of essential facilities such as hospitals, fire stations, and emergency command centers following a major disaster to facilitate post-disaster recovery.  | FD, PD, PPH       | X                       |         |         |         |
| 1.5                              | Identify locations and facilities in the city to be used as shelters by the community during emergency situations and establish programs to quickly enable operation of these shelters and communicate access information for residents.  | FD, PD            | X                       |         |         |         |
| 1.6                              | Require minimum road and driveway widths and clearances around structures consistent with local and State requirements to ensure emergency access.  | FD                | X                       |         |         |         |
| 1.7                              | Provide for adequate water storage and flow to meet current and future service needs as defined in the city's Water Master Plan.  | FD                | X                       |         |         |         |
| 1.8                              | Regularly review and revise identified evacuation routes for the public's use in the event of an emergency to ensure adequacy (Figure VI-1).  | FD, PD            | X                       |         |         |         |
| 1.9                              | Promote public awareness through the Community Emergency Response Team (CERT) of possible natural and man-made hazards and measures which can be taken to protect lives and property during and immediately after emergencies.  | FD, PD            | X                       |         |         |         |
| 1.10                             | Maintain and periodically update a data base documenting wildfire, flooding, and seismic hazard areas and risks as input for the city's Emergency Preparedness and Response programs. The data base shall include debris management operations and landfill diversion requirements for the safe and responsible removal and disposal of debris after an emergency that maximizes recycling and minimizes materials disposed in landfills. | FD, WR            | X                       |         |         |         |
| 1.11                             | Monitor pertinent studies and research regarding changes in wildland and flooding risks that may accrue with climate change and consider their implications in updating the city's Emergency Response and Preparedness programs.  | FD, PD            | X                       |         |         |         |
| 1.12                             | Protect the opportunities for use of the existing shooting range and other sites for public safety training.  | PD                | X                       |         |         |         |
| 2.1                              | Regularly review and maintain the Standards of Response Coverage and the Fire Department Strategic Plan to address staffing, facility needs, and service goals.   | FD                | X                       |         |         |         |
| 2.2                              | Provide Fire Department response times for no less than 90 percent of all emergency responses with engine companies by achieving the following service standard:<br>▪ Provide an initial response time of seven and one-half (7½) minutes for all structure fire and emergency Advanced Life Support (ALS) calls and a maximum response time of ten (10) minutes for supporting companies in urbanized areas of the city.                 | FD                | X                       |         |         |         |
| 2.3                              | Provide a minimum total of seven (7) fire stations each sized and staffed with facilities, services and equipment to meet current and anticipated needs including, but not limited to, engine and truck units and crews and Advanced Life Support (ALS) staff prior to General Plan build-out to the extent economically feasible.  | FD, CC            | X                       |         |         |         |
| 2.4                              | Require new residential and non-residential development to be constructed consistent with the California Fire Code and the requirements set by the State.   | FD                | X                       |         |         |         |



| IMPLEMENTATION MATRIX            |   |                   | Implementation Schedule |         |         |         |
|----------------------------------|---|-------------------|-------------------------|---------|---------|---------|
| VI. COMMUNITY PROTECTION ELEMENT |   |                   |                         |         |         |         |
| Policy Number                    | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 2.5                              | Commit to the use of state-of-the-art equipment, technologies, and management techniques for fire prevention and suppression.   | FD                | X                       |         |         |         |
| 2.6                              | Require new development to contribute fees to maintain fire protection service levels without adversely affecting service levels for existing development.  | PF, BL            | X                       |         |         |         |
| 2.7                              | Continue to include the Fire Department in the review of development proposals to ensure that projects adequately address safe design and on-site fire protection.  | FD, PL            | X                       |         |         |         |
| 2.8                              | Consider provisions for adequate emergency access, driveway widths, turning radii, fire hydrant locations, and Needed Fire Flow requirements in the review of all development applications to minimize fire hazards.  | FD                | X                       |         |         |         |
| 2.9                              | Require mid- and high-rise development to include sprinkler systems and on-site fire suppression equipment and materials, and be served by fire stations containing specialized equipment for fire and/or emergency incidents.  | FD, BL            | X                       |         |         |         |
| 2.10                             | Establish and maintain an adequate fire flow in relation to structure, size, design, and requirements for construction and/or built-in fire protection.   | FD, ED, BL        | X                       |         |         |         |
| 2.11                             | Maintain and enhance an emergency vehicle traffic signal activation system to improve fire station service area coverage in conjunction with planned improvements to the city's major circulation system.   | FD, ED            | X                       |         |         |         |
| 2.12                             | Maintain close coordination between planned roadway and other circulation improvements in the city to assure adequate levels of service and response times to all areas of the community.   | FD, PD, ED        | X                       |         |         |         |
| 2.13                             | Utilize Mutual Aid and Automatic Aid Agreements with other jurisdictions when appropriate to supplement fire station service area coverage and response times to all portions of the community.   | FD                | X                       |         |         |         |
| 2.14                             | Require new development in high wildfire risk areas to incorporate site design, maintenance practices, and fire resistant landscaping to protect properties and reduce risks.   | FD, BL            | X                       |         |         |         |
| 2.15                             | Continue to remove excessive/overgrown vegetation from city-owned properties, and require private property owners to remove excessive/overgrown vegetation to the satisfaction of the Fire Department, to prevent and minimize fire risks to surrounding properties.  | FD                | X                       |         |         |         |
| 2.16                             | Require fire protection plans for mitigation of potential grass and wildland fires within designated high fire hazard areas and other areas required by the Fire Department, that address the need for fire systems, water availability, secondary emergency access routes, construction requirements, and fire resistant landscaping and appropriate defensible space around structures. | FD                | X                       |         |         |         |
| 2.17                             | Maintain programs to minimize impacts on sensitive biological habitat and species when suppressing wildland fires, when feasible.   | FD, PL            | X                       |         |         |         |
| 2.18                             | Educate the public about wildland fire prevention techniques to minimize the potential hazards of wildland fires.   | FD                | X                       |         |         |         |
| 3.1                              | Regularly review and implement appropriate plans for police protection and services that address staffing, facility needs, and service goals to ensure that the community's needs are met.  | PD                | X                       |         |         |         |
| 3.2                              | Maintain an initial response time for Priority 1 calls of no more than five (5) minutes and an initial response time for Priority 2 calls of no more than six and one-half (6½) minutes. Constantly review these standards to ensure their adequacy and appropriateness in consideration of resource availability.  | PD                | X                       |         |         |         |

