

Final Report

Ontario General Plan Update Phase I

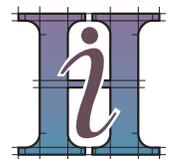


City of Ontario
Incorporated 1891



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January 3rd, 2005





Master Table of Contents

I.	Introduction	I-1
II.	Survey Results.....	II-1
III.	List of Issues	III-1
	i. Consultant Evaluation to Staff Review of the List of Issues.....	III-6
IV.	Policy Matrix.....	IV-1





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I. Introduction





PURPOSE OF PHASE I

Each community and City in the State of California is required to adopt a General Plan. This General Plan is the document that describes through words, maps, and graphics what the jurisdiction believes is important, and identifies what it hopes to achieve through its land use decisions and the use of its human, environmental, financial, and other resources. It is both recognition of “what is” today, as well as an expression of where the jurisdiction is going. General Plans, when wisely implemented, are extremely powerful tools.

This report, which forms a major product of the Phase I General Plan Update for the City of Ontario, is an evaluation of how effective the implementation of the 1992 Ontario General Plan was in achieving the identified goals. The process was designed to be comprehensive in order to address not only the General Plan, but also a series of secondary documents which were building blocks in support of the General Plan. While not all-inclusive, the following list includes some of the major components considered as part of the analysis for the Phase I General Plan Update for the City of Ontario:

- Interviews with City Council, Planning Commissioners, City Staff and key community stakeholders;
- A detailed review of the existing General Plan to evaluate its effectiveness (including the efficiency and effectiveness of every policy), and to determine compliance with current legislation;
- A determination of compliance with the existing General Plan Implementation Measures; and
- An issues analysis of the City, which identifies short-term and long-term issues, as Ontario moves from a local/regional economy to a global economy.

Phase I was not intended to “fix” any of the shortcomings with or the revisions needed, to the 1992 General Plan. The Scope of Work for the Phase II General Plan Update will incorporate a summary of the issues identified, and the actual Phase II General Plan Update will guide the resolution of these issues and shortcomings. The Scope of Work, which is being presented under separate cover, is the culminating product of this Phase I General Plan Update. It includes not only a list of the specific issues identified, but also a summary of the overarching issues which face Ontario as they transition in their role from a local/regional to a global community.



II. Survey Results



March 12, 2004

Mr. Jerry L. Blum, Planning Director
City of Ontario
303 East "B" Street
Ontario, CA. 91764-4196

Re: General Plan Phase I

Dear Mr. Blum:

We are pleased to present to you the results of the interviews conducted with a total of forty-one community leaders and stakeholders, City Council Members, Planning Commissioners, and City Staff.

There appears to be a significant amount of excitement and enthusiasm about the Update being underway, accompanied by high expectations for the new General Plan when it is completed. As an indication, many of respondents both addressed and had opinions on a broad range of topics and interests. Often times the interviews flowed beyond the allotted time.

Many of the comments are presented exactly as the respondents stated them, in other cases the interviewer digested a more lengthy dialogue into a statement which captures what we interpreted the intent of the interviewee to be.

Following the analysis of the interview results, the Phase I Team identified twenty-two subject areas which categorize all of the feedback received through the interview process. This organization will help as we move forward with subsequent tasks. It also helps to show the range of opinions that respondents have about a particular subject and conversely where there is consensus about a subject.

We are available to discuss any results with you.

Sincerely,


Paul Ireland, Partner



Table of Contents

Notes by Category	II-4
Airport	II-4
Circulation.....	II-5
City Transitions/Future Visions	II-7
Changing Land Use/Degrading Areas.....	II-10
Community Involvement	II-11
Density	II-12
Downtown.....	II-13
Education	II-13
Environmental	II-15
Economic Development.....	II-16
Future Land Use.....	II-18
General Plan Compatibility/Consistency	II-21
General Plan Deficiencies	II-22
General Plan Layout	II-23
Historic	II-23
Housing	II-24
Infill Development	II-25
Infrastructure.....	II-26
New Model Colony	II-26
Ontario Mills.....	II-28
Open Space	II-28
Safety.....	II-29
Special Areas/Specific Plans.....	II-30
Relations w/City	II-30
Technology	II-31
Theme.....	II-32
Miscellaneous	II-33





Notes by Category

Airport

- City staff has expressed that the airport runway should be moved to the south to accommodate an additional four to six Million Annual Passengers (MAP.)
- The Airport and Rail Master Plans need to work with the General Plan Circulation Element in order to avoid inconsistencies.
- There should be a mix of residential and commercial uses south of Holt and north of Mission, under the flight path of the Ontario Airport.
- All General Plan related documents need to reflect thirty-two Million Average Passengers (MAP) for the Airport to mitigate impacts and provide for corresponding economic opportunities.
- The areas surrounding Ontario Mills and the Ontario Airport should be capitalized upon, but the City also needs to be careful with how the area develops.
- It would be beneficial to see the Airport expand and see high-rise developments around both the airport area and around the Mills.
- Five story urban developments around the Airport and Mills would be ideal, although the growth needs to be controlled through the use of “smart growth.”
- The residential area located directly south of the Airport needs to be addressed and dealt with, it is possible that 200 million dollars of federal funding have been spent on these homes through the Part 150 program.
- The General Plan needs to manage the budget in relation to the Airport and its projected expansion.
- The City needs to try and establish businesses that will help support the future success of the Airport.
- Noise impacts from the Airport need to be addressed for the land uses that are negatively impacted.
- Resolving the current conflicts in the area of the City utilizing the Part 150 Program will be a challenge for the future.
- Circulation and planning the land uses around the airport will be a major issue.
- The major issues for the City are the Ontario Airport, water, drainage systems and the New Model Colony.
- The Airport should establish commercial hubs in the long-term and create a better partnership with LAX.
- In the long-term, the City of Ontario will end up looking more like cities in Orange County, with the Ontario Airport being fully developed commercially.
- There is a concern that as the Chino Airport grows noise impacts will increase.



