

## Chapter 16: General Plan Implementation Programs

### **I. Introduction**

The Government Code requires that upon adoption of a general plan, a planning agency shall “investigate and make recommendations to the legislative body regarding reasonable and practical means for implementing the general plan.”

### **II. Organization**

The General Plan programs, outlined below, are organized by General Plan element and are designed to address the overall policy objectives identified in the General Plan. Each program identifies lead and partner agencies; however, they are not exclusive, and new partners can be added, as needed. The programs also include a timeframe and are categorized based on level of priority. The highest priority programs should be initiated within the first two years of the adoption of the General Plan. Programs that are designated as ongoing represent actions that must be addressed on a regular basis for General Plan implementation.

### **III. Funding**

The General Plan programs guide the development of work programs for County departments. They also inform the budget process and will be used to set funding priorities. The schedules and tasks listed in the implementation program are based on adequate funding being secured through a joint effort undertaken by all departments and agencies. If funding is not secured, the implementation steps and/or timeframes may need to be modified. To supplement department budgets, County staff will also work to secure grants, as needed, for program implementation.

Program No.	Program Description	General Plan Goals and Policies	Lead and Partner Agencies	Timeframe
LU-1	<p><b>Planning Areas Framework Program</b></p> <p>The General Plan serves as the foundation for all community-based plans, such as area plans, community plans, and coastal land use plans. Area plans focus on land use and other policy issues that are specific to the Planning Area. The Planning Areas Framework Program shall entail the completion of an area plan for each of the 11 Planning Areas.</p> <p>Area plans will be tailored toward the unique geographic, demographic, and social diversity of each Planning Area; however, at a minimum, area plans shall be developed using the following guidelines:</p> <ul style="list-style-type: none"> <li>• Involve major stakeholders, including but not limited to residents, businesses, property owners, County departments, regional agencies, and adjacent cities.</li> <li>• Explore the role of arts and culture, and consider beautification efforts.</li> <li>• Analyze the transportation network, and assess the transportation and community improvement needs. Utilize the street design considerations outlined in the Mobility Element as a tool for street improvements that meet the needs of all potential users, promote active transportation, and address the unique characteristics of the Planning Area.</li> <li>• Review and consider the identified opportunity areas, as applicable.</li> <li>• Develop a land use policy map that considers the local context, existing neighborhood character, and the General Plan Hazard, Environmental and Resource Constraints Map.</li> <li>• Consider the concurrent development of areawide zoning tools.</li> <li>• Update specific plans and zoning ordinances, as needed, to ensure consistency and plan implementation.</li> </ul> <p>At a minimum, each area plan shall consist of the following components: 1) a comprehensive policy document with area-specific elements, as needed, that incorporates community-based plans as chapters; 2) a land use policy map that utilizes the General Plan Land Use Legend; 3) a zoning map that is consistent with the area plan; 4) a capital improvement plan</p>	Land Use Element: Goal LU 2	<p>Lead: DRP</p> <p>Partners: DPW, CEO, DPH, CDC, DPR, Arts Commission, Fire</p>	Years 1-2

	<p>developed in partnership with the Department of Public Works (see Planning Area Capital Improvement Plans Program); and 5) an environmental review document that uses the General Plan Programmatic EIR as a starting point to assess the environmental impacts of the area plan.</p> <p>The creation of new community plans will be reserved for those communities in the unincorporated areas that are identified through the area plan process as having planning needs that go beyond the scope of the area plan. Community plans, as well as coastal land use plans, shall be incorporated as chapters of area plans.</p>			
LU-2	<p><b>Transit Oriented District Program</b></p> <p>Prepare a TOD specific plan, or similar mechanism, for each TOD. The goals of TOD specific plans are to: 1) increase walking, bicycling, and transit ridership and reduce vehicle miles traveled (VMTs); 2) facilitate compact, mixed use development; 3) increase economic activity; 4) facilitate the public investment of infrastructure improvements; and 5) streamline the environmental review process for future infill development projects.</p> <p>The implementation of the TOD Program should, include the following:</p> <ul style="list-style-type: none"> <li>• Preliminary Research and Analysis: The TOD plans will be informed by the completion of preliminary research and analysis that will analyze existing conditions, parking supply and demand, and infrastructure supply and demand.</li> <li>• Stakeholder Outreach: In addition to the background research and analyses, the TOD plan will be informed by a comprehensive stakeholder outreach strategy. This strategy should consider input from residents and County staff and set priorities for transportation, housing, open space, and public safety. The TOD plan should also consider the local context and existing neighborhood character.</li> <li>• Informed by the preliminary research and stakeholder outreach, the TOD plan should, at a minimum, include the following:</li> <li>• General Plan Land Use Policy Map: Land uses within TODs should support active transportation, discourage automobile use, strategically focus compact development, and encourage a mix of housing types and commercial uses.</li> <li>• TOD plan, which will include: <ol style="list-style-type: none"> <li>1. Zoning Amendments: Prepare a zoning consistency analysis and consider both map and text amendments to ensure consistency with the land use policy map.</li> </ol> </li> </ul>	<p>Land Use Element: Goals LU 4, LU 5; Policies 1.11, 1.12, 1.13, 1.14, 1.15.</p> <p>Mobility Element: Goal M 5</p> <p>Public Services and Facilities Element: Policy 1.5</p> <p>Economic Development Element: Policies: 2.5, 2.7, 3.1, 4.4</p>	<p>Lead: DRP</p> <p>Partners: DPW, Metro, Arts Commission, CDC</p>	Years 1-2