| IMPLEMENTATION MATRIX            |   |                   | Implementation Schedule |         |         |         |
|----------------------------------|---|-------------------|-------------------------|---------|---------|---------|
| VI. COMMUNITY PROTECTION ELEMENT |   |                   |                         |         |         |         |
| Policy Number                    | POLICY TEXT   | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 3.3                              | Maintain adequate levels of sworn officers and civilian personnel to support law enforcement operations based on community needs in order to meet response time standards.  | PD, CC            | X                       |         |         |         |
| 3.4                              | Commit to the use of state-of-the-art equipment, technologies, and management techniques to assure adequate levels of police protection.  | PD                | X                       |         |         |         |
| 3.5                              | Require new development to contribute fees to maintain police facilities and equipment that meet the needs of the community.  | PD, BL            | X                       |         |         |         |
| 3.6                              | Allocate resources to organize patrol areas, and regularly communicate with and involve community, school, and civic organizations to encourage community-based crime prevention efforts such as implementing Community Oriented Policing and Problem Solving (COPPS) strategies.   | PD                | X                       |         |         |         |
| 3.7                              | Require that defensible space practices that contribute to personal and property safety and crime prevention be incorporated into development projects, such as security and design features (e.g., site and building lighting, visual observation of areas, secured areas).  | PD                | X                       |         |         |         |
| 3.8                              | Enhance crime prevention by working with human care agencies, recreational agencies, educational services and community groups to:<br>a) Reduce victimization;<br>b) Encourage recreational and educational opportunities for youth and other community members; and<br>c) Maintain awareness of potential problem areas.     | PD, CS            | X                       |         |         |         |
| 3.9                              | Educate the public about crime prevention techniques through programs such as the Neighborhood Watch Program in residential neighborhoods and the Business Watch Program in commercial and industrial areas.  | PD                | X                       |         |         |         |
| 3.10                             | Coordinate with other federal, State, County, and local law enforcement agencies to provide assistance during emergency situations that require outside help as part of the State's Mutual Aid Agreement.   | PD,               | X                       |         |         |         |
| 4.1                              | Provide facilities and staffing to maintain an aggressive and visible code enforcement program to ensure that existing properties meet health and safety standards.   | CE                | X                       |         |         |         |
| 4.2                              | Enforce State and local health and safety statues and codes for safe business operations to ensure the health and safety of the general public.   | CE                | X                       |         |         |         |
| 4.3                              | Require properties with identified public nuisance violations, such as graffiti, abandoned and inoperative vehicles, and abandoned shopping carts, to eliminate or correct the violations.  | CE                | X                       |         |         |         |
| 4.4                              | Require that structures be maintained to ensure a safe and healthy environment, preventing blight and deterioration resulting from deferred maintenance.  | CE                | X                       |         |         |         |
| 4.5                              | Require buildings that are identified as substandard or dangerous to be either repaired or demolished.<br><br><b><u>Secondary Action Item:</u></b><br>▪ <b><u>Maintain a list of buildings that are substandard or dangerous, and establish a plan and pursue funding to have these buildings repaired or demolished.</u></b> | CE, BL            |                         |         | X       |         |
| 4.6                              | Conduct public outreach and educational programs with residents, businesses, and community organizations to promote voluntary compliance with city ordinances.  | CE, CS            | X                       |         |         |         |
| 5.1                              | Require development to meet acceptable exterior noise level standards as established in Figure V-12, and use the future noise contour map (Figure VI-17) as a guide for evaluating the compatibility of new noise sensitive uses with projected noise levels.   | PL, BL            | X                       |         |         |         |

| IMPLEMENTATION MATRIX            |  |                   | Implementation Schedule |         |         |         |
|----------------------------------|--|-------------------|-------------------------|---------|---------|---------|
| VI. COMMUNITY PROTECTION ELEMENT |  |                   |                         |         |         |         |
| Policy Number                    | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 5.2                              | Apply a CNEL of 60 dB or less for single family and 65 dB or less for multi-family as goals where outdoor use is a major consideration (back yards and single family housing developments, and recreation areas in multifamily housing developments) as discussed in VI-13, and recognize that such levels may not necessarily be achievable in all residential areas. | PL, BL            | X                       |         |         |         |
| 5.3                              | Require noise attenuation for outdoor spaces in all developments where projected incremental exterior noise levels exceed those shown in VI-14.  | PL, BL            | X                       |         |         |         |
| 5.4                              | Require noise attenuation for new noise-sensitive uses which include residential, daycare facilities, schools, churches, transient lodging, hotels, motels, hospitals, health care facilities, and libraries if the projected interior noise standard of 45 dBA CNEL is exceeded.  | PL, BL            | X                       |         |         |         |
| 5.5                              | Require construction projects and new development to ensure acceptable vibration levels at nearby noise-sensitive uses based on Federal Transit Administrator criteria.  | PL, BL            | X                       |         |         |         |
| 5.6                              | Require the preparation of noise studies, as deemed necessary by the Planning Department, to analyze potential noise impacts associated with new development which could significantly alter existing noise levels in accordance with provisions outlined in Figure VI-14.   | PL                | X                       |         |         |         |
| 5.7                              | Encourage use of site and building design, noise barriers, and construction methods as outlined in Figure VI-15 to minimize impacts on and from new development.   | PL                | X                       |         |         |         |
| 5.8                              | Require that mixed use and multi-family residential developments demonstrate that the design of the structure will adequately isolate noise between adjacent uses (orientation, window insulation, separation of common walls, floors, and ceilings, etc.).  | PL                | X                       |         |         |         |
| 5.9                              | Require new mixed use developments to locate loading areas, parking lots, driveways, trash enclosures, mechanical equipment, and other noise sources away from the residential portion of the development, when physically feasible. Use construction standards to reduce noise between uses.  | PL                | X                       |         |         |         |
| 5.10                             | Require development projects that are subject to discretionary approval to assess potential construction noise impacts on nearby sensitive uses and to minimize impacts on these uses, to the extent feasible.   | PL                | X                       |         |         |         |
| 5.11                             | Limit direct access from individual properties along Major Roads and Prime Arterials in residential areas in order to minimize gaps in nose barrier sound walls.   | ED                | X                       |         |         |         |
| 5.12                             | Limit “through truck traffic” to designated routes to minimize noise impacts to residential neighborhoods and other noise-sensitive uses.  | PD, ED            | X                       |         |         |         |
| 5.13                             | Limit the hours of operation for parks and active recreation uses in residential areas to minimize disturbance to residents.   | CS                | X                       |         |         |         |
| 5.14                             | Coordinate among city, county, State and other agencies involved in noise abatement to reduce noise generated from outside the city.   | PL                | X                       |         |         |         |
| 5.15                             | Coordinate with McClellan-Palomar Airport to distribute property disclosure statements for areas within the Airport Land Use Compatibility Plan.   | PL,               | X                       |         |         |         |
| 5.16                             | Work with McClellan-Palomar Airport to monitor aircraft noise, implement noise-reducing operation measures, as necessary, and promote pilot awareness of noise sensitive land uses.  | PL, MPA           | X                       |         |         |         |
| 5.17                             | Periodically review the adopted noise ordinance to address changing conditions.  | PL                | X                       |         |         |         |
| 6.1                              | Continue to participate in the National Flood Insurance Program (NFIP) to maintain the city’s eligibility for flood insurance.   | ED                | X                       |         |         |         |