Survey Results

- Constant issues with Ontario International Airport include the surrounding compatibility of land uses and the noise impacts caused by the airport.
- The Airport staff would like to be more informed about all outside issues pertaining to the airport.
- There should be truck access from the south gate and the west 110-Acre area should turn into a modern cargo terminal.
- The City should promote for more air traffic for Ontario Airport.
- The Airport has a twenty five year lease agreement with the airlines.
- When the Airport reaches 10 MAP it triggers discussions for a new terminal and they expect to have 30 MAP by 2025.
- Ground radar is being added to improve efficiency of movement at the Airport on the ground.
- Ontario International Airport is a Category-1 Airport, and has been approved for “in-line screening.”
- The Airport needs direct flights to areas such as Chicago. An increase of direct flights will positively impact the consumer base at the convention center.
- There are 2000 hotel rooms within walking distance of the Airport and 4,500 rooms within two miles of the Airport. The hotels only have a 73% occupancy rate.
- There is no special infrastructure for screening luggage for dangerous items at the airport but it is needed.
- There is one school impacted by the Airport and it already has plans to move.

Circulation

- Adverse traffic issues are foreseen in a 30 to 50-year time frame.
- The Airport and Rail master plans need to work with General Plan Circulation Element to avoid inconsistencies.
- The 210 Hwy has helped relieve traffic on the 10 and 60 Hwy but they will continue to become congested in the future.
- Large truck traffic is a problem for the City by increasing diesel emissions, slowing down passenger vehicles, and putting more strain on the physical quality of the roads.
- As the city grows transportation and congestion will continue to be a growing problem.
- The amount of ground cargo funneled through the city is predicted to go from 700 million to 2.5 billion tons of cargo. Ground transportation needs to be fixed (\$150 M).
- The City should remain less dense to help mitigate future traffic and infrastructure issues.
- Parking and driving access to Downtown needs to be improved.



- A challenge for the future of the City is manufacturing infrastructure.
- Circulation and designating appropriate land uses around the Airport will become a major issue for the City to deal with.
- The City needs to establish a sense of place for the Downtown and make sure growth in the Downtown is consistent with traffic needs.
- Increased housing, commercial, and industrial developments have significant traffic impacts which need to be taken into consideration in times of growth.
- The regional transit models the City uses are put out by SCAG, not created by the City, each City project evaluated on a case by case basis.
- The General Plan does not address congestion in the older portions of the City, north south arterials become very congested.
- Infrastructure, congestion, and expansion could create long-term problems for Ontario if not properly addressed in the General Plan.
- The City should continue creating transportation related relationships with surrounding cities.
- Implementation of new high speed transit is a concern for the City.
- The community has little interest in local transportation and pedestrian/bike trails
- Ontario has major transportation issues to address including the Airport, maglev, and SCAG related issues. Ontario needs to become a major hub for employment as well as transportation.
- Infrastructure needs to be improved
- The City needs better street crossings to make it safer for children in the Central portion of the City to cross streets.
- The City needs to provide a diversity of housing with walkways and not walled off communities.
- The City needs to look into mass transit systems that will serve the more affluent, in order to prepare for a more affluent population.
- The City needs to be concerned with safety regarding increased traffic on Francis Avenue, and Riverside Drive. The City also needs to put sidewalks on streets that lack them, such as Haven.
- Ground transportation is a big issue Ontario needs to address.
- The City would benefit from more people being bussed to the Airport so it would reduce congestion.
- The biggest challenge for Ontario will be traffic on the freeways; the City needs to consider mass transit in the long term.
- Infill issues will impact safe routes to school and may create “off-track” educational needs.



- Circulation is not an issue for major conventions because attendees fly in to Ontario; it is for trade shows whereby traffic becomes a problem.
- Circulation and water are big issues for development in the NMC. Some homebuilders are willing to put some cash forward to assist the City.
- There needs to be more transit locations and jump start signals for busses to decrease route times.
- There needs to be a master plan for Downtown transit.
- There should be a transit center at the corner of Euclid and Holt.
- Increased density at strategic locations within the City will help the success of mass transit e.g. TOD's.
- It does not make sense for the railroad to run east/west.
- Infrequency of transit use is a problem for the mass transit providers and needs to be better addressed by the City.
- There should be more transit related issues incorporated into the General Plan, which are both funded and implemented.
- There is a Bus Rapid Transit (BRT) station located at Holt.
- Turf issues between transit companies have gotten in the way of integration of transportation services.
- To help with increasing the efficiency of public transit there needs to be a bus fast lane longer than ¼ of a mile.
- The streets of the City should be the City's responsibility, not the responsibility of the School Districts.
- Transportation is a major issue for the City e.g. busses waiting for trains are a big problem.
- There are two demonstration projects in Riverside reflecting the "healthy community" concept. They include trails, pedestrian walkways, safe routes to school, community centers, and public/private programming.
- Transportation, stretching of resources-joint uses, open schools, and commitment to education are all major issues.
- Traffic on the major corridors needs to be alleviated to help with congestion due to airport and population growth.

City Transitions/Future Visions

- There needs to be a policy established that focuses on the City's cultural mix and jobs, which is in accordance with the growing population.
- The City needs to create higher design standards to help attract the more affluent population.



- The City needs to have an attainable vision over a long period of time, so future City Councils will buy into the General Plan, as a document which creates long-term goals.
- The City Council should focus on the City transitioning from a more rural town to an urban City. The governing documents for this transition need to address issues regarding air quality, traffic, and land uses.
- Important issues for the City of Ontario include changing demographics in the west/central portion of the City, and creating higher wage jobs to attract a more educated work force.
- The city will be changing quickly due to the projected population growth and the General Plan needs to be able to handle all of the changes that will occur.
- The growth of the agricultural preserve and keeping up with the latest technology will be challenging for the future.
- The future vision of the City should incorporate the build-out of the Ontario Center.
- Future challenges for Ontario include maintaining a high level of services for a growing population and maintaining affordable housing.
- Increased residential, industrial, and commercial development will have significant traffic impacts which need to be considered in times of growth.
- City stakeholders would like to see the City become a Charter City.
- The City of Ontario's vision should include economic prosperity, staying technologically advanced, and the generation of more white-collar jobs.
- The City should keep in mind the future ethnic changes of the City.
- The City needs to create and maintain a jobs/housing balance which includes more technical jobs.
- Ontario needs to appeal more to the Asian community, and to make the Hispanic community feel more at home.
- The integration of the North and South part of the city needs to be improved.
- The City will end up built-out, with more people working in the City. Additionally, Holt will be widened in the area of the Downtown.
- As it is currently planned, the future City of Ontario will be divided into the Old Model Colony and the New Model Colony.
- Ontario is going to face problems regarding the speed of growth & development and keeping up with the economy.
- A challenge for the future of Ontario includes becoming divided into the north and south Ontario.
- Managers who have higher paying jobs live outside of the City and commute in and most of the non-manager employees are local. The City does not have enough amenities such as theaters and museums to attract more affluent people.



