

Best practices in civic governance.

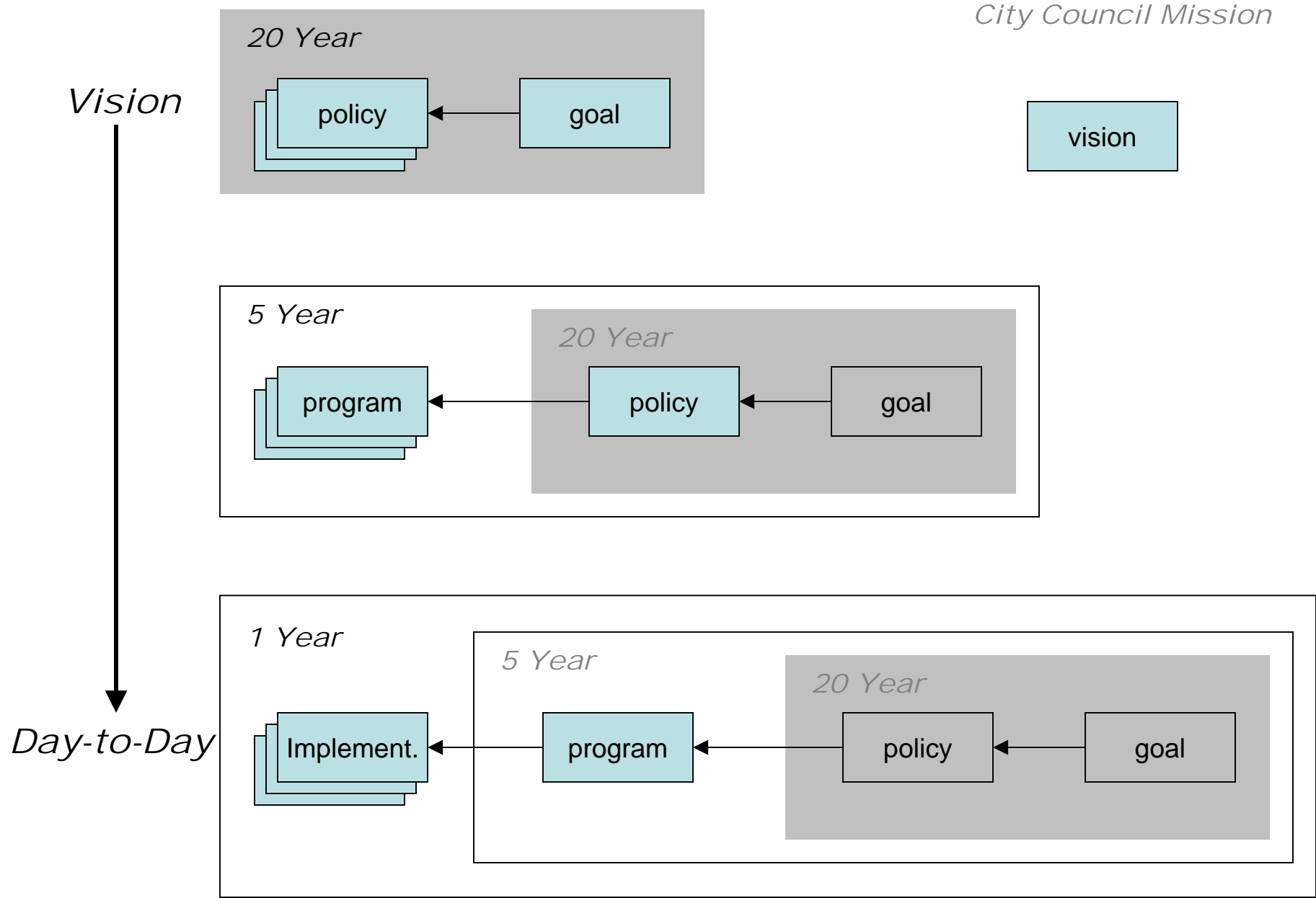
Ideas borrowed from the private sector:

- Continuous Improvement.
- Performance Measurement.
- Integrated with day-to-day operations.