| IMPLEMENTATION MATRIX            |   |                   |          | Implementation Schedule |         |         |
|----------------------------------|---|-------------------|----------|-------------------------|---------|---------|
| VI. COMMUNITY PROTECTION ELEMENT |   |                   |          |                         |         |         |
| Policy Number                    | POLICY TEXT   | Responsible Party | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 6.2                              | Require new and substantial improvements or upgrades of existing development within a flood hazard zone as defined by the Federal Emergency Management Agency (100 and 500-year floodplains) to be constructed in accordance with city, state, and federal regulations (NFIP). These may include implementing construction or other methods to minimize flood damage.                                 | PL, ED            | X        |                         |         |         |
| 6.3                              | Avoid or minimize flooding risks by limiting the type and intensity of new development within the 100-year flood plain to uses that do not involve habitable structures such as agriculture, outdoor recreation, and natural resource areas.  | PL, ED            | X        |                         |         |         |
| 6.4                              | Maintain flood control channels, storm drains, and detention basins through periodic dredging, repair, desilting, and clearing subject to approval from appropriate state and federal agencies to ensure they are operating efficiently.  | ED                | X        |                         |         |         |
| 6.5                              | Require that all facilities within flood hazard zones storing, using, or otherwise involved with substantial quantities of on-site hazardous materials comply with applicable standards of elevation, anchoring, and flood proofing, and that hazardous materials be stored in watertight containers.   | ED                | X        |                         |         |         |
| 6.6                              | Inspect the dams at Lakes Dixon and Wohlford periodically to ensure safe operation and maintenance and to minimize the risk of failure.   | WT                | X        |                         |         |         |
| 6.7                              | Require new development located in identified dam inundation areas to be designed to minimize potential flood damage from dam failure.  | ED                | X        |                         |         |         |
| 6.8                              | Locate new critical facilities such as hospitals, emergency shelters, fire stations, police stations, civil defense headquarters, and emergency communication centers outside of flood hazard zones, as defined by FEMA. If no other alternative site is available or feasible, require that critical facilities be designed to minimize potential flood damage if located within flood hazard zones. | ED, PL            | X        |                         |         |         |
| 6.9                              | Maintain the structural and operational integrity of critical facilities during flooding events.  | WW                | X        |                         |         |         |
| 6.10                             | Coordinate efforts with local, regional, state, and federal agencies to minimize flood hazards and improve flood protection.  | FD                | X        |                         |         |         |
| 7.1                              | Regularly review, adopt, and enforce seismic and geologic safety standards, including the Uniform Building Code, in site design and building construction methods to protect public health and safety.  | BL                | X        |                         |         |         |
| 7.2                              | Minimize development of public utilities in areas where geologic and seismic hazards exist to avoid additional costs associated with installation, maintenance, and replacement.  | WT, WW, ED        | X        |                         |         |         |
| 7.3                              | Require that development applications in areas where the potential for geologic and seismic hazards exist, such as slopes of 25 percent or greater, submit a site-specific geotechnical analysis prepared by a certified geotechnical engineer to identify potential hazards and recommend measures to avoid or mitigate said hazards (see Resource Conservation Element).                            | PL                | X        |                         |         |         |
| 7.4                              | Approve new development in areas identified with geologic or seismic hazards only after completion of a city-approved geotechnical report with appropriate mitigation of such hazards.  | PL                | X        |                         |         |         |
| 7.5                              | Avoid developing in areas that are susceptible to erosion and sediment loss. Where avoidance is not feasible, require the restoration of natural patterns of surface water runoff after grading to minimize erosion.  | PL                | X        |                         |         |         |

# IMPLEMENTATION MATRIX

## Implementation Schedule

### VI. COMMUNITY PROTECTION ELEMENT

| Policy Number | POLICY TEXT  | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|--|-------------------|----------|---------|---------|---------|
| 7.6           | Encourage the upgrade, retrofitting, and/or relocation of existing critical facilities (hospitals, fire stations, police stations, etc.) that do not meet current building code standards and are within susceptible to seismic or geologic hazards.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Maintain a list of critical facilities that do not meet current building code standards and are within susceptible to seismic or geologic hazards. Establish a plan and pursue funding to have these buildings upgraded, retrofitted, and/or relocated.</u></b> | BL                | X        |         |         |         |
| 8.1           | Maintain and update Escondido's Household Hazardous Waste management Plan and coordinate with the County of San Diego on periodic reviews and updates of the County's Hazardous Waste Management Plan.   | WR                | X        |         |         |         |
| 8.2           | Coordinate with relevant agencies to enforce applicable laws regulating the handling, use, production, storage, disposal, and transportation of hazardous materials, and notify the appropriate city, county, state, and federal agency in the event of a violation.   | WR                | X        |         |         |         |
| 8.3           | Maintain regulations requiring proper handling, storage and disposal of hazardous materials to prevent leakage, potential explosion, fire, or the escape of harmful gases, and to prevent individually innocuous materials from combining to form hazardous substances.  | WR, FD            | X        |         |         |         |
| 8.4           | Encourage businesses and residents to utilize practices and technologies that will reduce the use of hazardous materials and generation of hazardous wastes.   | WR, EDI           | X        |         |         |         |
| 8.5           | Continue to provide frequent and convenient household hazardous waste collection options.  | WR, EDI           | X        |         |         |         |
| 8.6           | Cooperate with appropriate regional, state and federal agencies to mitigate impacts associated with hazardous contaminants discovered in the groundwater.  | WR, FD            | X        |         |         |         |
| 8.7           | Maintain the City's Fire Department's programs to safely and effectively respond to hazardous materials incidents and releases.  | FD                | X        |         |         |         |
| 8.8           | Participate in the Hazardous Materials Incident Response Team Program, which is a countywide effort to address hazardous materials incidents.  | FD, WR            | X        |         |         |         |
| 8.9           | Continue the public education efforts regarding proper use, storage, and disposal of household hazardous wastes, including universal wastes.   | WR, FD            | X        |         |         |         |
| 8.10          | Require proponents of projects in known contamination areas to perform comprehensive soil and groundwater contamination assessments, in accordance with applicable regulations. If contamination exceeds regulatory levels, require the proponent to undertake remediation procedures consistent with county, regional, and state regulations prior to grading and development of the site.  | PL                | X        |         |         |         |
| 8.11          | Maintain strict land use controls, performance standards, and structure design standards for uses that generate, use, or store hazardous materials, including setbacks from sensitive uses (schools, residential homes, daycare facilities, etc.) to protect and health and safety of the community in concert with regional, state and federal requirements for existing and proposed uses.   | FD                | X        |         |         |         |



| IMPLEMENTATION MATRIX              |   |                        |          | Implementation Schedule |         |         |
|------------------------------------|---|------------------------|----------|-------------------------|---------|---------|
| VII. RESOURCE CONSERVATION ELEMENT |   |                        |          |                         |         |         |
| Policy Number                      | POLICY TEXT   | Responsible Party      | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 1.1                                | Establish and maintain an interconnected system of open space corridors, easements, trails, public/quasi-public land, and natural areas that preserves sensitive lands, permanent bodies of water, floodways, and slopes over 35 percent, and provides for wildlife movement.   | PL, CS, ED             |          |                         |         | X       |
| 1.2                                | Maintain open space and rural residential uses around the perimeter of the city to serve as a buffer from the surrounding urbanizing areas.   | PL                     | X        |                         |         |         |
| 1.3                                | Protect land areas with steep topography (generally over 25%) from intensive urban development, regulate development in areas with topographic constraints such as steep slopes, and include these areas within the overall open space system.  | PL                     | X        |                         |         |         |
| 1.4                                | Coordinate the planning and development of the overall open space system with other public facilities and services within Escondido.  | PL                     | X        |                         |         |         |
| 1.5                                | Participate in the planning and preservation of an interconnected biological resources and open space plan with appropriate federal, state, and local agencies that enhances the viability of the regional ecosystem.   | PL, SDC                |          |                         |         | X       |
| 1.6                                | Preserve and protect significant wetlands, riparian, and woodland habitats as well as rare, threatened or endangered plants and animals and their habitats through avoidance. If avoidance is not possible, require mitigation of resources either on- or off-site at ratios consistent with State and federal regulations, and in coordination with those agencies having jurisdiction over such resources.  | PL, WA                 | X        |                         |         |         |
| 1.7                                | Require that a qualified professional conduct a survey for proposed development projects located in areas potentially containing significant biological resources to determine their presence and significance. This shall address any flora or fauna of rare and/or endangered status, declining species, species and habitat types of unique or limited distribution, and/or visually prominent vegetation. | PL                     | X        |                         |         |         |
| 1.8                                | Require that proposed development projects implement appropriate measures to minimize potential adverse impacts on sensitive habitat areas, such as buffering and setbacks. In the event that significant biological resources are adversely affected, consult with appropriate state and federal agencies to determine adequate mitigation or replacement of the resource.                                   | PL, WA                 | X        |                         |         |         |
| 1.9                                | Encourage proposed development projects to minimize the removal of significant stands of trees unless needed to protect public safety and to limit tree removal to the minimum amount necessary to assure continuity and functionality of building spaces.  | PL                     | X        |                         |         |         |
| 1.10                               | Prohibit any activities in riparian areas other than those permitted by appropriate agencies to protect those resources.  | PL                     | X        |                         |         |         |
| 1.11                               | Construct appropriate barriers to be maintained by property owners or homeowners' associations that restrict access to areas containing sensitive biological resources.   | PL                     | X        |                         |         |         |
| 1.12                               | Promote the use of native plants for public and private landscaping purposes within the city.   | PL                     | X        |                         |         |         |
| 2.1                                | Maintain and periodically update a master plan of trails in coordination with the County, City of San Diego, City of San Marcos, and San Dieguito River Valley Regional Open Space Park that addresses specific trail alignments, standards, types of trails, signage, implementation strategies and other factors as determined by the City Council.   | PL, SDC, SD, SM, SDRVP | X        |                         |         |         |
| 2.2                                | Expand and improve the Escondido Creek trail within the city's trail network that links urban areas with rural and open space areas to promote opportunities for recreation, education, interpretation, and alternative transportation.   | PL, CS, ED             | X        |                         |         |         |
| 2.3                                | Integrate trails into new and existing developments, and ensure that trails safely interface with neighborhoods.  | PL, CS, ED             | X        |                         |         |         |