- The projected population increase can be an opportunity and a constraint depending on how it is managed. It may impact pollution, circulation, schools, quality of life amenities, and mass transit.
- Ontario needs to have a well thought out plan for the future and make sure they can accommodate rapid growth.
- Ontario needs to proceed carefully. “Bigger is not always better.” Ontario can no longer think of itself as a small town, but at the same time it is crucial not to lose the friendly atmosphere.
- The City should not get caught up in the immediate dollars due to growth they need to look at the long term impact and prepare for a future decline.
- The schools have been established to handle cultural, language and demographic issues.
- It helps the schools to know where the population growth centers in the Old Model Colony will be, in order to plan for future school expansions and locations.
- City needs to encourage business attraction and achieve a balance of land uses.
- Ontario faces some challenges to be able to retain the population, to support increasing growth, and to provide appropriate job opportunities.
- The community is already diverse, so the mechanisms are already in place to address future demographic changes.
- It is feared that a division will occur between the north and south portions of the City.
- The City currently does not have an affluent population base.
- Ontario is at a crossroads, the next generation of retail, housing and office can transition the City from big box, single story community to a higher end type of community.
- The City Council and staff need to educate the community about good growth patterns and future issues.
- A transition to higher land prices brings other issues for the City to look into. The Inland Empire is four years behind Irvine, and two years behind north Orange County. As a result the City can learn and prepare for the issues in advance.
- Now is a strong opportunity for the Inland Empire to grow and Ontario needs to capitalize on this. People now want to live and work in the area and there is a 360 degree marketing area for housing.
- The job center has shifted east and continues to do so and Ontario needs to capitalize on this.
- The Development Code needs to be better enforced and should be consistent with the future development.
- When considering the future development of Ontario, be careful not to make the Old Model Colony the poor area and the NMC the rich area.



Changing Land Use/Degrading Areas

- There should be a mix of residential and commercial south of Holt and north of Mission, under the flight path of the Ontario Airport.
- The areas of greatest need within the City of Ontario include circulation, the Downtown, family recreational facilities, and the existing housing stock.
- The City needs to have more open space and create stronger design guidelines for new housing to prevent “blow and go” development.
- Ontario should encourage mixed use development in Ontario Center and the Arena Project area.
- Holt should be identified as a “special issue area” to encourage new development and eliminate mediocre projects. On the south side of Holt there should be only industrial uses and on the north side of Holt there should be mixed-use development.
- Mixed-use development should be encouraged and the City should work on revamping Euclid and Holt.
- South Ontario needs to develop upscale retail and the Downtown needs more unique shops and restaurants.
- The City needs to convert strip commercial into mixed-use developments and lofts.
- Dying retail around the city should be converted or replaced with residential developments.
- The residential at the south departure path of the Airport in the Part 150 area needs to be transitioned into industrial type uses.
- The property along Mission and Holt has already been acquired to be widened and improved, it is now time to get the work done and attract new business.
- The residential area located directly south of the Airport needs to be addressed and dealt with, it is possible that 200 million dollars of federal funding have been spent on these homes through the Part 150 program.
- Revitalizing both Holt and Mission needs to be a priority for the City.
- The Ontario Center should transition to a state of the art mixed-use development, and the live work units in the Arts Colony need to be maintained and further developed.
- The revitalization and development of Holt-to-Vineyard needs to be better addressed by the City.
- The City needs to pay more attention to major corridors such as Holt, Mission, and Euclid.
- The existing housing stock needs to be renewed.
- Quality development and redevelopment is very important; Ontario needs to keep high development standards e.g. Thousand Oaks and Irvine.
- It would be beneficial for the City’s warehousing to change into manufacturing and office space.



- City leaders foresee the City having a better jobs/housing balance and becoming more densely developed.
- Taking advantage of underutilized properties will be a challenge for the City's future.
- Areas of greatest need for the City to address include Holt, Philadelphia, north of 10 Hwy, and the central park.
- Redevelopment of the older portions in the City, creating & maintaining new quality housing, and maintaining quality of retail will be challenges for the City.
- Some community leaders are concerned about the continuous degradation of neighborhoods over the next eight to fifteen years.
- Due to the lack of retail developments in the southern portion of the City, there needs to be a focus on creating more retail in this area.
- Older multi-family homes are in the greatest need of being revitalized.
- Flood control is extremely under-funded in the City, especially in the northeast portion, which lacks proper Development Impact Fees to upgrade and install the necessary drainage.
- The overall quality of the City's retail needs to be improved.
- Infrastructure, congestion, and expansion could create long-term problems and hinder growth.
- Ontario needs to focus on infrastructure. The New Model Colony should become "the spot" for Smart Growth and upper end housing.
- The City should attract a University Research Center, a Hospital, and corporate headquarters.
- The service in the agricultural preserve needs to be able to pay for itself.
- There is a population paradigm shift and the city needs to focus more on attracting highly amenitized products to attract the new more affluent population. There also needs to be an effort to maintain affordable housing for the average working population and to continue to develop more senior housing.

Community Involvement

- The City needs to work on getting people to participate; especially regarding the issue of joining the northern portion of the City with the southern portion.
- Ontario needs to be more for the community, and needs the City to expand the Ontario Cares Program.
- Residents typically only get involved in NIMBY type situations.
- The City needs to encourage community involvement by providing workshops.
- Ontario needs to put a plan in place to better accommodate the Ontario Cares Program.



- The planning needs to be done by the professional staff, but it is still important to involve residents for comments. However, residents should not do the planning.

