Visioning

Communities frequently undertake a Visioning process as the first step in a General Plan update process. Visioning is a highly interactive public process designed to build consensus regarding a community's common future. Visioning is a useful and accepted part of the planning process. This paper has been prepared in response to Costa Mesa residents' desire to provide a Vision foundation that they feel is lacking in the current General Plan, and to explain what the process, benefits, and results of Visioning can be. Examples from several other cities' General Plans have been provided to illustrate the variety of Vision statements —in terms of styles, content, and formats— and how they might inform how the City of Costa Mesa will develop its own vision for the next two decades.

WHAT IS VISIONING?

"Visioning" is the term given to the process that enables a city to define its future in a very public process. Visioning participants can be brought together to recognize shared values and purposes, with the aim of articulating a shared vision for the City of Costa Mesa. A vision defines what the community should look like physically, socially, and environmentally in five, 10, or 20 years. The visioning step in the General Plan update process creates a sense of ownership for City residents, business and property owners, and other stakeholders to the extent that they want to see and help make that vision a reality.

Visioning can:

- Emphasize Costa Mesa's assets rather than just its needs
- Identify Costa Mesa's options and opportunities based on shared values
- Allows early and continuous involvement by Costa Mesa's residents, businesses, and stakeholders

Who should participate in Visioning?

- Representatives from all economic sectors of the community
- All types of organizations in the City (art/culture, religious, youth, etc.)
- Elected and appointed officials and key City Department personnel
- Residents representing all ages, ethnicity, interests, etc.

What are the advantages of Visioning?

- Visioning can serve as the catalyst to bring Costa Mesans together to talk about the City in a new way.
- Visioning creates excitement about the General Plan, allowing people to be part of the City's planning in a meaningful way.
- Visioning keeps the General Plan updated process on track. Once the Vision has been created, the rest of the planning process is focused on addressing the issues raised and how to achieve the Vision.

Results of the Visioning Exercise

Costa Mesa can expect to have an overall community vision statement or thematic statements that address various and specific areas/interests of the City. This translates into providing the framework for creation of guiding principles, and adoption of functioning goals and policies within the General Plan. Ultimately, it grounds future discussions and decisions when there is divisive land use challenges presented to the City.

What a Vision Statement or Statements should be or include:

- Positive and present-tense language
- Qualities and terms that invoke or explain the City's uniqueness
- Language and ideas inclusive of all persons in the City's diverse population
- High standards for excellence and achievement
- A focus on people and their quality of life
- A schedule or time period associated with it

Vision Examples of Communities Near Costa Mesa

The cities of Newport Beach, Anaheim, Irvine, and Orange have each approached and included Visioning for their communities in slightly different ways.

City of Newport Beach - Has devoted a Chapter within the General Plan to state the vision. Their vision is meant to represent a retrospective view from what the community sees as the "end state" in 2025. It describes the City and how it "looks" in nine topic areas that are defined as:

- Community Character
- Growth Strategy, Land Use, and Development
- Healthy Natural Environment
- Efficient and Safe Circulation
- Community Services
- Recreation Opportunities
- Boating and Waterways
- Airport
- Responsive Government

A copy of the entire chapter included in the City of Newport Beach General Plan is provided as Attachment A.

City of Anaheim - Uses an appendix to the General Plan to identify a broad vision for the City. A singular overall statement was developed and acts as the driving principle for the narratives developed for ten specific vision topics as the City sees itself in 2025. The primary Vision statement is as follows:

> *"Anaheim...a mosaic of diverse people and thriving unified neighborhoods joined together by beautiful, accessible open spaces and well-landscaped roadways offering enhanced mobility for people and goods; safe place to live work and play; quality educational opportunities; engaging gathering places; world class entertainment; recreational, spiritual, and cultural amenities available for all; and, a variety of economic opportunities for its workforce."*

A copy of the entire Appendix from the City of Anaheim General Plan is provided as Attachment B.

City of Irvine - Has a singular overarching vision statement at the beginning of the Introduction Chapter to the General Plan. Their statement is as follows:

"The vision of the City: The creation of a livable and viable and visually attractive community through skilled planning and sustainable development as outlined in this General Plan."

City of Orange - Contained in the Introductory Chapter of the General Plan, the City of Orange divided the 2030 vision into statements by "where they live, work and play." A preamble statement to the vision for each of these was developed as part of the process and reads:

"The people, neighborhoods, businesses, and educational and religious institutions define Orange. Our identity has been enhanced because we have honored the past while creating our future. We must continue to maintain our small town character within residential neighborhoods, while providing a wide range of services, products, and amenities in our commercial, retail, and industrial districts."

A complete copy of the section contained in the Introduction Chapter of the City of Orange General Plan that provides the Vision is provided as Attachment C.

OTHER COMMUNITIES

The following describes and gives additional examples of how other cities have developed and incorporated their vision within their General Plans:

City of Mountain View - Single overarching statement: *"In 2030, the City of Mountain View embraces sustainable living and provides for the needs of all residents. It is a place that values its diversity, balances preservation with innovation and provides quality education. The Community supports a lively Downtown, vibrant neighborhoods and a healthy economy."* From the visioning statement, the City of Mountain View used thematic statements to get specific about the vision statement in the topic areas including Quality of Life, Sustainability, Diversity, Health and Wellness, and Economic Prosperity. A complete copy of each of these thematic statements is provided as Attachment D.

City of Arcadia - Rather than a singular vision statement, the City of Arcadia developed "Guiding Principles" for key topic areas to state the vision of the City. These topics covered:

- Balanced Growth and Development
- Connectivity
- Neighborhood Character
- Schools
- Cultural Diversity
- Environmental Sustainability
- City Services
- Changing Housing Needs
- Economic Health
- Preservation of Special Assets

Attachment E contains a complete list of the City's Guiding Principles that act as the Vision statement.