	<ol style="list-style-type: none"> <li>2. Design Guidelines: Incorporate guidelines applicable to the built environment that promote livability.</li> <li>3. Mobility Strategy: Identify pedestrian, bicycle, and automobile routes and multimodal connections, particularly the first-last mile connections to the transit stop. Street infrastructure improvements should examine the street design considerations outlined in the Mobility Element. The strategy may also include new cross-sections to encourage active transportation and ensure the safety of all users. This strategy should also incorporate a strategy for parking management, such as the reduction or removal of minimum parking requirements for specific areas and the exploration of shared parking opportunities or parking benefit districts. Lastly, explore opportunities to better coordinate light rail, bus, and County shuttle transit services.</li> <li>4. Economic Development Strategy: Develop a strategy to promote economic development and redevelopment. This should include working with the CDC to attract needed industries and services.</li> <li>5. Capital Improvement Plan: Identify specific infrastructure improvements (i.e., sewer, transportation, waste management, stormwater, public water, and open space) and outline a financing plan.</li> </ol> <ul style="list-style-type: none"> <li>• California Environmental Quality Act (CEQA) Document: Complete the appropriate CEQA document that will substantially reduce the environmental review needed for subsequent projects, in particular future infill development and public infrastructure projects in the TOD.</li> </ul>			
LU-3	<p><b>Airport Land Use Compatibility Plans</b></p> <p>Develop the County's airport land use compatibility plans.</p>	Land Use Element: Policy LU 7.6	Lead: DRP Partner: DPW	Years 1-2
LU-4	<p><b>Growth Management Program</b></p> <p>Develop a growth management program for the unincorporated areas that does the following:</p> <ul style="list-style-type: none"> <li>• Explore the feasibility of implementing a program that uses infrastructure and service levels as a threshold for development and permitting; and</li> <li>• Explore the feasibility of establishing greenbelts or other growth management strategies in urbanized areas.</li> </ul>	Land Use Element: Goal LU 3	Lead: DRP Partners: DPW	Years 1-2

LU-5	<p><b>Civic Art Program</b></p> <p>The County Civic Art Policy requires certain capital development projects, either wholly or partially funded by the County, to dedicate one percent of the design and construction cost to public art projects on the site. Explore the expansion of this policy, including the cost implications to County capital projects, and support the management of the County's art collection.</p>	Land Use Element: Goal LU 10	<p>Lead: Arts Commission</p> <p>Partner: CEO</p>	Year 1-2
LU-6	<p><b>Transfer of Development Rights Program</b></p> <ul style="list-style-type: none"> <li>• Explore the feasibility of a Transfer of Development Rights (TDR) Program in order to direct growth and development away from valuable open space areas to identified infill areas.</li> <li>• Identify natural resource, rural and agricultural areas, including Agricultural Resource Areas (ARAs), and portions of the Significant Ecological Areas (SEAs) with high priority resources as sending areas.</li> <li>• Identify potential receiving areas, such as TODs and vacant and underutilized sites, in urban areas.</li> <li>• Consider partnering with other local jurisdictions to expand the scope of the TDR Program. Consider establishing a pilot program with the City of Santa Clarita.</li> <li>• Prepare an ordinance that outlines applicability and procedures for the TDR Program.</li> <li>• Establish or identify a County entity to coordinate the sales and transactions of TDR.</li> </ul>	Land Use Element: Goals LU 3, LU 4	<p>Lead: DRP</p> <p>Partners: CEO, DPR, Assessor, DPW</p>	Years 1-2
LU-7	<p><b>Adaptive Reuse Ordinance</b></p> <p>Prepare an Adaptive Reuse Ordinance within the context of, and in compliance with, existing building codes that considers the following:</p> <ul style="list-style-type: none"> <li>• The conversion of older, economically distressed or historically-significant buildings into multifamily residential developments, live-and-work units, mixed use developments, or commercial uses.</li> <li>• Incentives to expedite the rehabilitation and redevelopment of structures in older communities, and reduce vacant space in commercial areas.</li> </ul>	<p>Land Use Element: Policies LU 4.1, LU 4.2</p> <p>Economic Development Element: Policies ED 4.4, 4.5</p>	<p>Lead: DRP</p> <p>Partner: DPW</p>	Years 3-5

LU-8	<p><b>Art and Cultural Resources Program</b></p> <p>Explore the feasibility of provisions for incorporating public art and other cultural amenities in new private development. Also examine the development of an in-lieu fee option.</p>	Land Use Element: Goals LU 10	Lead: DRP  Partner: Arts Commission	Year 3-5
LU-9	<p><b>Community Design Guidelines</b></p> <p>Create design guidelines to preserve and enhance the character-defining features of all unincorporated communities.</p>	Land Use Element: Goals LU 10	Lead: DRP  Partners: DPW, Arts Commission	Years 6-10
LU-10	<p><b>Early Care and Education Program</b></p> <p>In conjunction with the goals, strategies and objectives of the Strategic Plan for Child Care and Development for Los Angeles County, as adopted by the County Child Care Planning Committee, and the Child Care Policy Framework, as adopted by the Board of Supervisors:</p> <ul style="list-style-type: none"> <li>• Prepare an ordinance that considers the following within the unincorporated areas: <ol style="list-style-type: none"> <li>1. Barriers due to zoning regulations and costly permit fees.</li> <li>2. Regulatory and other incentives, based on the conclusions and recommendations of the County's Child Care Planning Committee and other agencies in <i>The Economic Impact of the Early Care and Education Industry in Los Angeles County</i>, January 2008. These could include incentives to developers, such as fee reductions, waiver or modification to development standards, and streamlined permit review, to include child care within their projects, particularly within affordable housing developments, mixed use developments and projects that connect child care services to transit corridors.</li> </ol> </li> <li>• Develop an education program that includes: <ol style="list-style-type: none"> <li>1. Engagement with the development community about the need/demand for child care services.</li> <li>2. Technical assistance and training to child care providers on the development of child care facilities.</li> </ol> </li> </ul>	Land Use Element: Policies LU 5.4, 5.5, 5.6  Public Services and Facilities Element: Policies 7.1, 7.2, 7.3  Economic Development Element: Policy ED 2.6	Lead: CEO, Office of Child Care  Partners; DRP, LACOE	Years 6-10
LU-11	<p><b>Military Influence Areas Overlay Ordinance</b></p> <p>Prepare an ordinance to identify, coordinate and assist in resolving potential land use conflicts within Military Operation Areas (MOAs) and High Risk of Adverse Impact Zones (HRAIZs) to ensure that new development is compatible with military operations, safeguard mission training and testing requirements, support military readiness, and enhance safety for military personnel and persons on the ground. The ordinance should consider the following:</p>	Land Use Element: Goal LU 8	Lead: DRP	Years 6-10