Density

- Some community leaders feel that high density development should be kept to a minimum, that the larger Single Family Residential lots should remain, and that the City should balance housing and density.
- The City should increase density and high-rise office and produce some high-rise residential as well.
- General Plan should be more pro-growth and more flexible with FAR and height limitations.
- There should be new quality urban development, and possibly an Urban Design Element. It would encourage glamorous uses e.g. nice hotels and high rise offices, and quality projects of a higher density, utilizing the Transfer of Development Rights.
- It is important to utilize the area surrounding the Ontario Airport for its highest and best use. It is also important to encourage more passenger traffic, as opposed to freight, to support higher land uses.
- New development should remain low density and the City should keep focused on creating high quality homes instead of quantity.
- The NMC should be designed as a low density development and include many parks.
- The Airport should continue to expand and high-rise developments around the airport area and around the Mills should be encouraged.
- Lot sizes for multi-family units should decrease and the City could implement performance standards allowing for increased density if the standards are met.
- Five story urban developments around the Airport and Mills would be ideal, although the growth needs to be controlled through the use of “smart growth.”
- Developers may want to develop smaller multi-tenant buildings such as two-unit buildings, integrated into a larger development with many amenities, or smaller projects using clusters of three-unit buildings.
- The Central Park for the NMC may be difficult to acquire since the developer has already given up some density.
- Density should be used as a trading card for infill type development.
- Density requirements need to be loosened to allow the City to grow.
- Allowing for increased density is a good idea for areas around “hot spots” in the City.
- City leaders foresee the City having a better jobs/housing balance and becoming more densely developed.
- The future holds a flourishing Downtown and historic areas, higher density and mid to high-rise buildings.
- The City will end up dense with high-rise buildings in the future.



- The future of the City is going to be very urban, with a strong industrial market, and more white-collar work opportunities.
- To keep people in the area, there needs to be more development around the Convention Center. The City should also become more diverse while maintaining historical areas.
- Ontario will become more dense and urbanized, therefore there needs to be plans in place to address congestion issues, so the quality of living will not decrease (estimated population projection of 300,000 residents, with a daytime population of 500,000).

Downtown

- Development of the Downtown Corridor should be encouraged. The historical heritage of the Downtown needs to be maintained.
- Continue to develop the Downtown, maintaining the historic quality, and creating a single vision.
- There will hopefully be a re-interest in the Downtown. It should be leveled and built from the ground up.
- Ontario should encourage realistic land uses that cater to the Hispanic community.
- The Downtown should be revitalized. It needs to maintain its historic character.
- The streetscape in the Downtown needs to be improved and become more pedestrian friendly to attract more people.
- A comprehensive plan should be developed for the Downtown area to ensure it develops with a comprehensive goal.
- The Downtown needs to be maintained as a historic area.
- The future holds a flourishing Downtown, flourishing historic areas, higher density development, and mid-to-high-rise buildings.
- The City needs to establish a sense of place for the Downtown and make sure growth in the Downtown is consistent with traffic needs.
- The Downtown needs to be sensitive to all demographics especially the Hispanic community.

Education

- A balance of schools, housing, and all other development needs to be maintained.
- Education levels need to change; there is too high of a school turnover rate.
- The General Plan needs to be more responsive to educational needs and school expansion.
- A long-term challenge is for the City to maintain good communications with the School Districts.





- Regional interaction is a key issue for schools to be proactive about school impacts with adjacent cities.
- The City should attract a University Research Center, a Hospital, and corporate headquarters.
- The General Plan needs to improve schools as part of the City's infrastructure and also should address special needs such as flood control, gas lines, and sewer needs.
- Building schools takes longer than building housing. The educational community would like to ensure there are enough schools for the growing population.
- The City needs to look at 2006 student generation in planning for the future.
- Other issues that affect the City include the need for more colleges, technical trade schools, and medical facilities.
- The high school site in the NMC is on a six-to-eight lane road, this is very unsafe and not acceptable.
- The educational community would like to work with the City to see how to better use high school facilities to benefit the community.
- Some of the School Districts have indicated that locating small passive parks adjacent to schools is a problem for the School Districts as they become a gathering spot for problem kids.
- Infill development could require adjusting school boundaries for the School Districts.
- Many schools are already established to handle cultural, language and demographic issues.
- Specific plans are the most important documents used by parts of the educational community and not the General Plan.
- The School Districts would like the General Plan for the NMC to fully analyze the site specifics prior to proposing a site. In siting a school they need more detail regarding noise, soil etc. and would prefer to have non-dairy land.
- If there are additional population increases in the Old Model Colony, some School Districts would have to adopt an "off-track" schedule to accommodate the increased student population.
- The NMC will negatively impact existing schools if new schools are not built in conjunction with the new housing. Existing schools would have to accommodate the growth until the new school is built if the City and Schools cannot plan properly.
- The City needs to establish a community college or bring in a campus from CSU Pomona.
- There is one school impacted by the Airport and it already has plans to be moved.
- Language is a large problem for the School Districts when the parents do not speak fluent English.
- The City needs to create opportunities for the School Districts to raise money.



- Transportation, stretching of resources joint uses, open schools, and commitment to education are major issues.
- The General Plan is not referred to by a School District when most of the areas within the School District boundaries are zoned Commercial. If mixed use or multifamily housing is introduced, they would be more involved with the General Plan.
- There is a near term issue relating to the School District and the Guasti area. The School District has a closed school site, which they currently have no plans to open. The potential land use of the site and the area needs to be resolved.
- It would be helpful if the updated General Plan further evaluated school needs by indicating increased population areas and potential timing of the growth.
- In the Old Model Colony, some School Districts can only accommodate a few hundred additional students.
- There is a concern regarding land use changes from commercial or industrial to multifamily residential because over time, higher end apartments can turn into lower end apartments. In lower end apartments there are more kids per unit, at a lower socio-economic level, with no roots to the community, with no property tax benefit.
- Similar issues occur with subsidized housing. In another City there was a subsidized project across the street from a school. The special needs cost to the School District increased by 1% of their General Fund budget.
- When determining long term goals, the City Council needs to consider the impact on School Districts relating to mixed use, apartment and subsidized housing projects.
- Long term issues for School Districts are related to any zone changes of a commercial or industrial property to mixed use or residential.

Environmental

- The City needs to adopt a better EIR so it can be tiered off of to speed up new development.
- The 211-acre site on Haven and 4th should be evaluated. All environmental issues (burrowing owl habitat) need to be dealt with prior to construction.
- The City should create a Program Environmental Impact Report for the Downtown area that could be tiered off of to ease the process for new development.
- There are Four CEQA areas that need to have special attention (1) Historic resources, (2) Air Quality, (3) Traffic, (4) Biological issues.
- Although there is not currently any opposition regarding environmental issues, this will most likely change when the population becomes more affluent.
- Air Quality must always be addressed since it will be a growing problem.