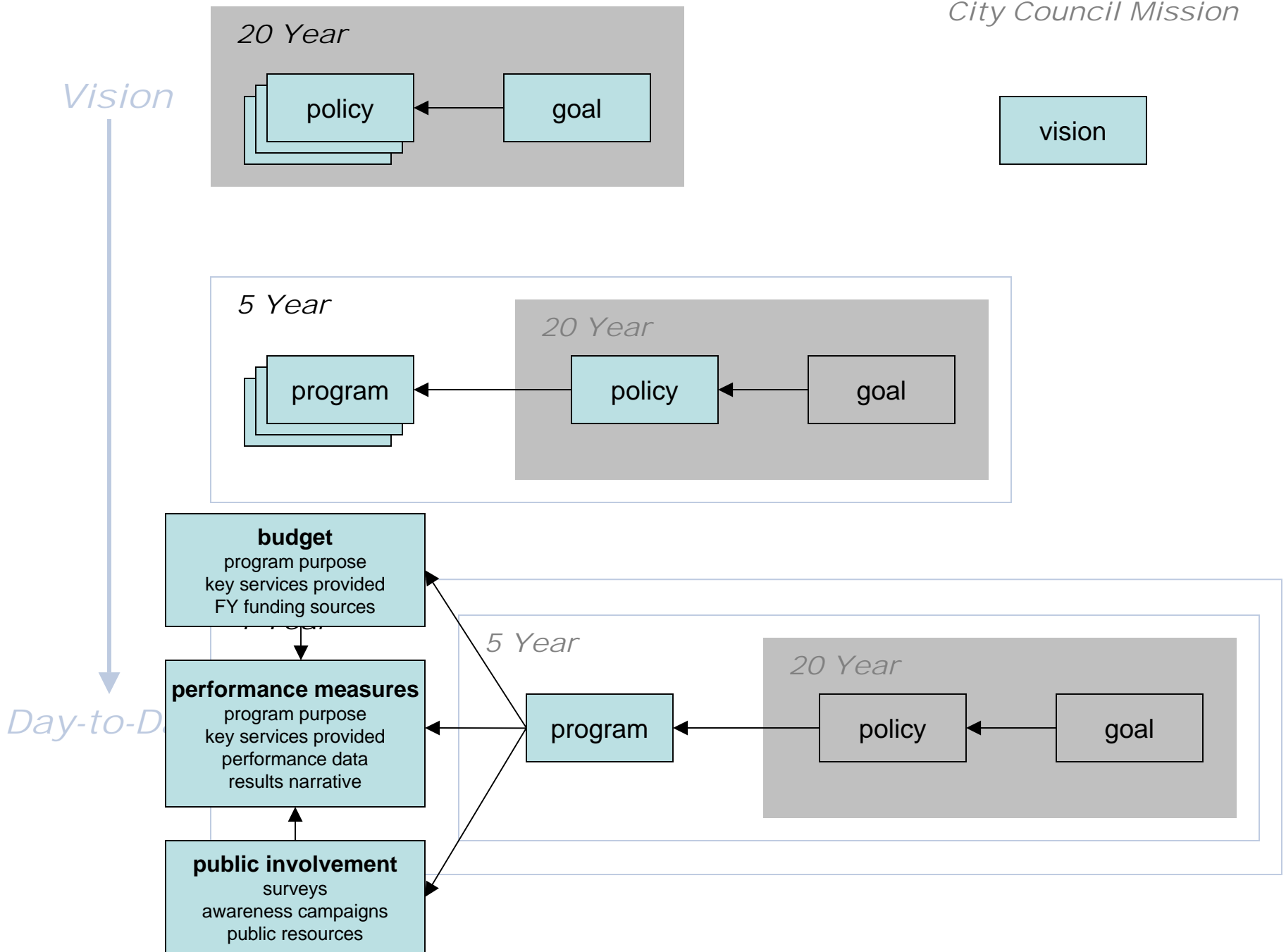
City of Charlotte, Nashville

The General Plan and day-to-day operations.

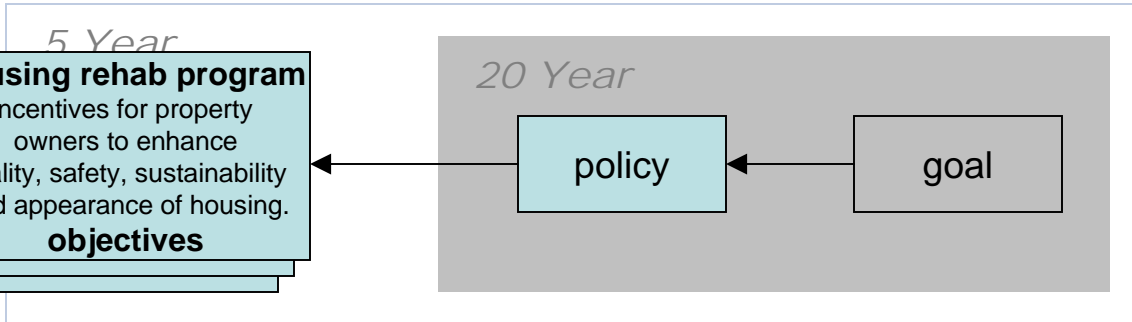
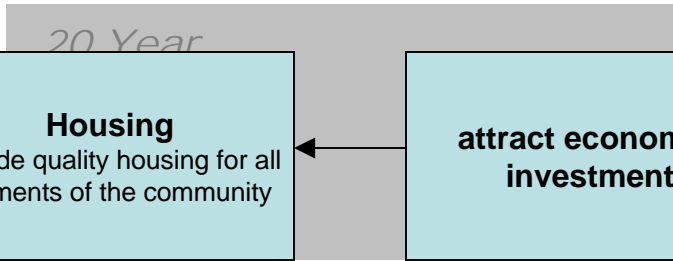
- Feedback Loop**



NB: The diagram above is of a conceptual relationship, not a process. The real model is not a cascade - as outlined here - but a network.



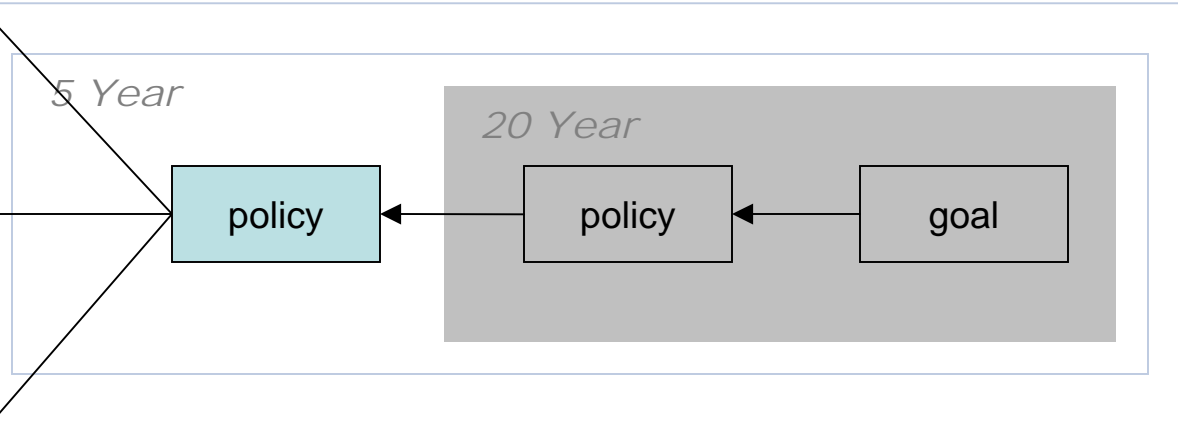
city will provide a high quality of life to residents



budget
grants, loans, inspections, pr, workshops, info resources
\$12,477,668

performance measures
% targeted units imprvd, # improved, \$/home, surveys, web results
results narrative