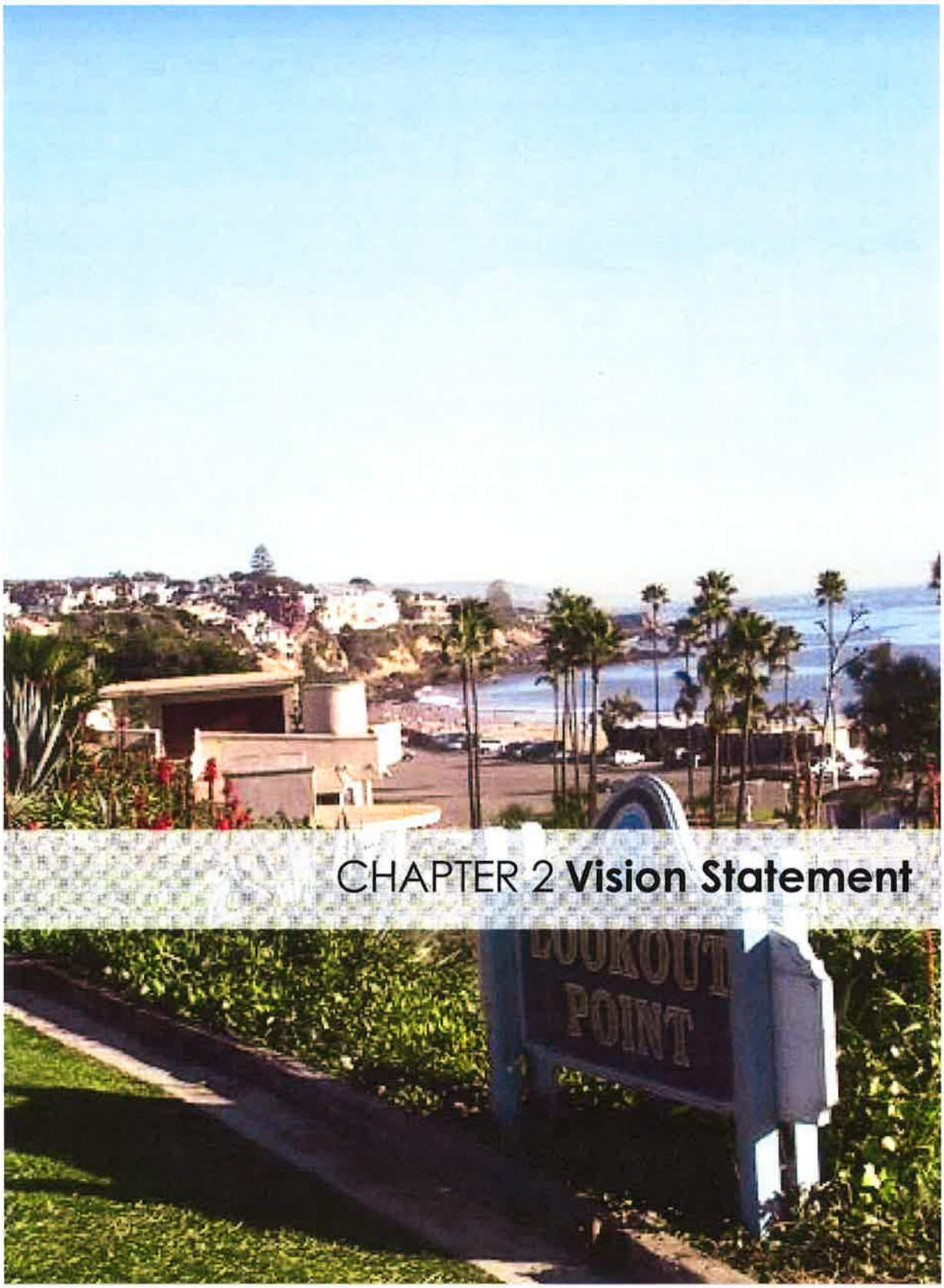
City of Ventura - In March of 2000, before implementing a revision to its General Plan, the City of Ventura went through a lengthy visioning process and its Council accepted an overarching vision that states: "To remain successful, Ventura must periodically renew itself, re-examine its goals and create a shared vision to guide the community into the future." This statement became known as "Ventura Vision" and led to the update of the City's 1989 General Plan. The City's 2025 Vision is broken down into five components: Environment, Economy, Planning Design and Circulation, Social Activity and Collaboration. Each is supported by one to six statements about what the community sees occurring for that component of the City. A copy of the 2025 Vision of Ventura is provided as Attachment F.

City of Chula Vista - The City of Chula Vista has devoted a chapter, provided as Attachment G, to address its vision and themes that guide its principles, goals and objectives in the rest of the General Plan. Chula Vista has developed a summary paragraph that describes the City in the year 2030, followed by eight defined themes to be carried out to achieve this vision. The vision paragraph states: *"The vision for Chula Vista in the year 2030 is a*

community that preserves and enhances the unique features that shape its identity. The bay, river valleys, and foothills will frame the City, providing leisure opportunities and scenic value. At the same time, varied housing and employment opportunities, excellent schools, and recreation facilities will offer residents the ability to live, work, and recreate within the community. Safe neighborhoods served by efficient public services and facilities will provide a sense of security. Beautiful parks and varied programs for culture and art will be enjoyed by residents and visitors alike. Vibrant urban areas providing a mixture of commercial; residential; civic; and cultural amenities will add to Chula Visa's character and secure its standing as the primary hub of the South Bay area. Strong citizen participation and sound growth management will continue to guide growth in the City."

APPENDICES

APPENDIX A:
CITY OF NEWPORT BEACH



CHAPTER 2 **Vision Statement**

VISION

Newport Beach General Plan

The following describes the City's desired end state and what the community hopes to have achieved by 2025. The GPAC played an instrumental role in crafting this vision statement through a series of discussions and revisions, drawing upon public feedback from the Visioning activities. The statement is intended to be a retrospective view of our community by an observer in the year 2025, to cite the City's achievements as a result of our current "vision."

COMMUNITY CHARACTER

We have preserved and enhanced our character as a beautiful, unique residential community with diverse coastal and upland neighborhoods. We value our colorful past, the high quality of life, and our

community bonds. The successful balancing of the needs of residents, businesses, and visitors has been accomplished with the recognition that Newport Beach is primarily a residential community.

GROWTH STRATEGY, LAND USE, AND DEVELOPMENT

We have a conservative growth strategy that emphasizes residents' quality of life—a strategy that balances the needs of the various

STATEMENT

Update: A New Vision for the Future

constituencies and that cherishes and nurtures our estuaries, harbor, beaches, open spaces, and natural resources. Development and revitalization decisions are well conceived and beneficial to both the economy and our character. There is a range of housing opportunities that allows people to live and work in the City.

Design principles emphasize characteristics that satisfy the community's desire for the maintenance of its particular neighborhoods and villages. Public view areas are protected. Trees and landscaping are enhanced and preserved.

A HEALTHY NATURAL ENVIRONMENT

Protection of environmental quality is a high priority. We preserve our open space resources. We maintain access to and visibility of our beaches, parks, preserves, harbor, and estuaries. The ocean, bay, and estuaries are flourishing ecosystems with high water quality standards.

EFFICIENT AND SAFE CIRCULATION

Traffic flows smoothly throughout the community. The transportation and circulation system is safe and convenient for automobiles and public transportation, and friendly to pedestrians and bicycles. Public parking facilities are well planned for residents and visitors.

COMMUNITY SERVICES

We provide parks, art and cultural facilities, libraries, and educational programs directly and through cooperation among diverse entities. The City facilitates or encourages access to high-quality health care and essential social services. Newport Beach is noted for its excellent schools and is a premier location for hands-on educational experiences in the natural sciences.

Our streets are safe and clean. Public safety services are responsive and amongst the best in the nation.

RECREATION OPPORTUNITIES

Newport Beach attracts visitors with its harbor, beaches, restaurants, and shopping. We are a residential and recreational seaside community willing and eager to share its natural resources with visitors without diminishing these irreplaceable assets in order to share them.