Economic Development

- Ontario should encourage retail to maintain necessary funding for the Fire Department.
- Remaining land in the Old Model Colony needs to be developed carefully to generate more revenue to help with housing costs.
- Developers need to be able to pay their own way so it does not put excess financial burdens on the City.
- Rapid growth will create budget implications and may require a lot of upfront money.
- The General Plan needs to manage the budget in relation to the Airport's projected growth.
- The tax base user fee has budget implications for infrastructure that will need to be addressed.
- There needs to be more funding provided for infrastructure and maintenance to meet the goals of the General Plan.
- Some feel that the major constraints to attaining goals of the General Plan are fiscal constraints.
- The way the New Model Colony is currently designed, it will not be able to pay for the entire infrastructure and necessary services.
- The City needs to have enough of a tax base to maintain adequate levels of services, and figure out a way to maintain residential areas.
- The General Plan does not address the real economy.
- Some decision makers are concerned with the total fiscal impact of the General Plan.
- The General Plan is not fiscally taking care of the City.
- More fiscal issues need to be addressed in the General Plan in order to generate more revenue.
- There needs to be more, higher paying jobs in Ontario.
- The City of Ontario should become the major employer in the Inland Empire, and should also be the main transportation hub in the County.
- The City needs to address maintenance of ongoing revenue in the General Plan.
- The new General Plan needs to clearly show the direction the City wants to go, and it needs to take a stronger look at economic development.
- The revenue stream is the City's biggest problem. A higher revenue stream would help the City get into world banking.
- Pertinent issues for the City include economic prosperity, the success of the New Model Colony, and the long-term maintenance of services and infrastructure.
- The future of Ontario is as the Economic leader of the Inland Empire.



- There needs to be a fiscal impact report for the new General Plan and a better plan on how to finance the NMC.
- The perception of protection as well as real protection is an issue in the retail trade area.
- Ontario is a strategically good location for development.
- The City needs to better understand how business works for their future economic success.
- A CFD with the Old Model Colony CFD will not work.
- Development companies came to Ontario because there is a great amount of available land in the NMC, the City Council and the City Manager demonstrate a good vision and strong leadership, and the staff is good.
- Development companies located in Ontario since the infrastructure were in place and distribution patterns, rail, and freeways were also in place.
- The national economy impacts the Convention Center since less people are going to conventions. They are spending less time at the events and there are fewer exhibitors which impacts hotel occupancy rates.
- The City needs to revise their development reimbursement procedures.
- The City should make their fees more favorable for developers (lower).
- The Downtown will require money, patience, sweat, inspiration, and ultimately a vision. In addition to the Euclid Downtown area, there is also Holt, Ontario Mills, etc. These areas relate to the Downtown and are important to the success of the Downtown.
- The industrial area around the Chino airport and Ontario need to work together to ensure the best land usage.
- The General Plan is used to determine if the Chamber should encourage businesses and clients to locate and/or stay in Ontario.
- The General Plan should incorporate more entrepreneurial development information as part of economic development.
- The demographic changes are happening now. The professionals in East Los Angeles and Orange County are now buying property in Ontario.
- Long term business related issues include the City's need to provide incentives e.g. tax relief, to keep manufacturing businesses in town so they do not follow the lower cost housing as it moves east.
- Near term challenges include how to transition the blue collar jobs into white collar jobs. To facilitate this there needs to be complimentary housing, services, and restaurants.
- The type of businesses that should be located in areas such as Downtown includes businesses that provide staples, and local destination oriented uses (Coldstone, Starbucks.) There should be an increase in the higher end retail and food services.



There should be an Artisan Colony, and eventually a frequent travel Executive Suites type hotel e.g. Saint Tropez in Las Vegas.

- Long term challenges include creating strong medical, professional, and technical businesses to sustain the white collar businesses.
- The City needs to better utilize the Convention Center.

Future Land Use

- It is important for the City to maintain a balance of housing with other land uses.
- Some are worried that Chino and Orange County will get a disproportionate amount of retail.
- The City needs to ensure that the retail sector continues to grow and prosper.
- Ontario needs to continue with encouraging live/work developments.
- With all of the projected growth in the City, it is important to require high quality building materials.
- Ontario should encourage more professional office space to draw in a more educated population.
- It is important to maintain a jobs/housing balance, but this may pose some problems with the future availability of water.
- The City needs to be highly amenitized to compensate for the lack of natural amenities, such as beaches and mountains.
- The City needs to create a balance of lot sizes with a high level of amenities.
- The City needs to maintain a variety of retail uses.
- Ontario should try to decrease problematic uses such as bars, massage parlors, pawn shops, and storage facilities.
- Priority projects for the City should include libraries, a cultural arts center, senior centers, police stations, and Downtown.
- Retail needs to finish developing along the 10 Freeway. As a result of the lack of retail, many people go out-of-town to shop and eat.
- Ontario needs to focus retail development in the southern part of the City.
- It is uncertain whether the City should plan for the development market, or whether they should let the developers dictate the market.
- The Mills, Arena, and Airport area should become the center of the Inland Empire.
- Ontario needs to seriously address quality of life issues for the population they hope to attract.
- The Convention Center needs more parking. If parking is easier it will help increase the attendance at the Convention Center.



- To expand the Convention Center it would take five years from when the planning starts, so it must be planned well ahead of time. If the City considers an expansion, they should also consider an adjacent hotel for support.
- There have been discussions regarding building an arena for ten years which would allow for concerts, etc. No site has been identified and a Return on Investments has not been analyzed. The City will need two teams for an arena e.g. hockey, basketball. If there is a large development it may be possible for the arena to be negotiated with a large developer.
- If the Convention Center is to expand, Ontario needs to add hotels.
- The City should attract evening entertainment for attendees. There are currently sufficient restaurants to support evening entertainment.
- As the Convention Center ages the maintenance will become important in preserving this City's asset.
- The City will need to be prepared to process a higher level of service and to handle smart design by placing jobs near homes.
- Some builders do not believe the golf course will happen even though the City wants it.
- There needs to be a decision made if the City will be car friendly or pedestrian & mass transit friendly.
- There is one school impacted by the Airport and it already has plans to be moved.
- There are not enough sufficient school sites for growth, and the School Districts will have to implement year round education.
- Ontario is at a crossroads, the next generation of retail, housing and office can transition the City from big box, single story community to a higher end type of community.
- The success of the NMC will be dependant on what the City requires in quality and amenities.
- Helpful City policies include strong design review, project review, and processing.
- The realities of development need to be included in Ontario's Vision. Mixed use concepts are good, but (for example) vertical mixed use may not work above a restaurant due to noise and odor. Be ready to accommodate by going to horizontal mixed use. Lenders will also lend for a particular use e.g. office, and not for mixed use projects, so financing them may be difficult.
- Ontario needs to become a "healthy community" as it grows. There is a "healthy community" movement whereby development, work, schools and hospitals all participate in cultivating a healthy future for a city.
- There are two demonstration projects in Riverside reflecting the "healthy community" concept. They include trails, pedestrian walkways, safe routes to school, community centers, and public/private programming.