	<ul style="list-style-type: none"> <li>• The establishment of an MOA and HRAIZ Overlay in which proposed developments are regulated;</li> <li>• Provisions to ensure that all uses are compatible with military operations within the MOA and/or HRAIZ Overlay;</li> <li>• Review procedures for all proposed development projects within the MOAs and/or HRAIZs that could impact military operations, such as uses that produce electromagnetic interference, frequency spectrum interference, height obstructions, glare, smoke, dust, and steam.</li> </ul>			
M-1	<p><b>Parking Ordinance</b></p> <ul style="list-style-type: none"> <li>• Prepare a study that assesses the applicability of parking requirements in all unincorporated areas, provides an overview of best practices, and identifies amendments, as needed.</li> <li>• Consider amendments to the Zoning Code to reflect the best new practices in land use and parking requirements.</li> </ul>	Mobility Element: Policies M 5.2	Lead: DRP	Years 1-2
M-2	<p><b>Community Pedestrian Plans</b></p> <p>Prepare Community Pedestrian Plans that consider the following:</p> <ul style="list-style-type: none"> <li>• The adequacy of pedestrian routes, accommodations, and the need for improvements or additional infrastructure, given the current or future context of particular neighborhoods.</li> <li>• Design guidelines for streets and walking paths in public and private developments.</li> <li>• Connectivity of pedestrian paths to and from schools, public transportation, major employment centers, shopping centers, and government buildings, in order to eliminate gaps in the transportation system.</li> <li>• Special needs populations, including seniors and people with disabilities.</li> <li>• A framework for the development and implementation of Community Pedestrian Plans in the unincorporated areas that considers safety, design, connectivity, and the needs of all users.</li> </ul>	Mobility Element: Goal M 1, M 2, M 3	Lead: DPW Partner: DRP	Years 1-2

	<ul style="list-style-type: none"> <li>• Coordination with the development of the Planning Areas Framework Program and the TOD Program to ensure planning consistency and to promote intermodal transportation connectivity and community livability.</li> <li>• The identification of unincorporated communities with a substantial absence of, and need for, sidewalks.</li> <li>• Construction of pedestrian improvements through the annual road construction program.</li> <li>• The securing of grant program funding to construct pedestrian plan improvements.</li> </ul>			
M-3	<p><b>Safe Routes to School Program</b></p> <ul style="list-style-type: none"> <li>• Develop Safe Routes to School programs that address pedestrian and bicycle safety for a two-mile radius around all elementary, middle and high school facilities.</li> <li>• Identify low income communities and/or communities with high rates of bike/pedestrian injury and prioritize these for Safe Routes to Schools grants.</li> <li>• Within high priority areas, identify schools in great need of bike/pedestrian improvements.</li> <li>• Submit grant proposals for high priority schools/areas.</li> </ul>	Mobility Element: Goal M 1, M 2	Lead: DPW Partner: DPH	Years 3-5
M-4	<p><b>Multimodal Transportation Planning Function</b></p> <p>Develop a multimodal transportation planning function for the County. This planning function will be based on traffic modeling activities, which integrate the Highway Plan, Bikeway Master Plan, and future Community Pedestrian Plans. The modeling effort will allow the County to plan, design, and maintain transportation facilities in the unincorporated areas, which provide safe and efficient mobility for all users, including bicyclists, pedestrians, transit vehicles, trucks, and motorists. It will also incorporate traffic analysis guidelines, per SB 743.</p>	Mobility Element: Goal M 4	Lead: DPW Partner: DRP	Years 1-2
AQ-1	<p><b>PACE Financing Program</b></p> <p>Pursuant to AB 811, establish a countywide property assessed clean energy (PACE) financing program to provide municipal financing for energy and water efficiency and renewable energy projects on private property.</p>	Air Quality Element: Policies AQ 3.2, AQ 3.3  Public Services and Facilities Element: Policy 6.5	Lead: ISD	Years 1-2



		Economic Development Element: Policy ED 1.2		
AQ-2	<p><b>Climate Change Adaptation Program</b></p> <ul style="list-style-type: none"> <li>• Develop strategies to address the impacts of climate change related but not limited to agriculture, public health, ecosystems and natural resources, energy, infrastructure, and emergency management.</li> <li>• Climate change adaptation strategies may be conducted sequentially, starting with the evaluation of threats, vulnerability and risk assessments, identification of mitigation actions, and implementation.</li> <li>• Investigate short and long-term funding mechanisms.</li> <li>• Amend the General Plan accordingly to incorporate proposed climate change adaptation actions.</li> </ul>	Air Quality Element: Policy AQ 3.8	Lead: CEO	Years 1-2
C/NR-1	<p><b>SEA Preservation Program</b></p> <p>Coordinate with programs for the preservation of natural resources, especially programs that identify financial incentives for the acquisition of SEA lands. Focus on targeting the following implementation actions to ensure that SEAs are specifically included:</p> <ul style="list-style-type: none"> <li>• Transfer of Development Rights Program</li> <li>• Habitat Conservation Plan</li> <li>• Mitigation Land Banking Program/Open Space Master Plan</li> <li>• Open Space Land Acquisition Strategy</li> </ul>	Conservation and Natural Resources Element: Goal C/NR 3, Policy C/NR 3.2	Lead: DRP	Years 1-2
C/NR-2	<p><b>SEA Ordinance</b></p> <p>Update the Significant Ecological Areas Ordinance to implement the SEA Program in the General Plan.</p>	Conservation and Natural Resources Element: Goal C/NR 3, Policy C/NR 3.1-12	Lead: DRP	Years 1-2
C/NR-3	<p><b>Mitigation Land Banking Program/Open Space Master Plan</b></p>	Conservation and Natural Resources	Lead: DRP	Years 1-2