public involvement
surveys
ads, schools, groups,
public/private www resource



Visi

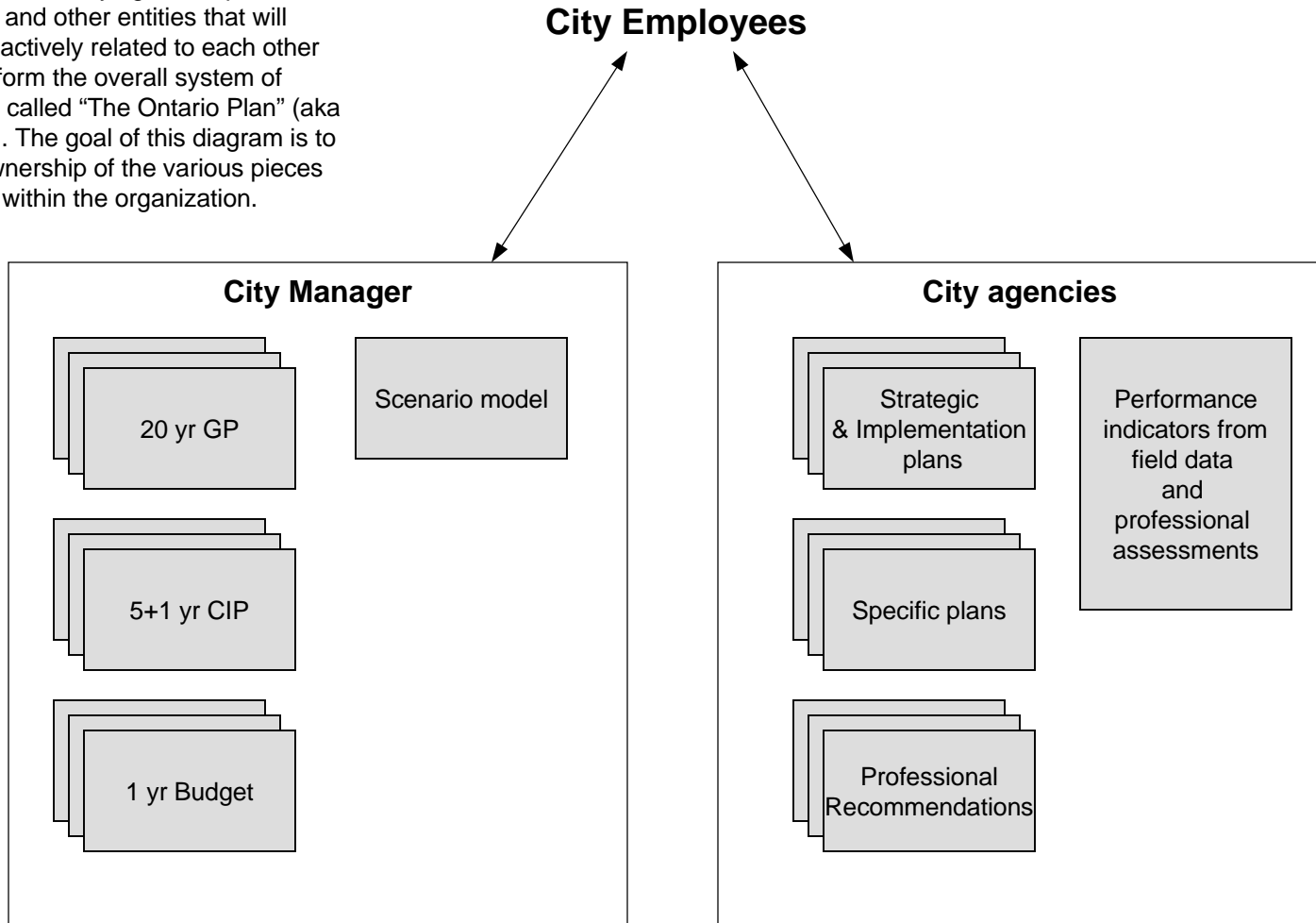
Day-to-D

The General Plan and other information assets.

- The City as an information management system.**

Ontario Plan Information Sources

This is a draft identifying the disparate documents and other entities that will need to be actively related to each other in order to form the overall system of information called “The Ontario Plan” (aka “The Plan”). The goal of this diagram is to attribute ownership of the various pieces of the Plan within the organization.



Can planning documents be graphically coordinated?

General Plan: Housing Quality

OBJECTIVE C-2 QUALITY DESIGN AND CONSTRUCTION

Maintain quality design, siting, construction and maintenance while minimizing housing cost.

The following policies support Objective C-2:

Policy (a): Housing Mix and Siting. Require the preparation of an exhibit for each planning area that would be used for the purpose of identifying the location and distribution of affordable housing units within the planning area. This exhibit should indicate the location and distribution of required affordable housing units in order to prevent undue concentration of affordable housing in any on a site within a Planning Area. Affordable housing may be concentrated on a site within a Planning Area, at the discretion of the City, if it serves to achieve Housing Element goals, for the provision of housing designated for of special needs groups.

Policy (b): Periodic Review. Review the City's development processing standards periodically to consider changes to simplify these requirements or comply with new legislation. A listing of fees will be made available to all interested applicants.

Policy (c): Energy Efficiency Standards. Ensure that energy efficiency standards are met, in accordance with the energy policies of the General Plan, during the review process for building permit applications.

Policy (d): Homeowners' Associations. Ensure adequate common area maintenance

in neighborhoods through the use of homeowners' and/or community associations or the formation of maintenance districts.



San Leon Villas

Policy (e): Support Infrastructure. In accordance with the California Building Code, ensure that adequate utilities, streets, and other infrastructure are developed in order to serve the City's residents by formation of special districts where appropriate. Special districts may include assessment, landscape and street lighting, in conjunction with housing development. Conversely, ensure that enforcement of the California Building Code does not inadvertently hinder the development of affordable housing by imposing stringent design and construction standards that excessively increase the cost of construction.