We have outdoor recreation space for active local and tourist populations that highlight the City's environmental assets as well as indoor facilities for recreation and socializing. Coastal

facilities include pedestrian and aquatic opportunities.

BOATING AND WATERWAYS

We are recognized as a premier recreational boating harbor. We have maintained a hospitable, navigable pleasure boating harbor in the lower bay through careful, low-density, non-intrusive on-shore development, by regularly dredging navigation and berthing/mooring areas, and by providing adequate access to the water- and vessel-related servicing facilities. The upper bay retains an unencumbered shoreline and its waterways are maintained free of sediment and debris.

AIRPORT

We remain united in our efforts to control and contain noise, air, and traffic pollution associated with operation of the John Wayne Airport (JWA). Our City government vigorously and wisely uses the political process to control the impact of JWA on our community. This has resulted in a level of JWA operations that preserves our unique character and land values.

RESPONSIVE GOVERNMENT

Elected officials and City staff listen and respond to the interests of residents and the business community.

APPENDIX B:
CITY OF ANAHEIM

City of Anaheim
General Plan Update

Appendix A

THE ANAHEIM VISION

"Anaheim...

... a mosaic of diverse people and thriving unified neighborhoods joined together by beautiful, accessible open spaces and well-landscaped roadways offering enhanced mobility for people and goods; safe place to live, work and play; quality educational opportunities; engaging gathering places; world class entertainment; recreational, spiritual, and cultural amenities available for all; and, a variety of economic opportunities for its workforce."

January 2002

ANAHEIM VISION 2025

The following Vision Statement describes the desired future for Anaheim in the year 2025. The statement is divided into several topical areas that will help shape the Anaheim General Plan and Zoning Code update. The General Plan will provide consistent policy guidance for the various City departments that will be responsible for helping to achieve the Vision.

Neighborhood Character/City Image:
Neighborhood Character is defined by many factors: what the neighborhood looks like, what it feels like, etc. But more importantly, it is an image in the minds of those who live and work there and in the perceptions of those who visit. City image is defined by the same factors. But rather than focusing on the individuality of each neighborhood, City image emphasizes a cohesive Citywide theme.

Anaheim is a mosaic comprised of a variety of unique neighborhoods with distinguishable character that, when viewed as a whole, create a strong, positive image. Neighborhoods in Anaheim are distinct from one another. All of Anaheim's residents are proud of their neighborhoods. Many have lived here for decades. In fact, many are second, third and even fourth generation natives. Communities are defined internally by the quality of their homes, the diversity of their residents, the beauty of their streetscapes, the availability of and access to, open space and recreation opportunities. Historic properties have been preserved through a combination of innovative development standards, design guidelines and economic incentives.

In turn, these communities are tied together by the common bonds of neighborhood pride and a powerful City image. Diverse as they may be, community stakeholders share enormous pride in the places where they live, work and play. This pride is reflected in high levels of community participation, the positive appearance of the natural and built environment, and residents' and business owners' desire to stay and thrive in Anaheim. When visitors come to Anaheim, they know when they arrive. Attractive and identifiable entryways; well-maintained and landscaped roadways; and beautiful, interconnected open spaces and parks, distinguish Anaheim as a unique city.

Superior Design Standards:
In terms of community character and the quality of development, much of what Anaheim has achieved was accomplished by the enhanced nature of the City's development standards. Quality standards and the use of innovative, flexible incentives have resulted in pedestrian friendly neighborhoods, well-maintained commercial centers and residential neighborhoods,

well-landscaped public and private spaces, and signage that enhances community character while meeting the advertising needs of local businesses.

Traffic/Circulation:
Few issues touch more daily lives than traffic. Traffic congestion inhibits economic growth and reduces the City's livability. The City has implemented creative yet proven strategies to enhance the circulation system to provide mobility for people and goods. Arterial streets are designed more efficiently and operated smarter, with application of computer and communications technologies. Mass transit plays a key role, with consideration of a broad range of modes. Traffic calming strategies enhance pedestrian safety and lower speeds on local streets, providing an added measure of neighborhood livability. Bicycle and pedestrian paths are conveniently located and linked to commercial, civic, educational and institutional uses.

Housing:
Anaheim provides an array of housing choices for its diverse population. Anaheim's mix of housing types, including rental and for-sale housing, appeals to all economic segments of the community. Well-designed residential neighborhoods are supported and balanced by an ample amount of open space, parks, and other amenities. Appropriately sited multiple-family housing is designed to high standards and supported by responsible on-site management and maintenance arrangements.

Economic Development & Redevelopment:
Tourism continues to be one of the driving forces behind Anaheim's economy. The City remains one of the premiere tourist destinations in North America. Anaheim's economic base continues to expand and diversify. The implementation of business friendly programs and comprehensive growth strategies, including incentives to locate in Anaheim, have attracted newly formed and established companies in concentrated areas. Anaheim is a premiere location in Orange County to establish a new business and expand current operations. In addition to being the hub of vibrant sports and entertainment venues, Anaheim has experienced substantial and dynamic growth, becoming the center of enterprise for thriving multinational corporations, Fortune 500 companies and local and regional businesses.

With the growth and diversification of the City's economic base, coupled with aggressive job training strategies for new economic partnerships, residents will have an opportunity to strengthen their job skills, thereby increasing their economic potential.

Efforts to provide retail opportunities in Anaheim have resulted in the successful development of retail centers, attracting not only local residents, but regional tax dollars as well. Thriving residential corridors and surrounding neighborhoods link and support a system of commercial nodes and activity centers, providing first-class shopping opportunities for all income levels and retail needs.

With the synergy of the surrounding historic residential neighborhood, the Civic Center, and a multitude of entertainment, cultural and dining opportunities, Downtown is an Orange County destination. Thriving residential communities within easy walking distance of Downtown have contributed to its revitalization.

Open Space & Conservation:
Preserving open space and other natural resources is important to the community. Through efforts to preserve hillside vistas, ridgelines, and specimen trees, natural features are protected and maintained as appropriate. The development of trails and paths throughout the City link residential neighborhoods to schools, parks and activity centers.

Parks/Recreation/Libraries/Culture:
The Anaheim community treasures its parks, libraries and community centers. The provision of these important amenities has kept pace with development and population growth, and, where feasible, is linked by walkways and bikeways that provide residents with convenient access to these important community features. Sports fields are located throughout the City, meeting the needs of the community's active population. Cultural amenities, including museums and fine art venues, have flourished.

Safety:
Residents and businesses alike enjoy neighborhoods, shopping areas and workplaces that are safe. Anaheim's professional, efficient safety personnel, innovative community design, community policing, and extensive public outreach and educational programs ensure Anaheim is known as a safe place to live, work and play.