	<p>Study the feasibility of creating a Mitigation Land Banking Program and an Open Space Master Plan with appropriate standards and criteria to allow eligible projects to purchase land within SEAs or other biologically sensitive areas as a mitigation measure for development in areas outside of SEAs. Encourage mitigation banking across watershed and jurisdictional boundaries to provide more opportunities for mitigation, and avoid the creation of “orphan mitigation banks.”</p>	<p>Element: Goal C/NR 3, Policy C/NR 3.2</p>	<p>Partner: CEO, DPR, DPW, DPH, DBH, Agricultural Commissioner</p>	
C/NR-4	<p><b>Oak Woodlands Conservation Management Plan Implementation</b></p> <p>Implement the County’s Oak Woodlands Conservation Management Plan through the following actions:</p> <ul style="list-style-type: none"> <li>• Develop a process for documenting oaks that are added by a property owner (“volunteer oaks”) as part of the Zoning Ordinance Update Program; and</li> <li>• Work with the Los Angeles Region Imagery Acquisition Consortium to lobby for the inclusion of infrared imagery acquisition that will help document existing oak woodlands.</li> </ul>	<p>Conservation and Natural Resources Element: Goal C/NR 4, Policies C/NR 3.4, C/NR 4.1</p> <p>Safety Element: Goal S 3, Policy S 3.10</p>	<p>Lead: DRP</p> <p>Partners: DPW, Fire</p>	Years 1-2
C/NR-5	<p><b>Native Woodlands Conservation Management Plan</b></p> <ul style="list-style-type: none"> <li>• Develop a conservation management plan, guidance document, and implementation ordinance for woodlands (other than oak) in Los Angeles County that are rare. Woodland types in need of conservation include but are not limited to: juniper woodlands; walnut woodlands; cherry woodlands; bay tree woodlands; willow woodlands; mixed riparian woodlands with willow, cottonwood, and sycamore components; California buckeye woodlands, and Joshua tree woodlands.</li> <li>• Work with the Los Angeles Region Imagery Acquisition Consortium for the inclusion of infrared imagery acquisition that will help document existing woodlands (other than oak).</li> </ul>	<p>Conservation and Natural Resources Element: Goal C/NR 4</p>	<p>Lead: DRP</p>	Years 3-5
C/NR-6	<p><b>Scenic Resources Ordinance</b></p> <ul style="list-style-type: none"> <li>• Prepare a Scenic Resources Ordinance that creates a scenic corridor, scenic viewshed, and significant ridgeline program and/or ordinance to protect remaining scenic resources.</li> <li>• Develop countywide ridgeline protection regulations and a countywide ridgeline map.</li> </ul>	<p>Conservation and Natural Resources Element: Goal C/NR 13</p>	<p>Lead: DRP</p>	Years 1-2

C/NR-7	<p><b>Agricultural Resource Areas Ordinance</b></p> <ul style="list-style-type: none"> <li>• Prepare an Agricultural Resource Areas Ordinance in order to encourage the retention and sustainable utilization of agricultural land for agricultural uses.</li> <li>• Analyze the feasibility of offering incentives, such as density bonuses and/or conservation subdivisions, that deed-restrict a certain percentage of the project site for open space and agricultural uses only.</li> <li>• Ensure compatibility between agricultural and non-agricultural land uses through buffering, development standards, and design requirements.</li> </ul>	<p>Conservation and Natural Resources Element: Goal C/NR 8</p> <p>Economic Development Element: Policy ED 1.4 and Policy ED 2.9</p>	Lead: DRP	Years 1-2
C/NR-8	<p><b>Mineral Resource Areas Ordinance</b></p> <p>Prepare a Mineral Resource Areas Ordinance that considers the following:</p> <ul style="list-style-type: none"> <li>• Develop regulations for development in Mineral Resource Areas to ensure that development projects are compatible with existing or potential mineral resource areas, and are designed to maintain the future development of extractive, surface mining or energy production. Consider the role of design and the use of buffers between new development and the mining operations, based on an evaluation of noise, aesthetics, drainage, operating conditions biological resources, topography, lighting, traffic, operating hours and air quality.</li> <li>• Develop standards and conditions for extractive surface mining facilities.</li> </ul>	<p>Conservation and Natural Resources Element: Goals C/NR 10, C/NR 11</p>	Lead: DRP	Years 1-2
C/NR-9	<p><b>Habitat Conservation Plan</b></p> <p>Prepare a Habitat Conservation Plan to identify and preserve biologically sensitive land and natural resources, including SEAs. The Habitat Conservation Plan shall include the following:</p> <ul style="list-style-type: none"> <li>• A review of best practices in Habitat Conservation Plans in other local jurisdictions; and</li> <li>• A dedicated permanent source of funding for natural area conservation and preservation related efforts, including the routine study of biological resources.</li> </ul>	<p>Conservation and Natural Resources Element: Goal C/NR 3</p>	<p>Lead: DRP</p> <p>Partner: CEO, DPR, DPW, DPH, DBH, Agricultural Commissioner</p>	Years 3-5
C/NR-10	<p><b>Water Quality Initiatives</b></p>	<p>Conservation and Natural Resources Element: Goals C/NR 5, C/NR 6, C/NR 7</p>	<p>Lead: DPW</p> <p>Partners: DPH, DBH</p>	Years 3-5