"Enable all market segments within the City – City facilities, schools, residential, commercial transportation, etc. – to reduce energy use and cost through efficiency measures, without corresponding reduction in energy service."

Goals and Objective Statement of the City of Irvine Plan for Energy Efficiency

5 Year Strategic Plan: Housing Quality

Economic Prosperity and a Livable Community

Competitive Fees

Strategy: Maintain Development Fee Service Time Standards

Another important component to the City's effort to retain business, is the measurement of overall development activities. Table III-5 illustrates the strength of overall current development activity in Irvine, as well as the required support staffing over the past four years. During this four year period, most indicators have increased. Through the use of consultants and contingency staffing, the City has maintained staffing appropriate to meet the continuing demand for services.

**Table III-5
Development Activity and Staffing Support**

Building Activities	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	4 Year Average
Construction Valuation	\$568,690,638	\$770,681,091	\$766,600,000	\$867,000,000	\$768,764,760
Plan Check Applications	2,617	2,704	2,384	3,185	2,932
Inspections Conducted	106,037	140,751	166,835	166,200	134,266
Permits Issued	9,500	9,220	14,137	13,424	11,089
Contacts at Counter	13,212	10,128	17,421	19,509	13,440
Number of FTE Staff	94	95	96	99	95
Contract and Consultant Services	1,429,242	1,238,859	1,887,982	2,362,416	1,784,831

Source: Community Development

Housing

Strategy: Provide Quality Housing for All Economic Segments of the Community

In 2003, the City Council adopted an Inclusionary Ordinance requiring that 10% of all new residential units be affordable housing. The ordinance will assist the City in meeting its affordable housing goals that have been established by the State of California. In cases where the required affordable units cannot be built on site, developers may request the option of paying an in-lieu fee to the City. The in-lieu fee is adjusted annually to account for increased costs. The fees will then be used to fund affordable housing projects developed throughout Irvine.

General Plan: Housing Quality

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THE CITY OF IRVINE **GENERAL PLAN** YEAR 2000 UPDATE

element c HOUSING 2000-2005

Provide for safe and decent housing for all economic segments of the community.

OBJECTIVE C-2

Quality Design and Construction

Maintain quality design, siting, construction and maintenance while minimizing housing cost.

POLICY (A): HOUSING MIX AND SITING. Require the preparation of an exhibit for each planning area that would be used for the purpose of identifying the location and distribution of affordable housing units within the planning area. This exhibit should indicate the location and distribution of required affordable housing units in order to prevent undue concentration of affordable housing in any one site within a Planning Area. Affordable housing may be concentrated on a site within a Planning Area, at the discretion of the City, if it serves to achieve Housing Element goals for the provision of housing designated for special needs groups.

POLICY (B): PERIODIC REVIEW. Review the City's development processing standards periodically to consider changes to simplify these requirements or comply with new legislation. A listing of fees will be made available to all interested applicants.

POLICY (C): ENERGY EFFICIENCY STANDARDS. Ensure that energy efficiency standards are met, in accordance with the energy policies of the General Plan, during the review process for building permit applications.

POLICY (D): HOMEOWNERS' ASSOCIATIONS. Ensure adequate common area maintenance in neighborhoods through the use of homeowners' and/or community associations or the formation of maintenance districts.

POLICY (E): SUPPORT INFRASTRUCTURE. In accordance with the California Building Code, ensure that adequate utilities, streets, and other infrastructure are developed in order to serve the City's residents by formation of special districts where appropriate. Special districts may include assessment, landscape and street lighting, in conjunction with housing development. Conversely, ensure that enforcement of the California Building Code does not inadvertently hinder the development of affordable housing by imposing stringent design and construction standards that excessively increase the cost of construction.

THE VISION OF THE CITY: A livable, viable and visually attractive community through skilled planning and reasonable development as outlined in this General Plan.

5 Year Strategic Plan: Housing Quality

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THE CITY OF IRVINE **STRATEGIC BUSINESS PLAN** 2005

chapter 3 ECONOMIC PROSPERITY AND A LIVABLE COMMUNITY

The goal of the Strategic Business Plan is to...

SECTION 3.6

Safe, Quality Housing

3.6.1 PROCESSING STANDARDS

STRATEGY: Provide a timely and efficient development review process.

Efficient and timely review of development projects is important to the economy of the community. Reducing the cost of regulatory review is necessary to ensure the health and safety of the community and to maintain compliance with City standards for a livable, viable, and visually attractive community. Unnecessary delays can contribute to escalating development costs. The City maintains processing timeframe standards for both discretionary review procedures and building and grading permit applications. Standards for next-day inspections of construction projects are also in place to avoid delaying construction activity. The City continues to expand the use of on-line information and services to promote efficiency.

3.6.2 COMPETITIVE FEES

STRATEGY: Maintain development fee service time standards.

Another important component to the City's effort to retain business, is the measurement of overall development activities. Table III-5 illustrates the strength of overall current development activity in Irvine, as well as the required support staffing over the past four years. During this four year period, most indicators have increased. Through the use of consultants and contingency staffing, the City has maintained staffing appropriate to meet the continuing demand for services.

DEVELOPMENT ACTIVITY AND STAFFING SUPPORT

(TABLE III-5) Source: Community Development

BUILDING ACTIVITIES	FY 1995-01	FY 2002-03	FY 2003-04	FY 2004-05	4 YEAR AVERAGE
Construction Value	\$204,580,538	\$750,891,898	\$708,960,089	\$467,860,000	\$730,784,760
Plan Check Applications	2,517	2,704	2,344	3,185	2,812
Inspections Conducted	186,817	548,750	595,815	195,290	194,258
Permits Issued	8,300	9,228	14,137	13,428	11,891
Contractor Count	15,211	19,119	17,471	16,989	15,898
Members of PE Staff	84	85	88	89	89
Contract & Consultant Services	1,425,241	1,228,859	1,887,182	2,381,416	1,784,821

83

Our goal is to create and maintain a community where people can live, work, and play in an environment that is safe, vibrant, and aesthetically pleasing. This community promotes the well-being of all people.