Education:
Through extensive coordination between the City and its various school districts, Anaheim is well known for its high standards of academic achievement, and adequate facilities are available that provide a safe and healthy environment for children and school personnel. Providing opportunities for higher education and continued learning is also an established priority in Anaheim.

City Services/Boards and Commissions/Governmental Coordination:
Where the City directly provides services, staff maintains a close working relationship with residents and businesses, and maintains a high level of professionalism. Where private entities deliver services, the City works closely with service providers to ensure that the needs of its citizens and businesses are met. Residents feel "connected" to the City by understanding that they have the power and ideas necessary to affect actions to sustain a quality living environment. City staff promotes this feeling by facilitating partnerships amongst volunteer organizations, City boards and commissions, and community stakeholders in confronting quality of life issues.

APPENDIX C:
CITY OF ORANGE

A VISION FOR ORANGE: 2030

Preamble

The people, neighborhoods, businesses, and educational and religious institutions define Orange. Our identity has been enhanced because we have honored the past while creating our future. We must continue to maintain our small town character within residential neighborhoods, while providing a wide range of services, products, and amenities in our commercial, retail, and industrial districts.

Where We Live

Our vision for Orange is to continue to provide housing for all lifestyles within its diverse population. The General Plan will strive to maintain the different residential areas that make Orange unique: whether living in a semi-rural area that provides scenic views of natural beauty and convenient access to nature and trails; residing in a traditional suburban neighborhood setting; or enjoying the urban core experience near shops, restaurants, civic facilities, and public services. In the future, we will strive to achieve the following objectives:

- Orange must continue to encourage a variety of living environments for a diverse population, consistent with existing neighborhoods.
- The City will build upon existing assets to create a living, active, and diverse environment that complements all lifestyles and enhances neighborhoods, without compromising the valued resources that make Orange unique.
- The City will continue efforts to protect and enhance its historic core. This same type of care and attention will be applied throughout the rest of the City.
- The City will work to improve the quality of life for all residents by providing residential, commercial, industrial, and public uses that exist in harmony with the surrounding urban and natural environments.
- Residential areas will be connected to commercial, recreational, and open space areas, as well as educational and cultural facilities via a balanced, multi-modal circulation network that accommodates vehicles, pedestrians, cyclists, hikers, and equestrians. This network will create additional opportunities for walking and biking, enhancing safety and well-being for neighborhoods and businesses.
- The City will encourage a local economy that provides ample commercial, financial, office, and industrial opportunities that provide employment and sufficient revenue to support important community services.
- Orange recognizes the importance of managing development in a manner that ensures adequate and timely public services and infrastructure and limits impacts on the natural environment.

Where We Work

Our vision for Orange is to find an appropriate balance between residential, commercial, and industrial demands. This vision encourages the City's retail districts to improve piece by piece, so that their efforts will result in a public realm along Chapman Avenue, Tustin Street, Katella Avenue, and Main Street that will be characterized by visually attractive commercial development, active public areas, high-quality streetscapes, and innovative design that complements Orange's heritage.

To achieve our vision, we shall work toward the following objectives:

- The City will strive to provide for a range of businesses including both small, family-owned businesses and larger businesses that serve a regional market.
- The appearance and variety of commercial, retail, industrial, and employment centers will reflect the pride that residents have for Orange, as well as the long-term investments the City has made in its infrastructure.
- Orange will tap into the entertainment and hospitality markets by enabling development of high-quality facilities strategically located near other regional tourist draws.
- We will continue to support educational and medical institutions and other industries that provide high paying jobs and are major contributors to the community.

Where We Play

Our community recognizes that its quality of life will be judged by how well we connect with our surroundings. Therefore, this General Plan has focused on maintaining and creating those special places that bring us together. It is paramount to reinforce the connections between those places and the community, so that all our residents and visitors can share and enjoy the outdoors and other activities.

Therefore, our Vision includes the following objectives:

- The City will work to define neighborhoods through the use of open space areas and a trail system that provides a source of aesthetic beauty and recreational opportunities. These open space areas support a healthy and active community.
- We will continue to protect our critical watersheds, such as Santiago Creek, and other significant natural and open space resources.
- The City will strive to build a comprehensive system of parks, open space, equestrian areas, scenic resources, undeveloped natural areas, as well as a full array of recreational, educational, and cultural offerings such as libraries, sports, entertainment areas, and play facilities.
- We will develop a connected multi-modal network for traveling from one end of town to the other that provides the option for residents from different neighborhoods to access parks, open spaces, and scenic areas by vehicle, transit, foot, bicycle or, where appropriate, horse.

APPENDIX D:
CITY OF MOUNTAIN VIEW

Mountain View's General Plan Vision

Mountain View's General Plan vision was developed by the community in 2008 as part of the General Plan Visioning Process. This core vision represents the community's ideal future:

In 2030, the City of Mountain View embraces sustainable living and provides for the needs of all residents. It is a place that values its diversity, balances preservation with innovation and provides quality education. The community supports a lively Downtown, vibrant neighborhoods and a healthy economy.

During the Visioning Process, the community articulated important values and planning principles, identified assets and opportunities, and outlined key areas for change and preservation. These components built the foundation for development of the General Plan goals, policies and actions.

Where We've Been and Who We Are

Located in the heart of Silicon Valley, Mountain View is a community defined by distinctive neighborhoods, diverse residents, a rich natural environment and a desirable quality of life. The city has evolved from its agricultural roots into one of the country's foremost centers of industry and innovation.

Evolution of the City

Mountain View began as an agricultural community with a compact Downtown core surrounded by farms and orchards. The City was incorporated in 1902 and retained its agricultural character until the 1950s, while gradually adding population and new development. After World War II, the population increased from approximately 6,500 in 1950 to almost 55,000 in 1970. This rapid growth transformed Mountain View into a city with complete services and new neighborhoods, parks and commercial and industrial districts. As expansion took place, different areas of the city began to take shape, each with a unique character. These included quiet family-oriented ranch-style neighborhoods, auto-oriented commercial uses along El Camino Real and large industrial areas.

Growth continued over the next several decades. New single-family developments expanded north of Central Expressway and south of El Camino Real. New multi-family residential developments were built throughout the city. Regional shopping centers such as Mayfield Mall and San Antonio Center opened, offering residents new local shopping opportunities while attracting customers from around the region.

The past few decades have brought more change to Mountain View. The rebirth of Downtown in the 1990s injected new life into the heart of the city. Castro Street was redesigned as an attractive, pedestrian-friendly street connecting to new light rail service and Mountain View's Transit Center. Community vision, commitment and investment helped to spur new private development, creating a thriving Downtown district of shops and restaurants. The North Bayshore area also began its remarkable transformation. Once defined by its landfill, hog farms and wrecking yards, the area became an economic hub of technology offices and industries. North Bayshore's rich natural habitat was complemented by new recreational opportunities along the multi-use bayfront at Shoreline at Mountain View Regional Park. East Whisman has also experienced significant growth in employment, including technology headquarters, while new residential developments oriented to transit were built near the Whisman Light Rail Station. In addition, some residential neighborhoods and corridors such as El Camino Real have seen moderate amounts of infill development in recent years.