	<ul style="list-style-type: none"> <li>Support multi-benefit outcomes, such as water quality benefits arising from ecosystem restoration efforts, and identify, attract, and create funds and resources to implement this initiative.</li> <li>Participate in Enhanced Watershed Management Programs and Watershed Management Programs in coordination with other agencies throughout Los Angeles County.</li> <li>Participate in Coordinated Integrated Watershed Monitoring Plans in coordination with other agencies throughout Los Angeles County.</li> </ul>			
C/NR-11	<p><b>Watershed and Rivers Master Plans</b></p> <ul style="list-style-type: none"> <li>Participate with stakeholders in the preparation of Watershed Management Plans in response to the NPDES Municipal Separate Storm Sewer Systems (MS4) Permit by promoting multi-benefit outcomes, including, but not limited to new public access to natural resources, new recreational opportunities, enhanced aquatic habitats, and restored natural features, where appropriate, while maintaining necessary levels of flood protection.</li> <li>Identify, attract, and create funds and resources to implement these plans.</li> </ul>	<p>Conservation and Natural Resources Element: Goals C/NR 5, C/NR 6, C/NR 7</p>	<p>Lead: DPW Partner: DBH, DPR, CEO</p>	<p>Years 3-5</p>
C/NR-12	<p><b>Urban Greening Program</b></p> <ul style="list-style-type: none"> <li>Work with the CDC and other stakeholders to expand community garden programs, and to identify County-owned parcels and other potential sites for community gardens.</li> <li>Create and implement an urban farming program.</li> <li>Conduct a tree inventory to identify tree deficient neighborhoods and target these areas for tree distribution and planting.</li> <li>Adopt tree planting requirements for new developments, as described in the Community Climate Action Plan.</li> <li>Explore joint-use agreements for green amenities for land under major utility corridor line easements.</li> <li>Amend the County Code, as applicable, to require 30 percent tree canopy coverage, at maturity, on new development to shade parking lots and structures in a manner that will reduce the urban heat island effect.</li> </ul>	<p>Mobility Element: Policy M 2.9 Air Quality Element: Policy AQ 3.7 Conservation and Natural Resources Element: Policy C/NR 9.4</p>	<p>Lead: DRP Partners: DPW, DPR, CDC, Fire, CEO, Utilities, UC Cooperative Extension</p>	<p>Years 3-5</p>

	<ul style="list-style-type: none"> <li>Work with other jurisdictions to leverage County resources in ways that facilitate environmental improvements consistent with natural landscape characteristics.</li> </ul>			
C/NR-13	<p><b>Open Space Land Acquisition Strategy</b></p> <p>Develop an open space land acquisition strategy that incorporates collaborative partners; identifies multi-use sites; explores all means of open space acquisition and preservation, such as inter-jurisdictional land swaps, mitigation banking, and other partnerships; and implements legal protections, such as deed-restrictions and easements.</p> <p>Develop programs to improve education, awareness, and stewardship of open spaces, natural areas and SEAs, recognizing and prioritizing opportunities to leverage County resources with those of other jurisdictions (such as when environmental improvements cross jurisdictions, but result in amplified improvements consistent with natural landscape boundaries/characteristics).</p>	Conservation and Natural Resources Element: Goals C/NR 1,C/NR 2	Lead: DPR  Partner: DRP, DPW	Years 6-10
C/NR-14	<p><b>Healthy and Sustainable Food Systems Ordinance</b></p> <p>Perform an assessment of the food system in unincorporated areas to identify communities that lack access to healthy foods, barriers to the development of markets that support healthy food access, and opportunities to promote greater connectivity between local food sources and communities.</p> <p>Analyze the feasibility of urban agriculture incentive zones, which would provide a property tax incentive for dedication of vacant, unimproved or blighted urban infill properties to agriculture for a specified period.</p> <p>Prepare a Healthy and Sustainable Food Systems Ordinance that considers the following:</p> <ul style="list-style-type: none"> <li>Incentives to promote healthy and sustainable farming practices, such as organic farming and hydroponics.</li> <li>Identification and implementation of strategies and incentives to increase the availability of healthy and local foods in communities, especially those with limited access to fresh produce.</li> </ul>	Conservation and Natural Resources Element: Goals C/NR 8, C/NR 9	Lead: DRP  Partner: DPH, Agricultural Commissioner, UC Cooperative Extension	Years 6-10
C/NR-15	<p><b>Solar Energy Orientation Study</b></p> <p>Prepare a Solar Energy Orientation Study that includes the following:</p> <ul style="list-style-type: none"> <li>The feasibility of requiring the optimization of solar orientation in developments to maximize passive and active solar techniques,</li> </ul>	Land Use Element: Goal LU 11  Air Quality Element: Policy AQ 3.1.	Lead: DRP	Years 6-10