| IMPLEMENTATION MATRIX              |   |                        | Implementation Schedule |         |         |         |
|------------------------------------|---|------------------------|-------------------------|---------|---------|---------|
| VII. RESOURCE CONSERVATION ELEMENT |   |                        |                         |         |         |         |
| Policy Number                      | POLICY TEXT   | Responsible Party      | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 2.4                                | Establish a continuous network of landscaped pedestrian and bicycle paths within urbanized areas that provide internal circulation and links Escondido's districts and neighborhoods.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Update the master plan of trails to include a continuous network of landscaped pedestrian and bicycle ways.</u></b>   | PL, ED                 |                         | X       |         |         |
| 2.5                                | Ensure safe and efficient maintenance of trails that minimize impacts to the environment.   | PI, ED                 | X                       |         |         |         |
| 2.6                                | Work with various agencies within and adjacent to Escondido's Planning Area to pursue appropriate joint use of right-of-way and easement areas for trail extension and development.   | PL, SDC, SD, SM, SDRVP | X                       |         |         |         |
| 2.7                                | Involve seniors and the disabled in trail planning to determine special improvements for consideration in trail construction to increase enjoyment and accessibility for all users.   | CS                     | X                       |         |         |         |
| 2.8                                | Consider special facilities and activities such as exercise stations and water fountains that would expand trail usage and increase community activity, as appropriate.   | PL                     | X                       |         |         |         |
| 2.9                                | Employ sustainable practices for landscaping; use pervious paving materials to minimize stormwater runoff, and other techniques for the construction and improvement of the trail network.  | PL, ED                 | X                       |         |         |         |
| 3.1                                | Preserve significant visual resources that include unique landforms (e.g., skyline ridges, intermediate ridges, hilltops, and rock outcroppings), creeks, lakes, and open space areas in a natural state, to the extent possible.   | PL                     | X                       |         |         |         |
| 3.2                                | Require new development to avoid obstructing views of, and to minimize impacts to, significant visual resources through the following: creative site planning; integration of natural features into the project; appropriate scale, materials, and design to complement the surrounding natural landscape; clustering of development to preserve open space vistas and natural features; minimal disturbance of topography; and creation of contiguous open space networks.   | PL                     | X                       |         |         |         |
| 3.3                                | Maintain density and development standards designed to protect significant visual resources such as existing terrain, steep slopes, floodways, habitat areas, and ridgelines, and to minimize visual impacts of grading and structures.   | PL                     | X                       |         |         |         |
| 3.4                                | Prohibit development on skyline ridges and seek to obtain scenic easement dedications for these areas from property owners in conjunction with development on other suitable locations of the property. Require property owners of such scenic easements to retain, maintain, preserve, and protect the public view of these areas in their natural state, without obstruction by structures, and prohibit clearing of brush or planting of vegetation except as necessary to reduce fire hazards.  | PL                     | X                       |         |         |         |
| 3.5                                | Regulate development on intermediate ridges, hilltops, and hillsides to preserve the natural appearance and landform, and minimize impacts on terrain with a slope greater than 15 percent subject to the following requirements:<br><br><b>1. Intermediate Ridges and Hilltops</b><br>a) Prepare landscaping plans that minimize the visual impact of the development from adjoining properties and the valley floor;<br>b) Concentrate development in subordinate or hidden locations, which shall not project above the natural landform;<br>c) Prepare grading plans that minimize disruption of the natural landform and vegetation; and<br>(Continued on next page) | PL                     | X                       |         |         |         |

# IMPLEMENTATION MATRIX

## Implementation Schedule

### VII. RESOURCE CONSERVATION ELEMENT

| Policy Number | POLICY TEXT   | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|---|-------------------|----------|---------|---------|---------|
|               | <p>d) Allow development on intermediate ridges only in association with the preservation of significant open space, habitat, cultural resources or agricultural uses within the same project.</p> <p><b>2. Slopes Greater than 15 Percent</b></p> <p>a) Locate development to avoid potentially hazardous areas and environmentally sensitive areas, as well as to avoid dislocation of any unusual rock formations or any other unique or unusual geographic features.</p> <p>b) Design development to minimize grading requirements by incorporating terracing, padding, and cut-and-fill grading that conforms to the natural contours of the site and protects the visual continuity of the hillsides.</p> <p>c) Cluster the overall development pattern in accordance with General Plan provisions to preserve the maximum amount of open spaces and natural setting and to reduce grading, erosion, and runoff potential.</p> <p>d) Landscape the site with existing trees and other natural vegetation, as much as possible, to stabilize slopes, reduce erosion, and enhance the visual appearance of the development.</p> <p>e) Minimize the visual impact of development on adjoining residential areas to the extent feasible.</p> |                   |          |         |         |         |
| 3.6           | <p>Require that development within the Interstate 15 corridor be located and designed in consideration of its potential visual impacts and preservation of prominent views along the corridor that include: outstanding continuous, panoramic views of the valley floor, surrounding ridges and Lake Hodges, and focal views where the eye is channeled toward a visually dominant feature such as an undisturbed hillside or steep slopes with rock outcroppings. Require development proposals within the I-15 scenic corridor (defined as the area within 1,750 feet of the freeway) to include a visual assessment and conform to the community design policies which address:</p> <p>a) The siting of new structures outside of significant viewshed corridors;</p> <p>b) The protection of hillsides and ridgelines; and</p> <p>c) The need to blend developments with their setting in terms of height and scale.</p>  | PL                | X        |         |         |         |
| 4.1           | Maintain large-lot residential land uses with appropriate zoning designations in agricultural areas that are compatible with preserving agricultural productivity.  | PL                | X        |         |         |         |
| 4.2           | Require agricultural lands to be physically separated from more intensive urban development with intermediate land uses that are mutually compatible, and use landscape screening methods to minimize urban and agricultural conflicts.   | PL                | X        |         |         |         |
| 4.3           | <p>Explore a variety of techniques to preserve existing agricultural lands including:</p> <p>a) Agricultural Land Trusts designed as nonprofit corporations organized according to the Nonprofit Public Benefit Corporation Law of California and Section 501(c)(3) of the Internal Revenue Code.</p> <p>b) Transfer development rights from existing agricultural lands to other portions of the project or City-approved receiver sites, thereby preserving the agricultural lands in permanent open space, consistent with clustering policies.</p> <p>c) The "right to farm" in open space areas.</p> <p><b>Secondary Action Item:</b></p> <p>▪ <b><u>Work with appropriate agencies to develop guidelines for preserving agricultural lands.</u></b></p>   | PL                |          |         | X       |         |
| 4.4           | Encourage the use of water conservation techniques in agricultural enterprises including the use of reclaimed water for irrigation.   | WR                | X        |         |         |         |