From Shockley to Start-ups

Mountain View has long been a hub of innovation. In 1955, William Shockley established his pioneering silicon-device manufacturing and research laboratory on San Antonio Road. Shockley co-invented the transistor, which revolutionized computer technology and led to the rapid development of the computer and electronics industries in the area. In the 1960s, many of the first electronics industries and integrated-chip manufacturers settled in the Ellis-Middlefield industrial area.

Mountain View continues to attract technology industries and start-up businesses, making the city a major regional employment center and home to some of the world's most prestigious and forward-thinking companies. While business parks house many larger companies, numerous start-up firms and other thriving enterprises have located Downtown, where they benefit from the vibrant pedestrian-oriented character and access to the Mountain View Transit Center.

The NASA Ames Research Center at Moffett Field was established in the late 1930s as one of the country's preeminent intellectual and technological centers. It continues its vital work today, focusing on space exploration, scientific discovery and aeronautics research. Owned and operated by the federal government, NASA Ames plays an important economic and educational role in the community and region.

Mountain View's Quality of Life

Mountain View's rich and diverse natural environment offers its residents an excellent quality of life. The nearby San Francisco Bay and Stevens and Permanente creeks present abundant opportunities for outdoor recreation. Natural areas and urban forests

also support valuable habitat for a number of diverse species. Views of the surrounding mountains inspired the city's name and contribute to its distinct sense of place.

Mountain View prides itself on a tradition of building high-quality parks, trails and public facilities. Shoreline Golf Links and Rengstorff, Eagle and Cuesta parks are examples of outstanding facilities with a variety of features including fields, courts, playgrounds, pools and recreational programs serving the broad needs of residents. The City's vision and leadership were instrumental in developing the Stevens Creek, Permanente Creek and Hetch Hetchy trails. Today, these trails provide expanded citywide pedestrian and bicycle access and attractive places for exercising and socializing.

The City partners with local schools to create shared open space and recreational facilities, as well as to maximize access to recreational resources for students and the larger community. The Public Library, Civic Center and the Mountain View Center for Performing Arts anchor Downtown and benefit residents with educational, governmental and cultural opportunities and services. The Senior Center, Teen Center and the Whisman and Mountain View sports centers present civic and recreational opportunities and services. The historic Rengstorff House and the Adobe Building offer unique meeting and special event spaces and are strong visual reminders of the community's heritage.

Mountain View's long-standing local organizations contribute to community vitality. El Camino Hospital has played an important role in the city since the 1950s. Kaiser Permanente and Palo Alto Medical Foundation also supply community health care services. The Community School for Music and Arts has enriched the community with art and music education for more than 50 years. The El Camino YMCA has offered recreational facilities and programs to local families for decades. The Computer History Museum is home to one of the world's largest international collections of computing artifacts including hardware, photos and software. It is a popular destination for both residents and visitors.

The business community helps maintain Mountain View's superior quality of life by supplying local jobs and a substantial tax base. The city's several large world-class technology corporations, along with its many start-up companies, contribute to Mountain View's identity as a generator of cutting-edge products and innovations. Many small businesses offer daily goods and services for these companies and their employees, as well as for surrounding neighborhoods. Service businesses are primarily concentrated Downtown, along El Camino Real, in industrial areas and in neighborhood shopping centers.

The Mountain View Community

Mountain View is proud of its rich history of cultural diversity and community activism. The community was defined by large groups of early settlers from Latin America, Asia and Europe. This diversity is still evident today through residents' varied backgrounds and histories. The community values these broad perspectives. These perspectives help shape the city and are expressed daily in schools, community groups, businesses and government.

Mountain View highly values and supports its school system. Well-regarded academics and facilities and strong community involvement make local schools a desirable choice for families. The City actively supports the school system through a range of partnerships and programs.

Mountain View is home to a variety of distinctive residential neighborhoods, including single-family ranch-style homes south of El Camino Real; eclectic and architecturally rich homes in the Downtown area; single-story Eichler subdivisions; and other diverse neighborhoods throughout the City. Many of these areas have strong neighborhood associations actively involved in both neighborhood and broader City initiatives. The City supports its neighborhoods in many ways, including sponsoring local meetings, distributing grants for community activities and projects, and providing a volunteer mediation program for residents.

Mountain View has been characterized by many as the "start-up" community of Silicon Valley. This entrepreneurial culture is reflected in the number and diversity of technology companies that have located here over many years.

The 1992 General Plan Legacy

Mountain View's 1992 General Plan –the fifth such plan since the city's inception–positioned it for much of the change and improvement that has occurred over the past 20 years.

Mountain View became widely recognized as a pioneer of sustainable growth in the 1990s by focusing development along its transit corridors. The City approved construction of several new residential and commercial projects close to new light and heavy rail stations. Noteworthy transit-oriented developments include The Crossings neighborhood near the San Antonio Caltrain Station, the Whisman Station neighborhood and Downtown developments. The Ellis-Middlefield industrial area was also revitalized with new transit-oriented office developments along the light rail corridor.

Downtown revitalization incorporated major streetscape improvements, new civic buildings, and the new Mountain View Transit Center. North Bayshore continued its prominence as a center of innovation with more than 2.5 million square feet of new office developments. Improvements included Shoreline at Mountain View Regional Park upgrades, a new recycled water system and enhanced wildlife habitat and wetlands.

Since the 1992 General Plan, the City adopted many implementation plans such as the Parks and Open Space Plan and precise plans to guide further public and private projects. New public facilities were designed and constructed including a senior center, child-care center and several neighborhood parks. Approximately nine miles of new trails were built throughout the

city. Mountain View's strong emphasis on urban design continued with new residential development guidelines. Several affordable housing projects were built in recent years, including the San Antonio Place efficiency studios and Paulson Place senior housing.

2030 General Plan Foundation

The Mountain View 2030 General Plan update began in 2008 with a comprehensive Visioning Process, which included a series of community forums and meetings.

Dozens of volunteers collected input from neighborhood groups. This led to two citywide community visioning workshops, during which more than 400 community members discussed their aspirations for Mountain View's future and developed a community vision statement and planning principles. The Visioning Process set the foundation for the General Plan by identifying neighborhoods that should be preserved and enhanced and areas in the city that could support future change.

Following this initial phase, more than 1,400 community stakeholders participated in over 70 meetings and public hearings to further shape the General Plan. The City also targeted outreach to neighborhoods, property owners, youth groups, seniors, business groups and local organizations to address topics such as sustainability, transportation and housing. Multi-lingual outreach was an important part of the process with involvement from Spanish, Chinese and Russian speaking groups.