	<ul style="list-style-type: none"> <li>Guidelines for reducing the urban heat island effect in new and existing development.</li> <li>A solar energy subdivision design manual that depicts passive and active solar energy design guidelines.</li> </ul>			
P/R-1	<p><b>County Parks and Recreation Master Plan</b></p> <ul style="list-style-type: none"> <li>Develop a comprehensive Los Angeles County Parks and Recreation Master Plan in collaboration with partner agencies, community groups and other stakeholders. The Master Plan will include a needs and demands analysis, in-depth gap analysis, evaluation of existing facilities and programs, asset management strategies, and implementation actions, including:</li> <li><b>Park Inventories:</b> Carry out repairs and improvements to existing parks based on the priority established in the park facility inventories. Access related improvements, including upgrades to comply with the Americans with Disabilities Act (ADA), are a priority. As County parks may be used to operate Mass Care Shelters in a major disaster, these shelters must be accessible to persons with disabilities. Compile an inventory of historical resources at all County parks and recreational facilities, including facilities that are listed or eligible to be included on the state and/or national Register of Historic Places. Improve and enhance educational, informational, and regulatory signage at County parks and recreational facilities, as appropriate.</li> <li><b>New Park Opportunities:</b> Identify properties that may be suitable for the development of new parks and expansion of existing parks. Study the possibility of developing multi-benefit parks and trails in areas, such as floodway channels, powerline alignments, major water and sewer easements, flood basins and impoundment areas, and transportation rights of way. In addition, evaluate opportunities to develop parks and recreation facilities on brownfields following appropriate cleanup and remediation.</li> <li><b>Policy Development:</b> Draft a countywide policy to require developers of large residential projects to develop new public parks. Survey and mark the boundaries of County-owned wildlife and wildflower sanctuaries to address encroachment by adjacent property owners. Pursue local, state, and/or federal historical registration and/or museum accreditation of additional County parks and recreational facilities, where appropriate.</li> <li><b>Land Acquisition Strategy:</b> Develop a land acquisition strategy as a component of the Master Plan that will establish a framework for evaluating land acquisition</li> </ul>	Parks and Recreation Element: Goals P/R 1, P/R 2, P/R 3	Lead: DPR  Partner: DRP	Years 1-2

	<p>priorities, identify funding options for acquisitions, and provide a five-year implementation plan for land acquisition.</p> <ul style="list-style-type: none"> <li>• Program Development: Expand the park volunteer program and actively recruit more youth and seniors to conduct recreation programs and services, and identify additional facilities where historical and natural resource programs may be offered.</li> <li>• Parks Maintenance Master Plan: Develop a Parks Maintenance Master Plan and a computerized maintenance reporting and tracking system to ensure that routine maintenance and operations of County parks and recreational facilities are carried out in a timely, efficient, and sustainable manner. The Maintenance Master Plan will establish benchmarks for all routine park maintenance tasks and future goals based on national standards.</li> <li>• Revenue Enhancement: Pursue a variety of initiatives to generate additional revenues for parks and recreation including: expanding the Adopt-a-Park program, soliciting donations and sponsorships, applying for grants, and holding more fundraising activities and events.</li> </ul>			
P/R-2	<p><b>Trails Program</b></p> <ul style="list-style-type: none"> <li>• Develop a Trails Master Plan as a component of the Parks and Recreation Master Plan in collaboration with other public, non-profit, and private organizations. As part of the Master Plan, create a GIS layer of existing and proposed city, County, regional, state, and federal trails and trail segments to identify gaps and opportunities for linkages.</li> <li>• Collaborate with state and federal park agencies to develop uniform trail maintenance standards and trail use regulations.</li> <li>• Prepare and release an official map of County multi-use trails for all users.</li> <li>• Design and develop a new countywide uniform trail signage program that provides identification, by creating an overall branding to unify DPR's signs, along with directional and regulatory information.</li> </ul>	Parks and Recreation Element: Goal P/R 4	Lead: DPR  Partner: DRP	Years 1-2
P/R-3	<p><b>Parks Sustainability Program</b></p> <p>Implement the County's Energy and Environmental Policy at County parks, including the following programs:</p> <ul style="list-style-type: none"> <li>• Leadership in Energy and Environmental Design (LEED) certification (or other equivalent energy certified ratings) for all new buildings of 10,000 square feet, which</li> </ul>	Parks and Recreation Element: Goal P/R 6	Lead: DPR  Partner: ISD	Years 3-5

	<p>is the County's Board-approved policy. DPR will also pursue LEED-EB (Existing Buildings) certification for certain existing buildings on park properties by addressing whole building cleaning and maintenance issues (including chemical use), recycling programs, exterior maintenance programs, and systems upgrades.</p> <ul style="list-style-type: none"> <li>• Energy and Water Efficiency Program: This program seeks to further reduce energy and water consumption at County parks by establishing specific reduction targets and a formal reporting process to measure DPR's progress towards these targets. Recommended initiatives include the implementation of conservation monitoring practices, and energy and water efficiency projects in existing County parks.</li> <li>• Environmental Stewardship Program: Aims to reduce DPR's environmental footprint including, among other impacts, air pollutants that are produced through direct and indirect DPR operations, increase the use of environmentally-friendly products, and expand its recycling, composting, and mulching programs.</li> <li>• Sustainable Design Program: Provides for the integration of sustainable, green building technologies into the designs of park improvement and refurbishment projects, seeks to extend the life cycle or useful life of buildings on County parks, and maximize energy and water use efficiency.</li> </ul> <p>Establish and implement guidelines for the operation, design, and development of existing and new park facilities that will meet the needs of communities, while minimizing impacts to the natural environment. The guidelines will address a variety of issues, including but not limited to the following:</p> <ul style="list-style-type: none"> <li>• Systems design that promotes efficient use of water and energy;</li> <li>• Landscape design that uses drought-tolerant plants and native plants, where appropriate;</li> <li>• The use of construction material with recycled content;</li> <li>• The reduction of waste during construction and occupancy;</li> <li>• The use of construction materials with reduced or no release of harmful gases;</li> <li>• Building design and operation which promote indoor air quality and users' comfort level and productivity;</li> <li>• The installation of efficient plumbing fixtures to reduce potable water use and lower production of waste water; and</li> <li>• The purchase of sustainable cleaning materials and building maintenance products.</li> </ul>			
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N-1	<p><b>Countywide Noise Assessment Survey/County Noise Ordinance Update</b></p> <ul style="list-style-type: none"> <li>Identify major sources of noise and noise issues in the County (Countywide Assessment Survey)</li> <li>Revise the County's Noise Ordinance, update the vibration standard.</li> </ul>	Noise Element: Goal N 1	Lead: DPH Partner: DRP, DPW	Years 1-2
N-2	<p><b>Countywide Noise Mapping</b></p> <p>If determined to be feasible, prepare a map of detailed noise contours and associated land uses within the County.</p>	Noise Element: Goal N 1	Lead: DPH Partner: DRP	Years 6-10
N-3	<p><b>Noise Abatement Program</b></p> <p>Create guidelines to mitigate noise issues in development projects and at a countywide level.</p> <p>Plan transportation/parking features to have minimal noise impacts to natural resources.</p>	Noise Element: Goal N 1	Lead: DPH Partner: DRP	Years 6-10
S-1	<p><b>Mass Debris Management Plan Implementation and Update</b></p> <p>Update the Mass Debris Management Plan based on organizational changes, new policies and guidance, and lessons learned from actual debris events to address the mass removal of debris that resulted from major disasters.</p>	Safety Element: Goal S 7	Lead: PW and OEM Partner: CEO	Years 3-5 Ongoing
S-2	<p><b>At-Risk Properties Hazard Fund and Strategies</b></p> <ul style="list-style-type: none"> <li>Identify at-risk properties in hazard areas, such as those on FEMA's repetitive loss properties list.</li> <li>Research available funding sources to retrofit existing structures that are located in hazard areas.</li> </ul>	Safety Element: Goals S 1, S 3, S 4	Lead: PW Partner: CEO, DRP, DPH	Years 6-10
S-3	<p><b>Floodplain Management Plan Implementation and Update</b></p> <ul style="list-style-type: none"> <li>Distribute and advocate the County's Floodplain Management Plan, which focuses on flood hazard information and mitigation strategies for repetitive loss properties and properties in severe flood hazard areas in the County's unincorporated areas.</li> <li>Update the Floodplain Management Plan and the Repetitive Loss Area Analysis on their five-year cycle to address any additional or reduction of repetitive loss properties and properties in severe flood hazard areas.</li> </ul>	Safety Element: Goal S 3	Lead: PW	Ongoing