The General plan in decision-making.

- **“Use-case” scenarios: What kinds of information does staff need to make decisions?**

Parking lot vs. pocket park

A city staff member in Advance Planning wants to make a business case quickly and accurately for turning a small parking lot into a pocket park, but realizes the facts might indicate keeping the parking lot. She wants to compare the viability of changing the parking lot into a park and present a report about her findings.

Innovative energy-efficient, renewable resource model home initiative

Sunset Magazine wants to develop an innovative energy model home in either Calabasas or Ontario. The model home will attract tourists and inspire the community. It will also present retrofit ideas.

What can the city show to make its case for Ontario being the better choice? How do we show that we are committed to energy prudence, and have great potential for retrofit projects?

Housing Projects

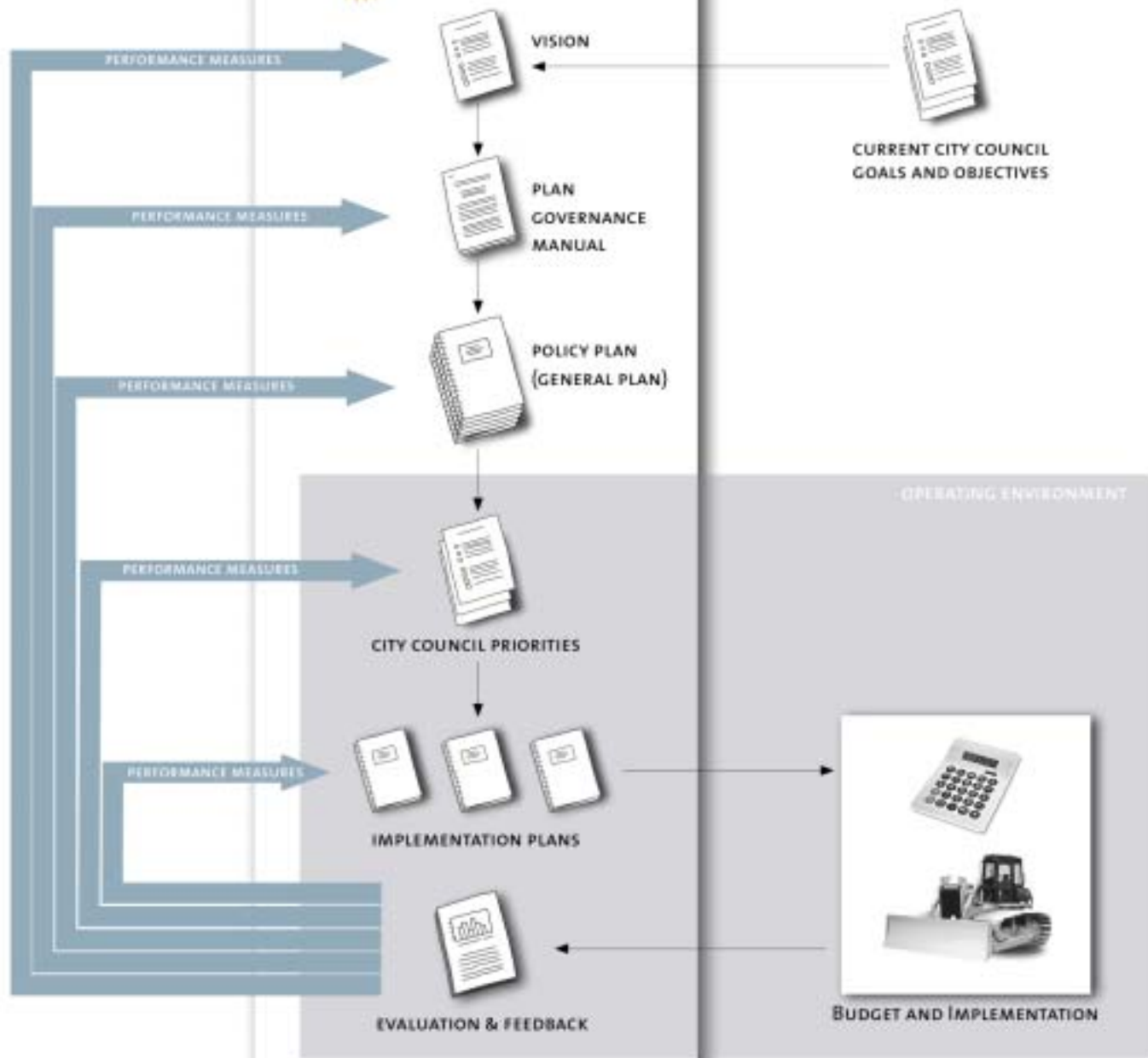
The housing agency owns property throughout the city and would like to develop more affordable housing.

What information does the Housing Agency and City Manager need to determine if these scattered sites should be developed now or held for larger projects in the future?

The General Plan on the Web

- Puts General Plan in context
- Flexibility
- Evolves over time
- Easier to use as a communication and decision-making tool
- More effective Plan that connects to implementation and performance.