The City Council and the General Plan Project Advisory Committee (PAC), composed of Environmental Planning commissioners and three City Council members, reviewed the substantial community input at milestones in the planning process. Over the course of the General Plan's development, the Council, PAC, Environmental Planning Commission and community members reviewed preliminary Plan materials and provided further input and recommendations. Each of the City's boards, commissions and committees also reviewed draft materials and provided comments on the Plan. The General Plan builds on a number of City plans and policies including the Environmental Sustainability Task Force Final Report, Parks and Open Space Plan, Water Master Plan and Economic Development Strategy and Action Plan.

Looking to the Future

The goals and policies of the Mountain View 2030 General Plan provide vital direction for the future. They set forth the City's commitment to make appropriate decisions and allocate necessary resources to support that direction. Implementing actions are the specific to-do steps required to carry out the Plan's goals and policies. These actions are included in a companion Action Plan that will help carry out the broader goals and policies.

The General Plan provides a framework for anticipating future trends through its vision, goals and policies. However, it may need to be amended at times to address new issues and information. The Action Plan will be reviewed regularly by the City and community to ensure the General Plan is achieving its goals. Based on this review, General Plan actions may be amended, added or deleted.

General Plan Themes

General Plan goals, policies and actions direct how Mountain View will achieve its vision for 2030. The following section describes major General Plan themes and overarching strategies that support the community's preferred future. As the City carries out its General Plan, these themes and strategies should ground decision making and ensure that overall planning direction remains on course. More details related to each of the overarching strategies can be found within specific General Plan Elements, as noted in parentheses.

QUALITY OF LIFE

The Mountain View community enjoys an excellent quality of life with its strong and diverse neighborhoods, vibrant Downtown, excellent schools, well-maintained community facilities and infrastructure and many open space and recreational opportunities. The General Plan seeks to maintain this high-quality environment by preserving the land uses within most neighborhoods and establishing policies to help enhance and support their distinct characters. Most of the General Plan change in the city is focused in the North Bayshore area and along transit corridors in the East Whisman, El Camino Real and San Antonio areas.

Overarching strategies to support Mountain View's quality of life include:

- Preserving neighborhood character and increasing City revenues to help fund community facilities and other improvements. (Land Use and Design)
- Continuing the unique partnership and cooperation between the City and the Mountain View Whisman School District to meet shared open space, recreational and educational needs. (Parks, Open Space and Community Facilities)
- Expanding parks and open space to support population growth. (Parks, Open Space and Community Facilities)
- Supporting non-automotive transportation measures. (Mobility)
- Identifying new funding sources to ensure the continued maintenance and improvement of the city's infrastructure. (Infrastructure and Conservation)

SUSTAINABILITY

A sustainable community is one that meets current needs without compromising the ability to meet the needs of future generations. Sustainability is an important underlying value identified by the Mountain View community. Greenhouse gas reduction and global climate change are especially critical challenges. This General Plan includes a comprehensive set of goals and policies to achieve a more sustainable future for Mountain View while contributing to regional and global sustainability initiatives.

The City's Greenhouse Gas Reduction Program, developed concurrently with the General Plan, includes incremental measures the community can undertake to address its emissions over time. The North Bayshore area, next to San Francisco Bay, is particularly vulnerable to future rise in sea level. The General Plan calls for adapting to this future change through further targeted studies and by coordinating with regional agencies on flood-prevention strategies.

Overarching strategies to support Mountain View's sustainability include:

- Focusing future growth around major transportation corridors to increase transit ridership. (Land Use and Design)
- Creating flexible mixed-use land use designations to support "village centers," which are neighborhood mixed-use and commercial centers within walking distance of neighborhoods. (Land Use and Design)
- Developing building, water and energy conservation measures. (Land Use and Design; Infrastructure and Conservation)
- Encouraging more bicycling and walking through improved connections and facilities. (Mobility)

DIVERSITY

Mountain View is a place that embraces and celebrates its diversity including its mix of cultures, range of ages and incomes and broad spectrum of groups with special needs. The city's population is expected to become more diverse in the future, with an increased senior population and further changes in its cultural and ethnic makeup. Increased diversity shapes how and where change in the community should be focused. It also influences how City services and programs are planned and delivered to address a range of needs.

Overarching strategies to support Mountain View's diversity include:

- Involving all community stakeholders in planning processes. (Land Use and Design)
- Providing a broad range of recreational and cultural programs and services to meet various community needs. (Parks, Open Space and Community Facilities)
- Identifying locations for a range of housing supported by public transportation options. (Housing; Land Use and Design)
- Continuing innovative housing approaches for lower-income populations. (Housing)

HEALTH AND WELLNESS

Mountain View residents generally enjoy good health, particularly related to neighborhood quality and access to healthy foods and health care. However, there are opportunities for improvement, especially for certain groups with specific health needs or impairments, such as the elderly or those with chronic diseases. Rates of obesity, diabetes, asthma and other conditions show the need for positive change in the environment.

Overarching strategies to support Mountain View's health and wellness include:

- Reducing risk factors for conditions such as obesity by improving bicycle and pedestrian infrastructure to encourage active, non-automotive transportation options. (Mobility)
- Creating a land use pattern that improves access to healthy foods, services and community spaces. (Land Use and Design)
- Maintaining and expanding open space and recreational opportunities for residents to enjoy physical and social activities in a natural environment. (Parks, Open Space and Community Facilities)
- Continuing to monitor and improve the community's air, soil and water quality. (Infrastructure and Conservation)
- Implementing policies to create a safer community. (Public Safety)
- Enhancing safe and affordable housing. (Housing)

ECONOMIC PROSPERITY

Mountain View has long been home to research facilities and forward-thinking companies. This supports economic growth with significant new local jobs, a diversified tax base and worldwide recognition as a hub of technology and innovation. A strong and diverse economy is vital in helping the City continue to generate the revenue required to provide high-quality services and programs.

Overarching strategies to support Mountain View's economy include:

- Supporting business needs through increased land use intensities and highly sustainable, well-designed business districts. (Land Use and Design)
- Improving the overall economic base and diversity of businesses and increasing the City's future revenues. (Land Use and Design)
- Improving transportation services between North Bayshore and the Mountain View Transit Center. (Land Use and Design)

APPENDIX E:
CITY OF ARCADIA

Guiding Principles

The Guiding Principles provide the foundation for the goals, policies, and implementation actions included in this General Plan. Developed through an intensive process with the General Plan Advisory Committee, these Principles reflect community values. They establish a vision of future conditions in Arcadia. Each Principle provides clear direction to policy makers, City staff, residents, and the business community regarding decisions and actions that affect how the City functions and how development occurs. One Principle is not more important than another; they all work together. Decisions and actions related to land use, community design, circulation, infrastructure, housing, public safety, open space, resource sustainability, and community noise issues will be checked against these Guiding Principles to ensure that such decisions and actions respond to the community vision. While no proposal can be expected to embody all of the Principles, any that runs counter to any one Principle should not be pursued.