- The City needs to build higher end apartments and houses to support the higher end jobs the City wants to attract.
- The NMC needs to have a better mix of uses, and not as much low density residential.
- More office space is needed for company headquarters and the retail centers need to be more full service.
- The City needs to be more aggressive with redevelopment areas.
- The City needs to encourage more mixed-use developments with office space.
- The General Plan is utilized only when a developer wants to do something that is not consistent with the General Plan.
- There is a concern regarding land use changes from commercial or industrial to multifamily residential because over time, higher end apartments can turn into lower end apartments. In lower end apartments there are more kids per unit, at a lower socio-economic level, with no roots to the community, with no property tax benefit.
- Similar issues occur with subsidized housing. In another City there was a subsidized project across the street from a school. The special needs cost to the School District increased by 1% of their General Fund budget.
- When determining long term goals, the City Council needs to consider the impact on School Districts relating to mixed use, apartment and subsidized housing projects.
- Demographic changes and challenges relate to the land use changes for multifamily residential and subsidized housing.
- Long term issues for School Districts are related to any zone changes of a commercial or industrial property to mixed use or residential.
- The ultimate land use of the Ontario Center is a concern to some School Districts. There exists an upfront agreement between a School District and the City based on a Commercial land use designation. If this area changes to residential, then the original premise to the agreement has changed and the impacts to the School District are greater.
- Currently a School District tracks the land use changes in Ontario by reading the Planning Commission minutes. Not all developers include the School Districts in the development process, so if they do not follow the minutes of the meetings, they are sometimes taken by surprise.
- Near term challenges include how to transition the blue collar jobs into white collar jobs. To facilitate this there needs to be complimentary housing, services, and restaurants.
- Long term challenges include creating strong medical, professional, and technical businesses to sustain the white collar businesses.
- The type of businesses that should be located in areas such as Downtown includes businesses that provide staples, and local destination oriented uses (Coldstone, Starbucks.) There should be an increase in the higher end retail and food services.



There should be an Artisan Colony, and eventually a frequent travel Executive Suites type hotel e.g. Saint Tropez in Las Vegas.

General Plan Compatibility/Consistency

- It is important to have complete support from all agencies for the General Plan to work most effectively.
- The new General Plan needs to better coordinate all of the elements.
- The Airport and Rail Master Plans need to work with General Plan Circulation Element to avoid inconsistencies.
- The General Plan should have balance among all elements and also be compatible with School District Master Plan.
- The General Plan should be “Just”, and should stay somewhat flexible, in order to apply to many unique situations.
- The General Plan needs to be less restrictive for individual property owners to make it easier for the “little guy.”
- The new General Plan should consolidate and unify standards to eliminate the need for excess Specific Plans.
- The current General Plan is problematic, in that it requires a traffic study and fiscal analysis for any building over 10,000 sq. ft. Too many specific plans are required and the Floor Area Ratio standards are not flexible.
- There should be more specific direction in the General Plan, and it should incorporate what the community wants e.g. regarding zoning consistency in the Agricultural area, where the General Plan designates the properties as Single Family Residential.
- New high quality urban development should be encouraged through a possible Urban Design Element.
- The General Plan needs to be responsive to a wide range of rapid changes, yet stay easy to maintain.
- It becomes problematic when the General Plan indicates one direction, and the City has gone another direction. This needs to be resolved in the new General Plan.
- The Redevelopment Plans and the General Plan need to be consistent, especially in relation to density.
- There should be a comprehensive plan for the Downtown area.
- The General Plan must be able to respond to the needs for services and be compatible with all other City Master Plans.
- All mandates in the General Plan need to be met e.g. recycling and the ability to supply water. The goals need to be stronger.
- Solid waste and water recycling are not addressed well in the existing General Plan.
- The General Plan and Zoning Code need to be in conformance with each other.



- The General Plan should be more flexible and adaptable, to better handle what is currently going on in the City.
- The General Plan should identify fundamental needs of similar major cases to help streamline processes.
- There needs to be internal and external consistency with all documents that relate to the General Plan.
- The General Plan is out dated and needs an update; the priorities now are different than they were in 1992.
- The Circulation Element in the General Plan needs to be consistent with the Streets Master Plan.
- The General Plan is lacking a solidified Vision.
- If the General Plan were consistent with the City Council goal setting, it could allow the City Council to achieve their goals.
- The current General Plan did not anticipate growth very well. As a result, some redevelopment projects were implemented which were not necessary.
- The Agricultural Preserve Master Plan may hold-up future development. It needs to be revisited.
- The new General Plan needs to be more flexible. There have been too many General Plan amendments.
- The budget is a reflection of the City's Goals and Objectives. In the past, if the General Plan was not consistent with the goal setting, the General Plan was changed.
- The General Plan needs to be used more often by all agencies.
- It would be beneficial if we could use other systems for data updates.

General Plan Deficiencies

- Sometimes the General Plan is too specific and a policy action will be created to ignore the General Plan.
- The General Plan should address how through cooperation with surrounding cities Ontario can maximize its goals and objectives.
- In some cases Redevelopment guides the General Plan when it should be the other way around.
- The current General Plan does not adequately address issues specific to the Hispanic community.
- The General Plan needs to be the base document for decision making.
- The General Plan should be used on a broader range of items than what it is currently being used for.
- The General Plan lacks strength and creates issues. If it had more flexibility it could be consistent enough to assist in decision making, but not dictate the decisions.



- The General Plan should be for staff reports and implementation of the Downtown. However, it is not used in this manner.
- The General Plan is currently not used, or it is extremely underutilized by City departments.
- The General Plan should better address maintenance issues for property owners.
- The General Plan should allow small lot subdivisions where it makes sense, and should have an inclusionary housing policy.