THE  **ONTARIO PLAN**
A FRAMEWORK FOR THE FUTURE



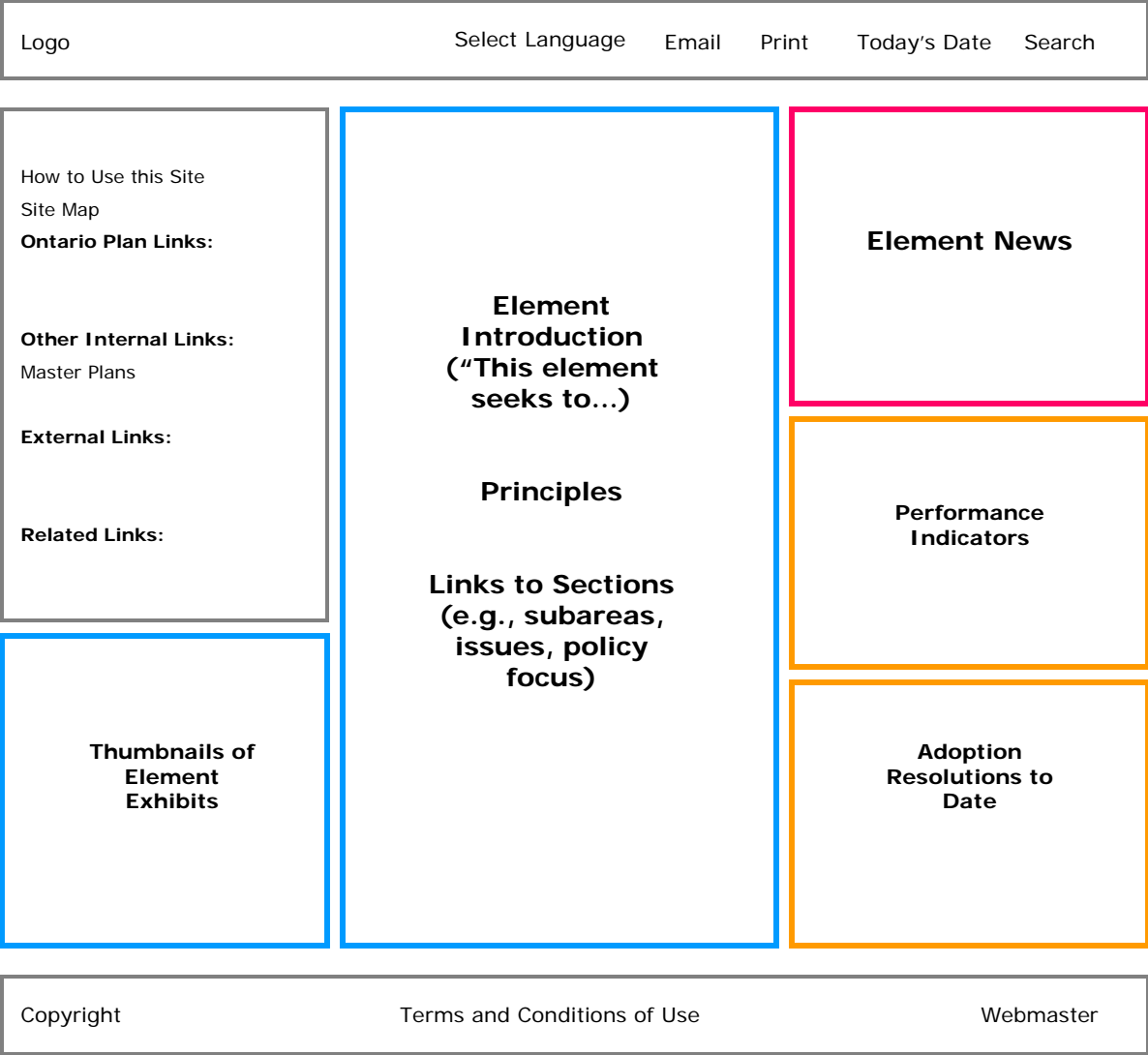
Wireframes

- **Layers content and establishes priorities for General Plan's context on the screen.**

Element Homepage (10)

Timing of Updates

- Infrequent
- 2 years
- 1 year
- Monthly or less



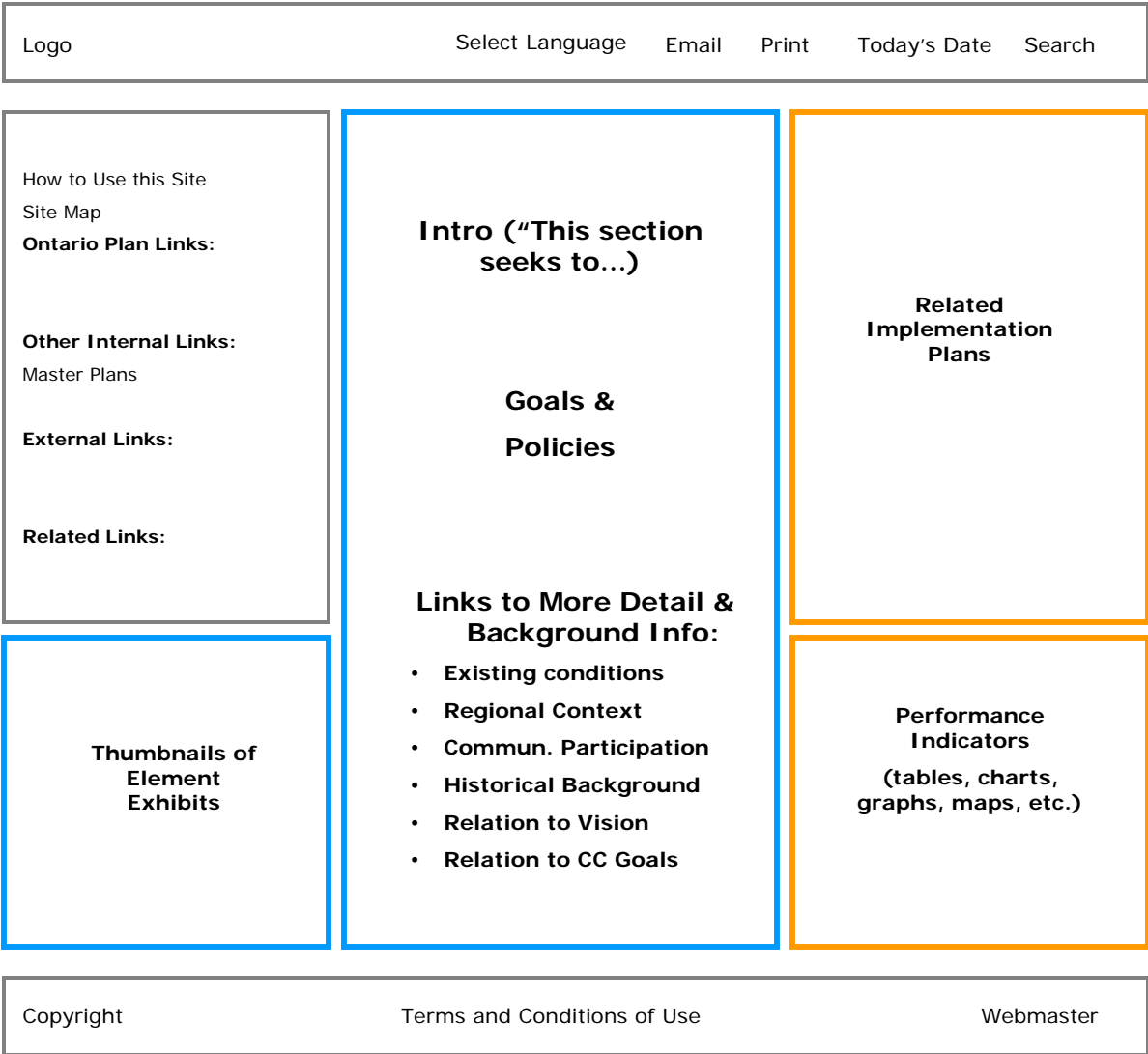
Objective: ?