| IMPLEMENTATION MATRIX              |  |                   | Implementation Schedule |         |         |         |
|------------------------------------|--|-------------------|-------------------------|---------|---------|---------|
| VII. RESOURCE CONSERVATION ELEMENT |  |                   |                         |         |         |         |
| Policy Number                      | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 4.5                                | Support the operation of, and provide venues for, “Certified Farmer’s Markets” to allow farmers in the area to sell their products on-site or off-site as designated locations.  | PL, CS            | X                       |         |         |         |
| 4.6                                | Permit the development of community gardens on vacant properties in commercial and industrial areas and multi-family neighborhoods, provided that they are managed and operated to prevent adverse impacts on adjoining uses.  | CS, PL            | X                       |         |         |         |
| 5.1                                | Maintain and update the Escondido Historic Sites Survey to include significant resources that meet local, state, or federal criteria.  | PL, HC            | X                       |         |         |         |
| 5.2                                | Preserve significant cultural and paleontological resources listed on the national, State, or local registers through: maintenance or development of appropriate ordinances that protect, enhance, and perpetuate resources; incentive programs; and/or the development review process.  | PL, SHPO, HC      | X                       |         |         |         |
| 5.3                                | Consult with appropriate organizations and individuals (e.g., South Coastal Information Center of the California Historical Resources Information System, Native American Heritage Commission, Native American groups and individuals, and San Diego Natural History Museum) early in the development process to minimize potential impacts to cultural and paleontological resources. | PL, NA, HC, SHPO  | X                       |         |         |         |
| 5.4                                | Recognize the sensitivity of locally significant cultural resources and the need for more detailed assessments through the environmental review process.   | PL                | X                       |         |         |         |
| 5.5                                | Preserve historic buildings, landscapes, and districts with special and recognized historic or architectural value in their original locations through preservation, rehabilitation (including adaptive reuse), and restoration where the use is compatible with the surrounding area.   | PL                | X                       |         |         |         |
| 5.6                                | Review proposed new development and/or remodels for compatibility with the surrounding historic context.   | PL                | X                       |         |         |         |
| 5.7                                | Comply with appropriate local, State, or federal regulations governing historical resources.   | PL, SHPO, HC      | X                       |         |         |         |
| 5.8                                | Consider providing financial incentives, and educational information on existing incentives provided by the federal government to private owners and development in order to maintain, rehabilitate, and preserve historic resources.  | PL                | X                       |         |         |         |
| 5.9                                | Educate the public on the City’s important historic resources in increase awareness for protection.  | PL, HC            | X                       |         |         |         |
| 6.1                                | Integrate water management programs that emphasize multiple benefits and balance the needs of urban, rural, and agricultural users.  | WR                | X                       |         |         |         |
| 6.2                                | Protect the surface water resources in the city including Lake Wohlford, Dixon Lake, Lake Hodges, Escondido Creek, and other waterways.  | WT                | X                       |         |         |         |
| 6.3                                | Protect the sustainability of groundwater resources.   | WT, WR            | X                       |         |         |         |
| 6.4                                | Require new development to preserve areas that provide opportunities for groundwater recharge (i.e., areas where substantial surface water infiltrates into the groundwater), stormwater management, and water quality benefits.   | WT                | X                       |         |         |         |
| 6.5                                | Maintain natural and improved drainages as permanent open space.   | PL                | X                       |         |         |         |
| 6.6                                | Control encroachments into wetlands and designated floodways to protect the community’s water resources.   | PL                | X                       |         |         |         |
| 6.7                                | Prohibit development in the areas around Lake Wohlford, Dixon Lake, or Lake Hodges that would detract from their use as watershed areas or as visual and recreational amenities.   | PL, WT            | X                       |         |         |         |

| IMPLEMENTATION MATRIX              |  |                   | Implementation Schedule |         |         |         |
|------------------------------------|--|-------------------|-------------------------|---------|---------|---------|
| VII. RESOURCE CONSERVATION ELEMENT |  |                   |                         |         |         |         |
| Policy Number                      | POLICY TEXT  | Responsible Party | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 6.8                                | Maintain Escondido's natural creek system in an undisturbed state with a minimum of a 50-foot buffer and setback for development, or as established by appropriate wildlife agencies, unless stream course alteration, channelization, and/or improvements are approved by necessary state and federal agencies and the City.  | PL, WA            | X                       |         |         |         |
| 6.9                                | Conserve and restore creeks to their natural states whenever possible, and allow areas where channelization has occurred for flood control purposes to serve as urban open space.  | PL, WA            | X                       |         |         |         |
| 6.10                               | Require that drainage channels be designed to accommodate riparian vegetation growth.  | PL, WA            | X                       |         |         |         |
| 6.11                               | Allow public access to the creeks with that will not impact habitat areas, consistent with sound resource management practices.  | PL, WA            | X                       |         |         |         |
| 6.12                               | Regulate construction and operational activities through the use of stormwater protection measures in accordance with the City's National Pollution Discharge Elimination System (NPDES) permit.   | PL, ED, WR        | X                       |         |         |         |
| 6.13                               | Regulate discharge from industrial users and use of agricultural chemicals (pesticides, herbicides, fertilizers, etc.) in accordance with local and State regulations to protect the city's natural water bodies.  | WR                | X                       |         |         |         |
| 6.14                               | Require new development to protect the quality of water resources and natural drainage systems through site design and use of source controls, stormwater treatment, runoff reduction measures, best management practices, and Low Impact Development measures.  | ED                | X                       |         |         |         |
| 6.15                               | Protect Escondido's shallow groundwater basin from contamination by regulating stormwater collection and conveyance to ensure pollutants in runoff have been reduced to the maximum extent practicable.  | ED                | X                       |         |         |         |
| 6.16                               | Monitor underground storage tanks containing hazardous materials and septic tank systems on a regular basis in accordance with all federal, state, and local regulations.  | WR                | X                       |         |         |         |
| 7.1                                | Participate in regional planning efforts and coordinate with the San Diego Air Pollution Control District and San Diego Association of Governments in their efforts to reduce air quality impacts and attain state and federal air quality standards.  | PL, AQ            | X                       |         |         |         |
| 7.2                                | Reduce regional greenhouse gas emissions through the following measures including, but not limited to:<br><br>a) Implementing land use patterns that reduce automobile dependence (compact, mixed-use, pedestrian, and transit-oriented development, etc.);<br>b) Reducing the number of vehicular miles traveled through implementation of Transportation Demand Management programs, jobs-housing balance, and similar techniques;<br>c) Supporting public transportation improvements;<br>d) Encouraging the use of alternative modes of transportation by expanding public transit, bicycle, and pedestrian networks and facilities;<br>e) Participating in the development of park-and-ride facilities;<br>f) Maintaining and updating the city's traffic signal synchronization plan;<br>g) Promoting local agriculture;<br>h) Promoting the use of drought-tolerant landscaping; and<br>i) Encouraging the use of non-polluting alternative energy systems.<br><br><u>Priority Action Item:</u><br>▪ <u>Implement measures identified in the city's Climate Action Plan to reduce greenhouse gas emissions.</u> | PL, ED, NCTD, AQ  |                         | X       |         |         |