General Plan Layout

- The General Plan should be simpler to use and have more graphic displays.
- There should be a pocket booklet version of the General Plan for quick reference at meetings.
- The City should take advantage of the Intranet to permit access of the General Plan by city employees and also put it on the Internet for residents.
- There should be additional up-to-date graphics and the General Plan should read as simple as possible.
- The elements need to be coordinated better.
- The General Plan should be a simpler read and have an easy access handbook version. It would also be helpful to make it more accessible to the general population.
- The General Plan could be easier to use and it would be beneficial to have some type of condensed version, something that summarized the General Plan and referenced the corresponding policy #'s and pages.
- The format in the NMC General Plan is good. It has enough exhibits and tables.
- The General Plan could be easier to use if it had better graphic representations and simpler terminology.
- Some feel it would be beneficial to have electronic copies of the General Plan.
- The city currently has a GIS layer of the General Plan. This GIS layer is maintained and managed by city GIS staff.
- It would make more sense to look at sub-areas for the entire city. Staff could then do an area by area analysis of progress.
- Numbers could be assigned to certain categories to calculate a score of progress, a "Scorecard" concept. This would require a lot of work up front.

Historic

- More historical neighborhoods need to be preserved and the historic nature of other areas should be recognized.
- The Downtown should continue to be developed so as to maintain its historic quality and with a specific vision.





- The Downtown should be revitalized and it needs to maintain its historic character.
- The City needs to establish as much historic residential as possible to bring up land value.
- There is a tension between the Historic Commission and Redevelopment Agency that needs to be addressed.
- There is not much guidance in the General Plan for historic preservation.
- The Downtown area needs to be maintained as a historic area.
- Some feel that if something is old it does not mean it is “historic.”
- There needs to be more development around the Convention Center that will keep people in the area. The City also should become more diverse while maintaining historical areas.

Housing

- There is a need for more senior housing and assisted living.
- Ontario needs to provide for adequate Low-Income housing in the NMC.
- The City does not need anymore Low-Income Housing.
- There needs to be more Low-Income Housing and it should look like market rate homes.
- There are not enough units for low and moderate income families.
- The City needs more Low-Income housing aimed towards seniors.
- There is a population paradigm shift and the city needs to focus more on attracting highly amenitized products to attract the new more affluent population. There also needs to be an effort to maintain affordable housing for the average working population and to continue to develop more senior housing.
- Building schools takes longer than building housing. The educational community would like to ensure there are enough schools for the growing population.
- When housing is patch work and not planned out, it makes it harder for schools to provide adequate service.
- The City needs to attract more businesses of a higher pay scale to match the proposed higher end housing. Ontario needs more facilities as well such as libraries, good schools, and good recreation activities for both adults and children.
- The City needs to provide a diverse range of housing with walkways, not walled off communities.
- The City needs to provide for a variety of housing types; people should be able to buy their first home and retire in the city as well.
- NMC will negatively impact existing schools if new schools are not built in conjunction with the housing.



- There is too much residential proposed on the west side of the NMC and not enough diversity west of Archibald.
- \$350,000 per acre in Riverside is pushing developers to develop beyond what makes sense.
- The homeless need to be paid more attention to, there needs to be shelters or housing provided for them.
- In the NMC (But also applies to the OMC) the City should consider how to maintain high quality in individual neighborhoods, so that the competitive factor of the NMC developments become “good competition in a great market.”
- There is a market for apartments now. The condo market will overcome the apartment market in the next few years so there is a window of opportunity now for apartments.
- The City needs to build higher end apartments and houses to support the higher end jobs they want to attract.
- The NMC needs to have a better mix of uses, not so much low density residential.
- Issues for the NMC include the land use types and quantity of housing. The City should control the nature of businesses, keeping them more professional. The City also needs to control the infrastructure and maintain the village design of the neighborhoods.

Infill Development

- Remaining land in the Old Model Colony needs to be developed carefully to generate more revenue to help offset service delivery costs for residential..
- The City needs to encourage infill development and be sensitive to surrounding buildings to integrate new development with the existing.
- The City should find out what can be done with utility company easements to create potential pocket parks and infill development.
- Any and all infill needs to complement the existing surrounding buildings.
- Infill opportunities for the public and private sector should be addressed by the City.
- The land in the Old Model Colony is very important, and the City needs to be careful with the little land that is left in this area.
- Density should be used as a trading card for infill type development.
- The City should allow a wide variety of land uses on undeveloped property.
- Important issues for the City to consider are the agricultural preserve reuse and infill in the Old Model Colony.
- The remaining undeveloped land and community areas need to be managed and revitalized carefully.
- Remaining land in the City needs to be carefully planned out for the future.



- The City should continue to look at creative reuse of buildings e.g. the new Police Station.

Infrastructure

- The General Plan needs to improve schools as part of the City's infrastructure. Ontario also should address special needs such as flood control, gas lines, and sewer needs.
- The City may have a problem providing the vast amount of infrastructure that will be needed to serve the growing population.
- Water availability and basic transit is a concern for some developers.
- Circulation and water are big issues for development and some homebuilders are willing to put some cash forward to assist the City.
- Cooperation between the City and developers with regard to infrastructure is crucial.
- There needs to be more amenities on the street such as benches and trash cans at transit stations and stops.
- There is no special infrastructure for screening luggage for dangerous items at the airport but it is needed.
- Infrastructure issues are significant in all of Ontario. It seems in the NMC the City is working through these issues.

New Model Colony

- It is important that the NMC meets the expectations of it as a quality development.
- The City needs to ensure the quality of the NMC.
- A small version of the Ontario Mills would be beneficial in the NMC although it should have more sit-down type restaurants than the Mills.
- Outfitting the NMC with fiber-optics as part of the new infrastructure has the potential to generate revenue.
- The NMC needs to provide for its portion of adequate Low-Income Housing.
- The NMC should be comprised of high-quality homes, commercial, and restaurants.
- The NMC should be built as low density development and include many parks.
- In the NMC a mix of uses could negatively impact the city, e.g. locating hotels in the NMC does not make sense.
- In the NMC parks and open space will be hard to fund.
- The City needs to assure that the NMC is a quality development and has adequate amounts of amenities.
- Due to the way the NMC is currently designed it will not be able to pay its own way.