Balanced Growth and Development

The General Plan establishes a balance and mix of land uses that promote economic growth and maintain a high quality of life for Arcadia residents. Our development decisions reflect Smart Growth principles and strategies that move us toward enhanced mobility, more efficient use of resources and infrastructure, and healthier lifestyles.

Connectivity

Arcadia has a balanced, integrated, multi-modal circulation system—which includes streets, sidewalks, bikeways, and trails—that is efficient and safe, and that connects neighborhoods to jobs, shopping, services, parks, and open space areas.

Neighborhood Character

Arcadia's single-family and multifamily residential neighborhoods have given the City its identity as a "Community of Homes". The City protects and preserves the character and quality of its neighborhoods by requiring harmonious design, careful planning, and the integration of sustainable principles.

Schools

Our schools are a valuable community asset. The quality of the schools draw people to our City. We remain committed to working with the school district to achieve mutually beneficial goals.

Cultural Diversity

We embrace and celebrate the cultural diversity of Arcadia. Our lives are enriched by the many cultures that contribute their arts, food, values, and customs to our community. We promote activities and programs that strengthen these community bonds.

Environmental Sustainability

We are committed to environmental sustainability, which means meeting the needs of the present while conserving the ability of future generations to do the same. We take actions that work toward achieving regional environmental quality goals. Arcadia leads the way to a healthy environment by providing local government support, encouraging partnerships, and fostering innovation in sustainable principles.

City Services

The high quality services the City provides are a source of civic pride and bring us together as a community. We adjust service needs in response to demographic changes, and we take actions to provide funding to support these services.

Changing Housing Needs

The City encourages the retention, rehabilitation, and development of diverse housing that meets people's needs in all stages of their lives.

Economic Health

A healthy economy requires a diversified employment and fiscal base. Our priority is to create a resilient and thriving local economy, accessible to local residents and responsive to local needs, with a balance of regional-serving businesses that attract additional regional income. We are business friendly.

Preservation of Special Assets

Arcadia's quality of life is enhanced by special places and features such as Santa Anita Park, the Los Angeles County Arboretum and Botanical Garden, a vibrant Downtown, the urban forest, attractive streetscapes, diverse parks, historic buildings and places, and nearby views of the mountains. These assets are preserved and enhanced so they continue to contribute to our City's character.

APPENDIX F:
CITY OF VENTURA

In the future, Ventura is a community that…

Environment

- Seeks sustainability by simultaneously promoting ecological health, economic vitality, and social well-being for current and future generations.
- Acts as an environmentally responsible model for other coastal areas.
- Protects and restores the natural character of its beaches, ocean views, hillsides, barrancas, and rivers as a scenic backdrop for its high quality urban environment.

Economy

- Develops a flourishing and balanced economy by encouraging a broad range of high quality employment and entrepreneurial opportunities.
- Encourages private economic development that supports public services and amenities associated with high quality of life.
- Has a vital, prosperous, and stable economy while maintaining its small-town feel.
- Is noted for private and public sector cooperation that enhances economic vitality.
- Actively participates in regional economic development efforts.

Planning, Design, and Circulation

- Retains its character as an attractive coastal town by growing slowly and sustainably, and by emphasizing its history, diversity, and natural environment.
- Cherishes its distinctive, diverse, and eclectic neighborhoods, and preserves their character.
- Has safe, accessible, and balanced transportation that promotes multiple modes of travel to local and regional destinations.

Social Activity

- Is known as an inclusive, diverse, and tolerant place that welcomes and celebrates all people.
- Provides all residents access to quality and affordable health and social services.
- Recognizes the importance of children and seniors by providing exceptional cultural, educational, and social support programs.
- Offers a diverse range of active and passive recreation for residents and visitors of all ages and abilities.
- Is dedicated to educational excellence and an emphasis on lifelong learning.
- Celebrates and is enriched by the arts and diverse cultural opportunities.

Collaboration

- Encourages residents to collaborate with each other and City government in an informed, active, and constructive manner to assess and resolve common issues.

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APPENDIX G:
CITY OF CHULA VISTA

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1.0 OVERVIEW

Chula Vista has character

The City of Chula Vista is the hub of civic and cultural activity in south San Diego County's south bay area, making it a great place to live, work, learn, and play. A city with unique roots and diverse character, Chula Vista stands ready to build on current opportunities and to face a number of challenges as it continues to develop. Several critical elements give shape to Chula Vista's character and vision for the future:

- A unique and beautiful physical environment;
- Healthy and well-planned neighborhoods;
- A broad range of quality business and employment opportunities;
- Abundant parks, open space, and recreation opportunities;
- High-quality educational, cultural, and artistic resources; and
- A rich history, heritage, and strong sense of community.

The visioning process began with gathering community input

Chula Vista's General Plan is the City's long-term strategy to address planning issues, future growth, and development. It represents the community's ideal vision for the future and rests on a foundation of key goals that will guide future planning decisions.

Establishing the community's shared vision and goals for the future was a critical first step to provide a framework and direction for the General Plan Update. The process began with gathering initial community input about likes, dislikes, hopes, and fears for the City. That input was organized and published in a document entitled "Preliminary Issues Report" in November 2002.

Visions express ideals of what Chula Vista could or should be like

Visions serve as a desired end, a reality toward which we should aspire as a community. Visions are not absolutes and are not guaranteed to be fully realized. However, they are important in establishing ideals for which to strive. The vision statements that follow are expressed in the affirmative, to describe the City as it will be, based on this General Plan.

Chula Vista will be a vibrant, varied city

The vision for Chula Vista in the year 2030 is a community that preserves and enhances the unique features that shape its identity. The bay, river valleys, and foothills will frame the City, providing leisure opportunities and scenic value. At the same time, varied housing and employment opportunities, excellent schools and recreation facilities will offer residents the ability to live, work, and recreate within the community. Safe neighborhoods served by efficient public services and facilities will provide a sense of security. Beautiful parks and varied programs for culture and art will be enjoyed by residents and visitors alike. Vibrant urban areas providing a mixture of commercial; residential; civic; and cultural amenities will add to Chula Vista's character and secure its standing as the primary hub of the South Bay area. Strong citizen participation and sound growth management will continue to guide growth in the City.

Chula Vista's core values support and sustain the plan for the future

Eight major themes support Chula Vista's vision for the future and provide a foundation for the policies and action programs of this General Plan. These themes, representing the City's core values, are developed throughout the chapters of this General Plan and include those outlined on the following pages..

1.0 Theme 1
Strong Community Character and Image

Chula Vista continues to develop as a city with a distinct identity that its citizens are proud to call home.

Our community highlights the culture, values, and history of our unique location on the Pacific Rim, linking the mountains, rivers,, bay, and border region. Some notable elements that define Chula Vista's identity include:

- Unique physical features that provide open space, trails, and recreational opportunities;
- The bayfront, which will become a water-oriented gathering and focal point;
- The downtown area, which serves to draw people together through its combination of public; civic; commercial; entertainment; and residential uses;
- The Otay Ranch Eastern Urban Center, which will serve as a regional retail and business center;
- The future development of a substantial technology park to serve the needs of the region; and
- The potential establishment of a multi-institutional university center.