Element

Section (10x)

Timing of Updates

- Infrequent
- 2 years
- 1 year
- Monthly or less





What is the Ontario Plan?

01.06.2015

print

email

search

language



The Ontario Vision

Describes the future community of Ontario. It's purpose is to improve the quality of life for the people of Ontario. It is the rationale and motivation for everything the City does.



Plan Governance Manual

Describes the foundation for conducting the public's business on behalf of the present and future people of Ontario. It explains how The Ontario Plan is a tool for decision-making and communication.



City Council Priorities (Goals & Objectives)

Define the short-term direction in City actions and initiatives. They are the primary means for exercising leadership in carrying out The Plan and realizing the Vision.



Policy Plan (General Plan)

Connects intent with action through the broad range of Goals and Policies that will guide the long term growth and development required for the City to achieve its Vision. It also satisfies the California Government Code requirement for a general plan.



Implementation

Consists of actions that carry out Plan Policies. This includes initiatives by the City as well as public and private development programs.



Evaluation & Feedback

Allows the City to learn from experience and redirect efforts. Feedback informs the public about results and how they can be improved.

News

2014 Comprehensive Annual Financial Report now available.

Revised Investment Policy as adopted by the City Council.

Public Transportation survey, performance measures and report.

GreenCorp, Inland Empire developer, talk about photovoltaic energy.

Events Calendar

January

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Regular City Council Meeting

Policy Plan

Land Use

Housing

Environmental Resources

Parks

Community Design & Culture

Governance

Mobility

Economics

Safety

Health, Education & Community Resources

01.06.2015

 print

 email

search

language

Policy Plan Homepage

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The Ontario Plan

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Other Internal Links

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[Budget and Finance](#)

[Community Services](#)

[Police Department](#)



The Historic Core and Civic Center area has a pattern of streets and existing buildings that are the foundation for a lively new urban center with the Inland Empire's most vibrant mix of incubator businesses and retail.

The Policy Plan states long-term goals, principles and policies for achieving Ontario's Vision. It guides growth and development to achieve optimum results from the City's physical, economic, environmental and human resources. It links City Council Priorities to Ontario's Vision and also satisfies the California Government Code requirement for a long-term general plan.

Only areas with a white background are considered part of the General Plan.

AMENDMENTS & RESOLUTIONS

General Plan Amendment GPA 15-02 Resolution No. 15-22

A resolution of the City Council of the City of Ontario, California approving GP-15-02 that amends the Mobility Element, contained in The Ontario Plan's Policy Plan, to designate the new local circulator bus transit route in the Empire Center.

[December 12, 2014](#)

General Plan Amendment GPA 15-01 Resolution No. 15-08

A resolution of the City Council of the City of Ontario, California approving GP-15-01 that amends the Community Design Element, contained in The Ontario Plan's Policy Plan, to provide additional design guidance for the Ontario



Policy Plan	Land Use	Housing	Environmental Resources	Parks	Community Design & Culture
	Governance	Mobility	Economic Development	Safety	Health, Education & Community Resources

01.06.2015 print email search

- Home
- How to Use This Site
- Site Map

- The Ontario Plan**
- Surveys
- Dashboards
- Annual Reports
- DMP
- Vision
- City Council Goals
- Budget
- Performance Indicators
- Implementation Programs

- Other Internal Links**
- Planning Department
- Public Works
- Budget and Finance

Environmental Resources



In 2012, the City of Ontario in conjunction with the Inland Empire Utilities Agency launched a Turf Replacement Rebate Program that provides homeowners a one-time rebate for the replacement of 1500 sf of high-water-use landscape with Xeriscape.

Its Purpose

Only areas with a white background are considered part of the General Plan.

The SCAG Diesel Truck Fleet Modernization Program in Ontario.

The Fleet Modernization Program compensates owners of 2004 or older trucks when they buy a 2005 or newer used diesel truck that is more reliable, cleaner, and fuel-efficient. An average grant is between \$40,000 and \$45,000, reducing the cost of converting to lower emitting and cleaner trucks by about 60%.

In general, each truck modernization grant generates a 50% reduction in NOx emissions and a 80% reduction in PM emissions. The program is

Close-range view of implementation.

- Connects individual to goals and policies.
- Presents implementation done collaboratively, not just by city departments.
- Expressed in narrative form (a lesson learned from Charlotte).

SCAQMD
SANBAG
Caltrans
MetroLink
Omnitrans
The Gas Company
SCE

the government and the citizens of Ontario.