# IMPLEMENTATION MATRIX

## Implementation Schedule

### VII. RESOURCE CONSERVATION ELEMENT

| Policy Number | POLICY TEXT   | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|---|-------------------|----------|---------|---------|---------|
| 7.3           | Require that new development projects incorporate feasible measures that reduce construction and operational emissions.   | PL, AQ            | X        |         |         |         |
| 7.4           | Locate uses and facilities/operations that may produce toxic or hazardous air pollutants an adequate distance from each other and from sensitive uses such as housing and schools, as consistent with California Air Resources Board recommendations. | PL, AQ            | X        |         |         |         |
| 7.5           | Consider the development of park and ride facilities within the city in coordination with Caltrans.   | PL, DOT           | X        |         |         |         |
| 7.6           | Restrict the number and location of drive-through facilities in the city and require site layouts that reduce the amount of time vehicles wait for service.   | PL                | X        |         |         |         |
| 7.7           | Encourage businesses to alter local truck delivery schedules to occur during non-peak hours, when feasible.   | PL                | X        |         |         |         |
| 7.8           | Require that government contractors minimize greenhouse gas emissions in building construction and operations, which can be accomplished through the use of low or zero-emission vehicles and equipment.  | PL, AQ            | X        |         |         |         |
| 7.9           | Encourage city employees to use public transit, carpool, and use alternate modes of transportation for their home to work commutes.   | PL                | X        |         |         |         |
| 7.10          | Purchase low-emission vehicles for the city's fleet and use clean fuel sources for trucks and heavy equipment, when feasible.   | MO                | X        |         |         |         |
| 7.11          | Educate the public about air quality, its effect on health, and efforts the public can make to improve air quality and reduce greenhouse gas emissions.   | PL, CS, WR        | X        |         |         |         |



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|---------------------------------|---|--|-------------------------|---------|---------|---------|
| VIII. GROWTH MANAGEMENT ELEMENT |   |  |                         |         |         |         |
| Policy Number                   | POLICY TEXT   | Responsible Party                      | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 1.1                             | Use the General Plan quality of life thresholds (or refinements adopted by subsequent master plans, as appropriate) as the standard to assess the impact of new facility and service demands created by growth, and apply those standards, as appropriate when considering discretionary projects.  | PL, CC                                 | X                       |         |         |         |
| 1.2                             | Progress in meeting the General Plan quality of life thresholds shall be periodically reviewed and revised by city departments and other local government entities to ensure that they reflect appropriate service delivery and measurement techniques, and to assure their effectiveness at achieving overall community goals and objectives.  | PL, CC                                 | X                       |         |         |         |
| 2.1                             | To anticipate the demand for services, prepare, maintain, and periodically update public facility master plans that are based on adopted growth projections through coordination of appropriate city departments and agencies.  | PL, CD, ED, CS, PD, PD, WT, WW, WR     | X                       |         |         |         |
| 3.1                             | Maintain and periodically update development impact fees and major infrastructure financing programs to assure that all new and infill developments contribute their proportionate share of funding for necessary municipal infrastructure and public facilities.   | PL, CD, ED, CS, PD, PD, WT, WW, WR     | X                       |         |         |         |
| 3.2                             | At the discretion of the city, require larger developments to prepare a fiscal impact analysis and a public facilities financing plan that articulates infrastructure and public facilities requirements, as well as costs and funding mechanisms which document the effects upon the city's operating budget over time.  | PL                                     | X                       |         |         |         |
| 3.3                             | Encourage the use of development agreements and other appropriate financing mechanisms to ensure the timely provision of community facilities at adequate levels to support the demands from new and existing development.  | PL                                     | X                       |         |         |         |
| 3.4                             | Periodically assess ongoing staffing needs to adequately operate and maintain public facilities and services through the budget process in order to achieve and maintain quality of life thresholds.  | PL, CD, ED, CS, PD, PD, WT, WW, WR     | X                       |         |         |         |
| 4.1                             | Require facility master plans to specify detailed infrastructure phasing increments.  | PL, CD, ED, CS, PD, PD, WT, WW, WR     | X                       |         |         |         |
| 4.2                             | Require phased and interim facilities improvements which promote community identity and character, preserve and enhance the fiscal viability of existing and planned infrastructure, and minimize the disruption to existing residents.   | PL, CD, ED, CS, PD, PD, WT, WW, WR     | X                       |         |         |         |
| 5.1                             | Allow facility service deficiencies that are below acceptable thresholds on a case by case basis determined through environmental review, periodic monitoring and reporting of quality of life standards, and/or the service delivery process that relates development approvals with remaining facility capacities.  | PL, CD, ED, CS, PD, PD, WT, WW, WR     | X                       |         |         |         |
| 5.2                             | Monitor and periodically report the performance of development activity and its conformance with quality of life standards. Identify areas where there are critical deficiencies. Establish criteria for and implement moratoria, or other strategies to address shortfalls.<br><br><u>Priority Action Item:</u><br>▪ <u>Collaborate with Departments and Divisions to establish appropriate criteria for determining thresholds for development moratoriums.</u> | PL, CD, ED, CA, CS, PD, PD, WT, WW, WR |                         | X       |         |         |

| IMPLEMENTATION MATRIX           |   |  |          | Implementation Schedule |         |         |  |
|---------------------------------|---|--|----------|-------------------------|---------|---------|--|
| VIII. GROWTH MANAGEMENT ELEMENT |   |  |          |                         |         |         |  |
| Policy Number                   | POLICY TEXT   | Responsible Party                        | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |  |
| 5.3                             | Specify the rate and/or amount of development that may occur for areas that are deficient in meeting service thresholds.  | PL, CD, ED, CS, PD, PD, WT, WW, WR       | X        |                         |         |         |  |
| 5.4                             | Withhold discretionary approvals and subsequent building permits from projects demonstrated to be out of compliance with applicable service standards and deficiency thresholds as established in Public Facilities Deficiencies Policy.                        | PL, PC, CA, CC                           | X        |                         |         |         |  |
| 6.1                             | Comprehensively monitor building permits and development entitlements in order to determine and forecast the rate of future development and service requirements to be used in updating facility master plans and guiding capital improvement planning efforts. | PL, CD, ED, CS, PD, PD, WT, WW, , BL, WR | X        |                         |         |         |  |
| 6.2                             | Solicit comments from applicable service providers and city departments to evaluate current quality of life threshold compliance, growth impacts, facility improvements, maintenance issues, and funding opportunities.   | PL, CD, ED, CS, PD, PD, WT, WW, WR       | X        |                         |         |         |  |
| 6.3                             | Review and comment on development proposals in adjacent communities to minimize potential environmental, service, and economic impacts to Escondido.  | PL, CD, ED, CS, PD, PD, WT, WW, WR       | X        |                         |         |         |  |