Strong community character and image is highlighted in the Land Use and Transportation Element of this General Plan. The theme is developed through Chula Vista's choice of land use distribution, well thought out urban design principles, and a focus on neighborhood preservation. Planning areas identified in the Land Use and Transportation Element develop their own character through specific goals and policies geared toward their unique attributes and needs.

1.2 Theme 2
Healthy and Sustainable Economy

Chula Vista continues to expand its local economy by providing a broad range of business, employment, and housing opportunities that support an excellent standard of living, and improve the ability for residents to live and work locally.

Chula Vista recognizes that its prosperity depends upon its people, their skills, and a competitive and healthy workplace based on principles of environmental and economic sustainability. The City's economy generates revenues sufficient for sustaining exemplary public facilities and services, and for maintaining the community's desired quality of life. Chula Vista promotes an entrepreneurial spirit that fosters investment in local business and real estate, as well as in cultural and environmental resources.

The City also recognizes the important relationship of regional factors and influences on our local economy. Chula Vista continues to be an active participant in developing collaborative regional approaches that support our local economy, and the improvement of local facilities and services that enhance our quality of life.

A healthy and sustainable economy is highlighted in the Economic Development Element of this General Plan. The theme is developed through a balanced land use plan, policies encouraging sound economic and business development, and continued requirements to provide public facilities concurrent with need.

1.3 Theme 3
Strong and Safe Neighborhoods

Chula Vista is a diverse, yet integrated, community that celebrates its neighborhoods as the building blocks that make it a great place to live.

Each neighborhood in Chula Vista continues to express its individuality and character; is safe and attractive, with good access to necessary facilities and services; and provides convenient transportation options. Citizens feel safe to walk within and among neighborhoods and allow their children to do the same. Chula Vista also takes a leadership and collaborative role in ensuring the safety of its citizens on a citywide and regional level.

The theme of strong and safe neighborhoods is highlighted in several elements of this General Plan, including the Land Use and Transportation Element, the Housing Element and the Public Facilities and Services Element. The theme is developed through a land use plan providing sufficient and varied housing opportunities, and through the provision of excellent public services; including police and fire protection; quality schools; and convenient parks and recreation facilities.

1.4 Theme 4 Improved Mobility

Chula Vista provides a wide range of convenient and affordable mobility options that allow people to go from where they are to where they want to be, in a safe; pleasant; rapid; cost-effective; and environmentally friendly manner.

Transportation is a unifying element of the City and the region, connecting regional and local activity centers and neighborhoods through a network of major east/west and north/south corridors. This network also links to local transportation services, such as the trolley, intra-city express and shuttle loops, and expanded bus routes. The City also has a system of bicycle and pedestrian paths that connect neighborhoods, activity centers, and recreation facilities throughout the City.

Improved mobility is highlighted in the Land Use and Transportation Element of this General Plan. The theme is developed through a land use plan and policies focusing on the connection between land use and mobility and through the provision of varied modes of circulation citywide.

1.5 Theme 5 Healthy and Sustainable Environment

Residents of Chula Vista cherish the open space and natural resources of our City and continue to protect, enhance, and preserve them.

The City's Greenbelt serves not only to define the unique character of our community, but also serves as an interconnected ecosystem tying together the rich mosaic of habitats within the General Plan area. These habitats include the Sweetwater Marsh National Wildlife Refuge; the Sweetwater and Otay River Valleys; the Otay Lakes; and the surrounding mountains, portions of which are within the San Diego National Wildlife Refuge.

Chula Vista actively promotes the use of conservation technologies and sustainability practices that reduce or eliminate the use of non-renewable resources. The City also promotes local non-polluting and renewable energy, water, and material resources in a way that allows us to meet our present needs while ensuring future generations the ability to meet their needs. In 2003, the City received the Climate Protection Award from the Environmental Protection Agency for innovative measures that both protect the environment and encourage economic development.

A healthy and sustainable environment is highlighted in the Environmental Element of this General Plan. The theme is developed through attention to habitat and natural areas, policies regarding the protection of historical and archeological resources, and implementation of the Multiple Species Conservation Program (MSCP).

1.6 Theme 6 High Quality Community Services

Chula Vista places a high priority on exemplary community services and facilities (such as police and fire protection, libraries, and parks and recreation), and continues to ensure that services and infrastructure expand to match needs created by growth and redevelopment.

All areas of the City of Chula Vista enjoy an equitable balance of services and infrastructure, recognizing their respective and unique situations. The community encourages integrated health and human services that are provided with dignity, are conveniently and equitably located, and are recognized as community centers that sustain families and residents.

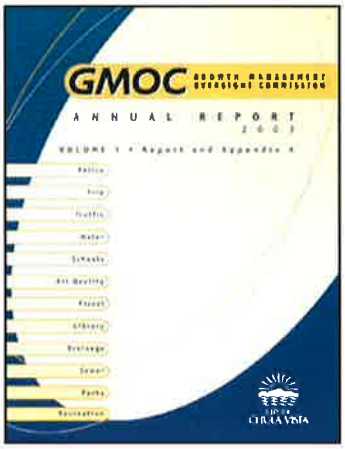
High-quality community services are addressed by several sections of this General Plan, including the Public Facilities and Services Element, the Environmental Element and the Growth Management Element. The theme is developed through policies on providing facilities concurrent with need, as well as policies regarding child care, health and human services, and arts and culture.

1.7 Theme 7 Effective Growth Management and Plan Implementation

The City of Chula Vista effectively implements the General Plan's vision and goals through coordinated policies and programs, developed with input from residents and business owners.

The City directs and coordinates policies for new growth and redevelopment in ways that maintain and consistently strive to improve the quality of life in Chula Vista. When reviewing land use decisions, the City consistently identifies and considers community interests, including those of residents and as property and business owners.

Effective growth management and plan implementation is addressed by the Growth Management Element and the General Plan Implementation Chapter. The theme is developed through policies regarding clear communication with citizens, funding for General Plan implementation measures, and monitoring the progress of plan implementation.



1.8 Theme 8 Shaping the Future Through the Present and Past

Chula Vista values its heritage and unique sense of place, and manages change in a way that complements the important qualitites and features that shape its identity.

New development and other physical alterations in Chula Vista continue to be done in a manner that respects the character, scale, and historical value of the City. This approach limits discord with the physical and social climate of the City, harmonizing changes to blend in with and enhance the positive aspects of what is already there.

Shaping established Chula Vista's future through the present and past is achieved by implementing policies in both the Land Use and Transportation Element, and the Environmental Element of the General Plan. Such policies focus on preserving and enhancing stable residential neighborhoods; enhancing community image; protecting cultural and historical resources; and implementing compatible land uses and edge transition.