Ultimately, the Environmental Resources Element establishes a framework for using and managing the City's natural resources sustainably. Among its most important functions, the Environmental Resources element:

Defines the ethic to guide management of the City's natural resources infrastructure.

Establishes environmental performance goals for infrastructure systems.

Codifies policies that support systems integration, resource conservation and regeneration, and energy independence.

Its Value

As the City grows, the tension between developing land and preserving, conserving, and enhancing natural resources increases. Meeting growth demands in Ontario, however, requires careful treatment of our land, water, air, and energy resources-not as disposable commodities, but as essential infrastructure.

The City Council recognizes that our natural resources provide important public benefits:

Vital ecological services - water, waste and air treatment, stormwater management, [carbon sequestration](#) - are provided by natural systems in ways that also aesthetically enhance our built environment.

High quality environmental resources are integral building blocks of the community.

[Natural ecosystems](#) improve public health and contribute significantly to the City's overall economic security.

Principles

Quality design of the physical environment includes vigilant stewardship of the City's natural resources.

PRIVATE SECTOR PARTNERS

Four Ontario based goods movement companies have become partners in air quality improvement by upgrading their fleet with cleaner vehicles as part of the Fleet Modernization Program.

*Western Hauling
American Auto Transport
Castle Rock Transport
Anderson Shipping*



Salvador Garcia of Anderson Shipping with their new cleaner-air CXT Truck.

RELATED REGIONAL PROGRAMS

- * Southwest Regional Partnership Program on Carbon Sequestration
- * California Urban Forests Council Initiative
- * California Regional Grant Program for Green Infrastructure.
- * National Association of Clean Air Agencies - San Bernardino Chapter Conference.

FOCUS ON

Solid Waste Diversion

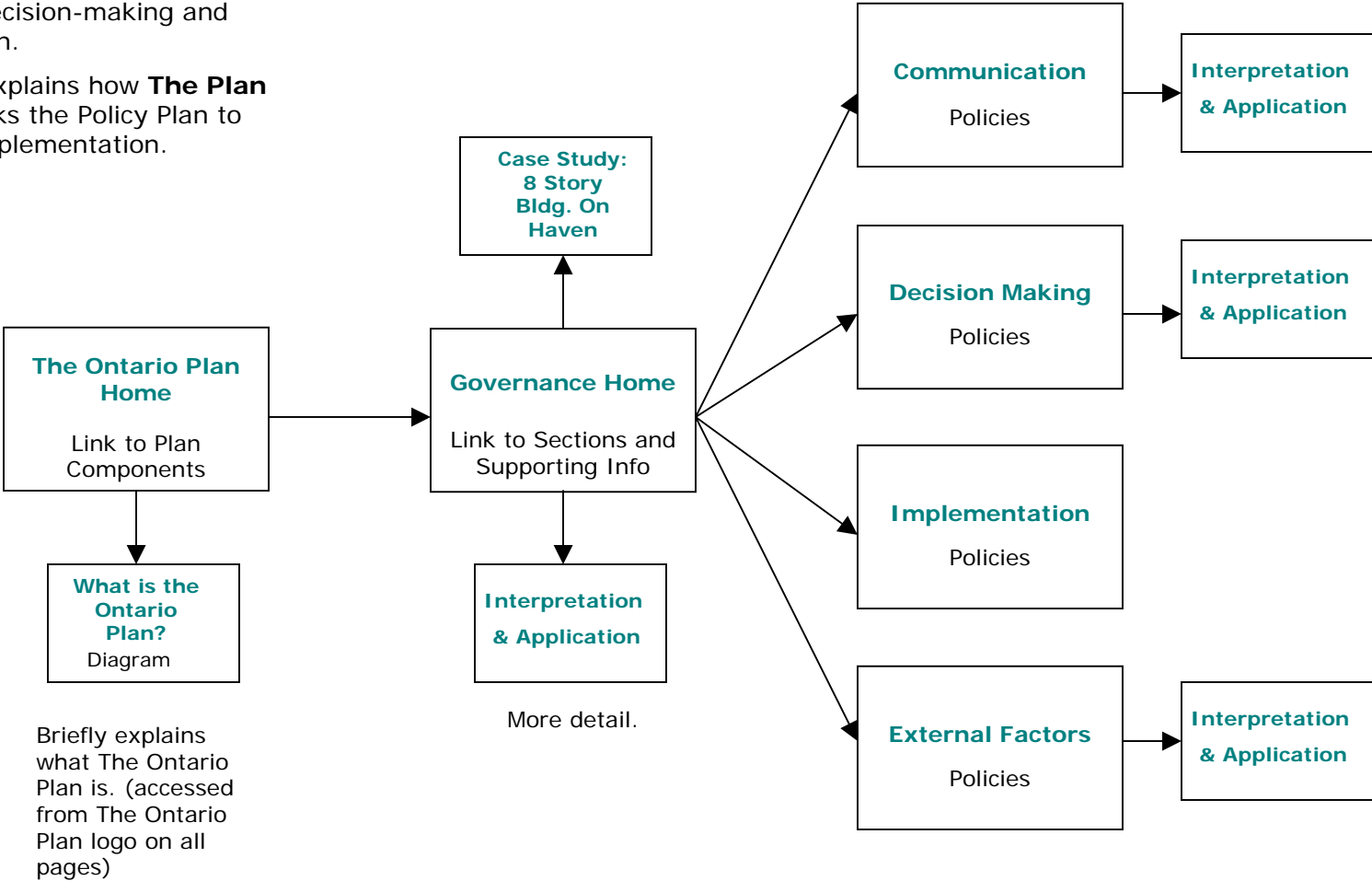
The Integrated Waste Management Act of 2009 (AB 940) mandated

Diagramming the elements.

- Visualizes how to organize content.
- Does not represent user experience.

Discussion of Governance in The Ontario Plan is not in one place.

- Governance explains how **The Plan** is a tool for decision-making and communication.
- Governance explains how **The Plan** framework links the Policy Plan to budgeting/ implementation.



Land Use Element Framework