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|---------------------------------|---|------------------------|----------|-------------------------|---------|---------|
| IX. ECONOMIC PROSPERITY ELEMENT |   |                        |          |                         |         |         |
| Policy Number                   | POLICY TEXT   | Responsible Party      | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 1.1                             | Provide sufficient land at a variety of parcel sizes for industrial and commercial uses to sustain a stable economic base.  | PL, PC, CC             | X        |                         |         |         |
| 1.2                             | Encourage the preservation and expansion of existing industrial uses in appropriate designated areas that are consistent with the city's vision and goals.  | PL, CM, PC, CC         | X        |                         |         |         |
| 1.3                             | Consider the fiscal implications of General Plan Amendments for changes in land use designations that reduce the capacity of industrial and commercial development.   | PL, PC, CC             | X        |                         |         |         |
| 1.4                             | Promote quality economic development that fosters job availability, economic revitalization, and tax revenues.<br><br><u>Priority Action Item:</u><br>▪ <u>Prepare and implement a comprehensive economic development strategy for Escondido that is consistent with the City's General Plan.</u>   | PL, CM, PC, CC, C of C |          | X                       |         |         |
| 1.5                             | Encourage a variety of economic activities in Escondido that:<br>a) Diversifies and balances the economic base and cushions the city's economy from a downturn in any one sector or cyclical fluctuations,<br>b) Provides a broad spectrum of employment opportunities ranging from semi-skilled to high-technology positions,<br>c) Reduces the need for Escondido residents to commute out of the area for their employment,<br>d) Improves the city's fiscal stability,<br>e) Enhances overall property values,<br>f) Provides support products and services for local businesses,<br>g) Expands opportunities for arts and artists supporting the city as a cultural destination, and;<br>h) Locates and designs buildings and properties in a campus style environment, where feasible.<br><br><u>Priority Action Item:</u><br>▪ <u>Prepare and implement a comprehensive economic development strategy for Escondido that is consistent with the City's General Plan.</u> | PL, CM, PC, CC C of C  |          | X                       |         |         |
| 2.1                             | Implement programs and support efforts to increase Escondido's median income and wage by: actively fostering entrepreneurial opportunities, recruiting new businesses, annexing key unincorporated lands, and encouraging existing business expansions that increases employment densities and retains skilled workers whose wages exceed the San Diego Region's median per capita income, and bringing new dollars into the local economy.<br><br><u>Priority Action Item:</u><br>▪ <u>Prepare and implement a comprehensive economic development strategy for Escondido that is consistent with the City's General Plan.</u>  | PL, CM, PC, CC         |          | X                       |         |         |
| 2.2                             | Facilitate increased employment densities in the Downtown, near transit stations, and along transit routes.   | PL, PC, CC             | X        |                         |         |         |
| 2.3                             | Provide opportunities for a balance of local job and housing opportunities offering a diverse supply of housing types at prices and rents correlated with the wage levels of local jobs.  | PL, CM, PC, CC         | X        |                         |         |         |

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### IX. ECONOMIC PROSPERITY ELEMENT

| Policy Number | POLICY TEXT   | Responsible Party      | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|---|------------------------|----------|---------|---------|---------|
| 2.4           | Provide economic development incentives to businesses that offer high quality job opportunities which result in raising the median income level for Escondido residents.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Prepare and implement a comprehensive economic development strategy for Escondido that is consistent with the City's General Plan.</u></b>   | PL, CM, PC, CC, C of C |          | X       |         |         |
| 2.5           | Permit ancillary commercial development in business parks, such as banks, restaurants, and limited retail uses in order to provide amenities for future tenants and enhance economic vitality.  | PL                     | X        |         |         |         |
| 2.6           | Collaborate with nearby jurisdictions to attract and retain large scale, high wage employment businesses that are unable to locate in Escondido but still offer local residents employment opportunities that raise the median income.  | PL, CM, PC, CC, C of C | X        |         |         |         |
| 2.7           | Establish criteria for the types of businesses that should be actively recruited to locate and/or expand in Escondido. These criteria should be monitored and periodically updated to identify evolving markets and businesses that offer the opportunity to raise Escondido's median income. Criteria could include, but not be limited to:<br>a) Level or rate of wages paid to employees;<br>b) Benefits provided to employees;<br>c) Employee density per acre;<br>d) Skills required for employment; and,<br>e) Full-time and part-time/contract/seasonal employee ratio.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Prepare and implement a comprehensive economic development strategy for Escondido that is consistent with the City's General Plan.</u></b> | PL, CM, PC, CC, C of C |          | X       |         |         |
| 3.1           | Provide assistance and information to facilitate the attraction, retention, and expansion of small and medium size businesses with good growth potential.   | PL, CM, CC, C of C     | X        |         |         |         |
| 3.2           | Identify and remove obstacles to the formation and expansion of local businesses, where appropriate.  | PL, CM, PC, CC         | X        |         |         |         |
| 3.3           | Encourage and permit the establishment of home-based and entrepreneurial start-up businesses, in locations that are compatible with the surrounding neighborhood.   | PL, CM, CC             | X        |         |         |         |
| 3.4           | Implement marketing programs to support local businesses and promote Escondido as an ideal location for business development and growth. Emphasize buying locally, including business-to-business transactions.   | CM, CC, C of C         | X        |         |         |         |
| 3.5           | Encourage and facilitate the development of a diversity of small businesses in proximity to one another and avoid redundancy of single types of uses within a block, commercial mall, or neighborhood. However, clusters of mutually supportive businesses such as found in a "restaurant row" shall not be precluded.<br><br><b><u>Priority Action Item:</u></b><br>▪ <b><u>Prepare and implement a comprehensive economic development strategy for Escondido that is consistent with the City's General Plan.</u></b>   | CM, CC                 |          |         | X       |         |
| 4.1           | Maintain sufficient land for the long-term development of technology industries and corporate headquarter facilities.   | PL, CM, PC, CC         | X        |         |         |         |
| 4.2           | Publicize the economic and social benefits of technology-based industries, emphasizing the health of the Escondido economy, and the community value of well-paying high-benefit industrial employment.  | CM, CC, C of C         | X        |         |         |         |