S-4	<p><b>Climate-Adapted Landscape Program</b></p> <p>Develop model landscape design strategies for development projects that specify climate-adapted plants to appropriately address hazards while also supporting local biodiversity.</p>	Safety Element: Goal S 2, S 4, S 5	Lead: DRP Partner: PW, Fire	Years 3-5
S-5	<p><b>Community Capacity and Resilience Program</b></p> <ul style="list-style-type: none"> <li>• Develop an education campaign to engage communities on actions and resources for adapting and increasing resilience to climate impacts.</li> <li>• Collaborate with community-based organizations on strategies best suited for communities in areas with high vulnerability to climate impacts by supplying easily distributable information in a range of media platforms.</li> <li>• Develop a resource prioritization plan for funding allocation to frontline communities containing socially vulnerable populations as identified in the Los Angeles County Climate Vulnerability Assessment.</li> </ul>	Safety Element: Goal S 2, S 3, S 4, S 5	Lead: DRP Partner: CEO, PW, DPH	Ongoing
S-6	<p><b>Shaded Corridors Program</b></p> <ul style="list-style-type: none"> <li>• Identify corridors, particularly pedestrian pathways and bikeways that connect transit stations to nearby residential areas and public spaces, in extreme heat hazard overlay zones with the greatest need for shade.</li> <li>• Incorporate features, such as galleries, arcades, pergolas, awnings, and/or tree allées into development guidelines, where feasible and in compliance with fire regulations.</li> <li>• Coordinate with Public Works' Green Street Master Plan, which incorporates design strategies to mitigate climate change impacts.</li> <li>• Prioritize shading of pathways in disadvantaged communities in areas with high vulnerability to extreme heat.</li> </ul>	Safety Element: Goal S 2, S 5	Lead: DRP Partner: PW	Ongoing
S-7	<p><b>Oil and Gas Operation Strategy</b></p> <ul style="list-style-type: none"> <li>• Develop an ordinance that reflects best practices and current mitigation methods, minimize environmental impacts, and protect sensitive uses and populations.</li> <li>• Conduct an amortization study of oil and gas drill sites in unincorporated Los Angeles County to determine the most accelerated phase out period and</li> </ul>	Safety Element: Goal S 6	Lead: DRP Partner: DPH, PW	Years 1-3

	<p>recommendations to guide a phase-out process.</p> <ul style="list-style-type: none"> <li>Develop a framework for an Oil Well Cleanup Pilot Program to plug and abandon idle oil wells, improve environmental conditions for affected communities and maximize local, high-road jobs.</li> </ul>			
S-8	<p><b>OurCounty Sustainability Plan</b></p> <p>Implement the hazard and climate-impact related actions identified in the OurCounty Sustainability Plan. Programs include an urban forest management plan, heat island reduction plan, and resilient integrated water system.</p>	Safety Element: Goal S 2	Lead: CEO, DPH, DPR, DRP, Fire, ISD, OEM, PW	Ongoing
S-9	<p><b>Reduce Damage from Wildfire</b></p> <ul style="list-style-type: none"> <li>Amend Title 21 with development standards that could reduce the risk of personal injury or property damage in the Very High Fire Hazard Severity Zones (VHFHSZs).</li> <li>Amend Title 22 to support the proposed changes in Title 21, and to further reduce the risks of personal injury and property damage in VHFHSZs.</li> </ul>	Safety Element: Goal S 4	Lead: DRP Partner: Fire	Years 1-3
PS/F-1	<p><b>Planning Area Capital Improvement Plans</b></p> <p>DRP and DPW to jointly secure sources of funding and set priorities for preparing studies to assess infrastructure needs for the 11 Planning Areas.</p> <p>Once funding has been secured and priorities have been set, prepare a Capital Improvement Plan for each of the 11 Planning Areas (see also Planning Areas Framework Program). Each Capital Improvement Plan shall include the following as needed: Sewer Capacity Study; Transportation System Capacity Study; Waste Management Study; Stormwater System Study; Public Water System Study; list of necessary infrastructure improvements; Implementation Program; and Financing Plan.</p> <p>As applicable, studies related to water, sewer, traffic and stormwater management should specifically address the needs of the unincorporated legacy communities identified in the Land Use Element.</p>	<p>Mobility Element: Goal M 3</p> <p>Public Services and Facilities Element: Goal PS/F 1</p> <p>Economic Development Element: Policy ED 3.1</p>	Leads: DPW and DRP	Years 1-2