| IMPLEMENTATION MATRIX           |  |                                    | Implementation Schedule |         |         |         |
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| IX. ECONOMIC PROSPERITY ELEMENT |  |                                    |                         |         |         |         |
| Policy Number                   | POLICY TEXT  | Responsible Party                  | ON-GOING                | 0-3 YRS | 4-9 YRS | 10+ YRS |
| 4.3                             | Continue to recruit and promote the establishment of life sciences, biotech, bio-med, software, telecommunications, and “green” industries as well as research and development facilities that promote technologies.   | CM, CC, C of C                     | X                       |         |         |         |
| 4.4                             | Work with local service providers to ensure that appropriate and adequate infrastructure is provided to support high technology and “green” businesses.  | PL, CD, ED, CS, PD, PD, WT, WW, WR | X                       |         |         |         |
| 5.1                             | Encourage the development of a mix of hotel, motel, arts-related and arts-compatible businesses, specialty retail, restaurants and entertainment, as well as family-serving and visitor-serving uses for residents and visitors.   | CM, CC                             | X                       |         |         |         |
| 5.2                             | Promote and protect the diversity of local natural and historic resources in Escondido to preserve and cultivate tourism, commercial recreation, and eco-tourism. Such locations include Daley Ranch, Lake Wohlford, Lake Dixon, Grape Day Park, Kit Carson Park, community parks, Old Escondido Neighborhood, and other important historic resources.   | CM, CC, C of C                     | X                       |         |         |         |
| 6.1                             | Revitalize the Downtown, East Valley Parkway, Center City Parkway, and Escondido Boulevard commercial areas by upgrading their appearance and achieving a coordinated land use pattern to that includes retail, office, visitor serving, and residential development of appropriate density and intensity.<br><br><u>Priority Action Item:</u><br>▪ <u>Complete a comprehensive review of the Area Plan, and amend as appropriate, to be consistent with the General Plan.</u> | PL, PC, CC                         |                         | X       |         |         |
| 6.2                             | Establish incentives, implement improvements, provide funding, and maintain fees for the revitalization of existing older industrial and commercial areas, as well as for the purpose of attracting a broad spectrum of new businesses.<br><br><u>Priority Action Item:</u><br>▪ <u>Prepare and implement a comprehensive economic development strategy for Escondido that is consistent with the City’s General Plan.</u>   | PL, BL, CM, CC                     |                         | X       |         |         |
| 6.3                             | Coordinate appropriate transportation linkages that facilitate the flow of vehicular, transit, pedestrian, and bicycle traffic between Escondido’s commercial and business centers.  | PL, ED                             | X                       |         |         |         |
| 7.1                             | Promote the identity of Escondido and its key districts through a variety of efforts, including but not limited to: the city’s website, telecasts, social media, newsletter publications, branding/logo development, and image enhancement and marketing programs.   | CM, CC, C of C                     | X                       |         |         |         |
| 7.2                             | Designate and distinguish the location, function, and characteristics of primary gateways and key corridors through their land uses, urban form, and streetscape improvements.   | PL, CM, CC                         | X                       |         |         |         |
| 7.3                             | Market the city’s economic opportunities to encourage entrepreneurial investment, attract new businesses, and foster job growth that contributes to the diversification and stabilization of the local economy.  | CM, CC, C of C                     | X                       |         |         |         |
| 7.4                             | Collaborate with local businesses and organizations to promote a calendar of celebrations, events, and activities such as farmers markets, parades, 5K/10K races, arts fairs, community picnics, and similar activities to promote the identity of the City and key districts.   | CM, CS, CC, C of C                 | X                       |         |         |         |

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|---------------------------------|--|------------------------|----------|-------------------------|---------|---------|
| IX. ECONOMIC PROSPERITY ELEMENT |  |                        |          |                         |         |         |
| Policy Number                   | POLICY TEXT  | Responsible Party      | ON-GOING | 0-3 YRS                 | 4-9 YRS | 10+ YRS |
| 8.1                             | Work with businesses and other stakeholders to identify and implement programs and measures for the revitalization and/or transition of underutilized and obsolete employment areas. This may include:<br>a) Developing incentives and other strategies to promote re-investment; and,<br>b) Targeting investments in public infrastructure that may be catalysts for new private sector investment<br><br><u>Priority Action Item:</u><br>▪ <u>Collaborate with Chamber of Commerce and business groups to develop programs for City Council consideration.</u> | CM, CC                 |          | X                       |         |         |
| 8.2                             | Encourage redevelopment of underutilized and economically marginal employment areas to create higher paying new jobs and new retail businesses and entertainment opportunities.  | PL, CM, CC             | X        |                         |         |         |
| 8.3                             | Encourage and support the renovation, lot consolidation, and reuse of underutilized or vacant land and buildings for uses providing employment for Escondido's residents.  | PL, CM, CC             | X        |                         |         |         |
| 8.4                             | Develop strategies to minimize impacts on adjoining residential neighborhoods as a result of the revitalization of an employment area.<br><br><u>Priority Action Item:</u><br>▪ <u>Develop appropriate measures and guidelines for non-residential land uses in close proximity to residential neighborhoods for City Council consideration.</u>   | PL                     |          | X                       |         |         |
| 8.5                             | Facilitate and work with property owners and area residents to redevelop and reinvigorate older neighborhood shopping centers that are in decline. In appropriate locations, these centers can be transformed into high quality, dynamic retail/mixed-use commercial areas that also provide gathering places and a sense of community for the neighborhood.   | PL, CM, CS, CE         | X        |                         |         |         |
| 8.6                             | Facilitate and work with the private sector to evaluate economic trends, opportunities, and needs of key industries, with the intention of anticipating issues and taking early action to avoid decline in the community's commercial and employment areas.  | PL, CM                 | X        |                         |         |         |
| 9.1                             | Plan for and coordinate sufficient water, sewer, telecommunication, and other infrastructure capacity to support new business development, while continuing to support the existing business base.   | WT, WW, ED, WR         | X        |                         |         |         |
| 9.2                             | Work with regional agencies to develop and implement public improvements that benefit Escondido and all of San Diego North County, including, but not limited to: roadways, transit, energy, and telecommunications infrastructure.  | PL,CC, SANDAG          | X        |                         |         |         |
| 9.3                             | Pursue state and federal grants for the construction of infrastructure improvements for areas accommodating the development of new and expanded businesses.  | PL, CM                 | X        |                         |         |         |
| 9.4                             | Periodically review and evaluate the city's permit fees for new and existing businesses to ensure competitiveness with other communities in the region.  | PL, CM, BL             | X        |                         |         |         |
| 10.1                            | Promote partnerships between businesses and educational institutions that promote continuing education and raise student performance to enhance job skills to remain competitive in the changing job market.   | PL, CS, CC, LS, C of C | X        |                         |         |         |
| 10.2                            | Promote an "educational corridor" in the East Valley Parkway Area Plan, in which additional education, job training and vocational instruction facilities are developed.   | PL, PC, CC             | X        |                         |         |         |

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### IX. ECONOMIC PROSPERITY ELEMENT

| Policy Number | POLICY TEXT   | Responsible Party | ON-GOING | 0-3 YRS | 4-9 YRS | 10+ YRS |
|---------------|---|-------------------|----------|---------|---------|---------|
| 10.3          | Collaborate with educational institutions, industries, and trade organizations in defining criteria for locating educational and job training facilities in the community.<br><br><u><b>Ongoing Action Item:</b></u><br>▪ <u><b>Work with local School Districts to develop criteria for incentivizing educational and job training establishments.</b></u>   | PL, CM, CS, LS    | X        |         |         |         |
| 10.4          | Promote and encourage job training programs and support local organizations that work with youth to provide training for life skills, job readiness, and internships in target industries.  | PL, CS, CM, CC    | X        |         |         |         |
| 10.5          | Facilitate employment of local residents by encouraging transportation, childcare, job training opportunities, and other employment readiness factors.  | CM, CS            | X        |         |         |         |
| 11.1          | Continue to foster a municipal organizational structure that values and rewards quality customer service and promotes a high standard of excellence and professionalism.  | CM, CC            | X        |         |         |         |
| 11.2          | Maintain ongoing communication with the business community at the local, regional, national, and international levels to identify opportunities and mitigate economic development constraints.  | CM, CC            | X        |         |         |         |
| 11.3          | Consider the provision of economic development incentives that leverage resources to support, develop and fund strategic economic development programs.   | CM, CC            | X        |         |         |         |
| 12.1          | Monitor commercial, office and industrial vacancy rates and the amount of land available for the development of these uses in the City. Periodically compare these with the vacancy rates and acreages in the San Diego region to determine the need to adjust the inventory of designated and zoned properties.  | CM, PL            | X        |         |         |         |
| 12.2          | Periodically report on Escondido's economic performance and growth in the region based on indicators such as:<br>a) Job growth over a defined period,<br>b) Building permit valuation,<br>c) Sales tax revenues,<br>d) Average wage in the community,<br>e) Unemployment rate,<br>f) Availability of trained workforce residing in Escondido<br>g) Number of residents who work in Escondido; and;<br>h) Composition of employment. | CM, PL            | X        |         |         |         |