PS/F-2	<p><b>Water Conservation Ordinance</b></p> <ul style="list-style-type: none"> <li>Continually review and update the County's water conservation ordinance with appropriate enforcement procedures, such as instituting a water conservation hotline and other measures.</li> </ul>	Public Services and Facilities Element: Goals PS/F 2, PS/F 3	Lead: DPH	Years 1-2
PS/F-3	<p><b>Agricultural Water Conservation Program</b></p> <p>Study the feasibility of creating an agricultural water conservation program, which will increase crop water use efficiency, and reduce water use through conservation and technological advancement in water management.</p>	Public Services and Facilities Element: Goals PS/F 2, PS/F 3	Lead: DRP  Partner: Agricultural Commissioner	Years 6-10
ED-1	<p><b>Economic Development Incentives Program</b></p> <ul style="list-style-type: none"> <li>Develop business incentives for infill development, brownfield remediation, and alternative energy production.</li> <li>Identify federal, state, and local resources to create economic and regulatory incentives in order to attract targeted industries and to promote sustainable development policies.</li> <li>Create incentives and programs, and seek and apply for grant funding to rehabilitate and upgrade commercial and industrial districts.</li> <li>Expand and renew the County's incentive zones and districts to better address the need for economic development throughout the County's industrial and commercial areas.</li> <li>Incentivize services and employment opportunities to revitalize economically distressed areas.</li> </ul>	Economic Development Element: Policies ED 1.3, 1.4, 1.7, 3.4, 3.5, 4.1, 4.3, 4.8	Lead: CDC  Partner: DRP, CEO, LAEDC	Years 1-2
ED-2	<p><b>Economic Development Outreach and Coordination Initiative</b></p> <ul style="list-style-type: none"> <li>Collect information and develop a benchmarking mechanism on economic and business trends and conditions, in conjunction with the Los Angeles County Economic Development Corporation (LAEDC), real estate professionals, site locator service providers, and economic development professionals. Determine needs and respond to changes using this information.</li> </ul>	Economic Development Element: Policies ED 1.3, 1.4, 1.9, 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10, 5.11, 5.12, 5.13, 6.1, 6.2, 6.3	Lead: CDC  Partners: CEO, DRP, LAEDC	Years 6-10

	<ul style="list-style-type: none"> <li>• Create a web site and related materials that guide developers and the business community through the County planning and permitting process, include information on policies that facilitate infill development and smart growth, and regularly update a site inventory of public land that is available for economic investment and redevelopment opportunities.</li> <li>• Develop sector strategies that emphasize the sustainability of sector-based training initiatives in targeted high growth industries, in conjunction with Los Angeles County Workforce Investment Boards, LAEDC, the state Employment Development Department, the Los Angeles Area Chamber of Commerce, Los Angeles Community College District, Los Angeles Unified School District, Los Angeles County Federation of Labor, and other partners. Inventory existing workforce development programs throughout the County and promote them via the County, Workforce Investment Board, LAEDC, local government, community-based organization and other web sites.</li> <li>• Lead the implementation of coordinated “one-stop” centers (America’s Job Centers of California) that integrate state EDD programs and other county services, while leveraging varied partners to provide a seamless and diversified experience for job-seekers.</li> <li>• Utilize Sector Intermediaries to ensure the County’s workforce services meet the needs of employers in high-growth industry sectors, thereby increasing the number of job-seekers placed into new and living wage occupations and careers.</li> <li>• Support in-school County youth by expanding the number who complete introductory STEM curricula (science, technology, engineering and math) and participate in the Summer Youth Employment Program, while ensuring out-of-school youth receive comprehensive services through AJCCs.</li> <li>• Participate in regional collaborative efforts around economic development between business and universities, colleges, and private training institutes and service providers.</li> <li>• Develop a promotional campaign that targets foreign-owned enterprises in specific industries in order to attract them to establish operations in Los Angeles County. Collaborate with entities, such as the World Trade Association.</li> </ul>			
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ED-3	<p><b>Economic Development Land Use Strategy</b></p> <ul style="list-style-type: none"> <li>• Develop an economic development land use strategy that does the following:</li> <li>• Ensure that the unincorporated areas is competitive for business establishment and expansion, by identifying and addressing regulatory barriers.</li> <li>• Make the planning and entitlement process for economic development activities timely, accountable, customer-driven, and predictable.</li> <li>• Identify opportunities to relocate current residential uses, where feasible, that are surrounded by industrial uses in Employment Protection Districts.</li> <li>• Consider amendments to Title 22 to add development standards to buffer residential and industrial uses.</li> <li>• In key industrial areas, consider the allowance of flexibility in land uses and permitting requirements as a way to incentivize redevelopment of these areas, and establish clear guidelines for development to ensure compatibility.</li> <li>•</li> </ul>	<p>Land Use Element: Policy 5.9, 5.10, 6.2</p> <p>Economic Development Element: Policy ED 1.5, 1.6, 2.1, 2.2, 2.3, 2.8</p>	<p>Lead: DRP</p> <p>Partner: CDC, CEO, LAEDC</p>	Years 1-2
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