- There needs to be political certainty for the NMC to assure that there is a common vision.
- Major issues for the City to deal with are the Airport, water drainage systems across the City, and the NMC.
- The NMC is a major issue and needs to be carefully planned.
- It is envisioned that the city will be built-out in 30 years including the NMC.
- Major issues for the City to consider include providing adequate infrastructure across the City and the ability to make the NMC “the spot” for Smart Growth and higher end housing.
- Pertinent issues for Ontario are economic prosperity, the success of the NMC and long term maintenance of services and infrastructure.
- There needs to be a fiscal impact report for the new General Plan and a better plan on how to finance the NMC.
- The NMC will create the need for support facilities, such as recreational facilities and libraries.
- The NMC has provided the City a big opportunity for upscale housing.
- Affected School Districts are actively involved with Specific Plans for NMC and are in contact with the developers for phasing information.
- The high school site in the NMC is on a six-to-eight lane road, this is very unsafe and not acceptable.
- Noise may be a problem for future schools in the NMC on Schaffer.
- The existing General Plan has not assisted in decision making for the Old Model Colony although it has for the NMC.
- The General Plan for the NMC needs to fully analyze the site specifics prior to proposing a site for a new school. In siting a school there needs to be more detail regarding noise, soil etc. and would prefer to have non-dairy land.
- The NMC requires too much money up front; it needs to be more flexible. There is the feeling that the new development is paying for what the old could not.
- The NMC needs to be put on a faster track and give assistance to the first developers.
- Some fear a split will occur between the north and south portions of the City.
- The NMC financing and accommodations to growth are comprehensive, while the land ownership is piecemeal.
- The success of the NMC will be dependant on what the City requires in quality and amenities.
- Some would like to see the City speed up the processing in the NMC.



Ontario Mills

- The Ontario Mills needs to continue to expand.
- The Mills should be in a constant state of change to keep up with the changing times and new future competition.
- The Mills needs to stay vibrant to maintain their commercial competitiveness.
- The Mills and Airport areas should be capitalized upon and the City should carefully guide the development of these areas.
- The Mills needs to keep promoting itself to stay successful.
- Ontario Mills located where it is because it was 50-60 miles from a major metropolitan area, sufficient land was available and the cost was reasonable.
- The successful location for the Mills was more related to luck than sound research or specific demographics. They knew that there was affordable housing, and a large population base was proposed for the area.
- A larger trade area was originally assumed, but instead Ontario Mills has operated as a traditional mall.
- The competition with Victoria Gardens is they are going after the more affluent while the Ontario Mills customers are more lower-middle class.
- When Ontario Mills was first built it had good visibility from major streets, but now other developments block it.
- It is a problem that the Mills cannot get DSL or cable service.
- 10% of the Ontario Mills customers are from airport-tourism. Tourism was thought to be more important when the mall was first built. The City needs to find a way to help cultivate business traveler.
- The Ontario Mills is a continued success. It will continue to grow and continue to match the businesses to the changing demographics.

Open Space

- The City needs more parks to instill a sense of community through gathering places e.g. Elderberry Park.
- It would be beneficial to the City to create a Central Park in the NMC.
- Ontario needs more open space and to keep a balance of active and passive space.
- The City needs to have more open space and create stronger design guidelines for new housing to prevent “blow and go” development.
- There needs to be more parks in Ontario, specifically “pocket parks.” There should be a hierarchy system of parks and the small parks should be maintained privately while the larger should be maintained publicly.
- The City should find out what can be done with utility company easements to create potential pocket parks and infill development.



- There should be more planned open space with a balance of active and passive spaces planned in conjunction with pedestrian oriented areas.
- The NMC should be built as low density development and include many parks.
- The Central Park for the NMC may be difficult to acquire since the developer has already given up some density.
- The City needs to provide more open space across the city.
- In the NMC parks and open space will be hard to fund.
- The expansion of Cultural opportunities and recreational areas has the greatest need in the City; more of each of these needs to be created.
- The City should not get carried away with pocket parks and make sure that parks are properly integrated with other land uses.
- The existing parks and open space have no problems.
- Ontario should get away from the 5-acre neighborhood parks and there should be more parks used in conjunction with schools.
- There needs to be more open space provided for in the OMC with a focus on more recreational active parks.
- Ontario needs to preserve and create more open space.
- The educational community would like to work with the City to see how to better use High School facilities to benefit the community.
- The small passive park adjoining Ontario High School is a problem for the School District and it has become a gathering spot for problem kids.
- The Convention Center is open to sharing additional facilities such as open space with the City.
- There is possibly too much acreage in the central park, it will need too much upkeep.
- When passive open space is located adjacent to a school and it is not actively programmed, it becomes a loitering problem.

Safety

- The General Plan should help the Fire and Police departments with locating stations.
- The General Plan helps in calculating the expected level of service for the Fire Department.
- Safety services need to grow accordingly with the population e.g. Fire protection, EMS, and other FD services.
- The City needs to keep promoting HVAC systems for compartmentalization.
- The City should have more “open” uses; open being the ability to see into stores.
- Low-Income and High-Income areas should be separated by open space since it will make these areas easier to patrol.



- The future Vision of the City needs to include proactive police programs.
- The future Vision of the City should entail maintaining appropriate numbers of personnel for the Police Department.

Special Areas/Specific Plans

- The City needs to create a long term strategy for Action Area 4.
- The Meredith Specific Plan needs to be updated to reflect the City's current trends of land uses.
- Ontario needs to allow warehouse uses to maintain their regional offices in the same building by having the City create a special provision in the zoning code since 40% of sales tax was generated from the industrial area.
- The new General Plan should consolidate and unify standards to eliminate the need for excess Specific Plans.
- Industrial complexes contribute a lot of money to fund city services and do not utilize much of them. As a result this has been financially beneficial for City.
- Ontario needs to understand that warehousing and distribution is part of the City's future.
- Central Ontario (The Meredith trust) will struggle in the future and this area needs to be evaluated.
- The cities of Chino and Ontario need to work together to ensure the best usage of industrial land around the Chino Airport.
- The city needs to be more responsive to the industrial business community.

Relations w/City

- The City has embraced the mall. The City is business friendly and not heavy handed, while protecting quality of life.
- All City departments are cooperative including the City Manager, planning, police and fire.
- Ontario Mills interacts with the City at least on a weekly basis and Police are located onsite.
- There is good communication between the City and the School Districts.
- The Airport works with the city on a frequent basis (once a month).
- The City is cooperative, the City Manager and City Council support the Convention Center and give them funds for marketing and they meet with the City Manager twice a month.
- The Convention Center believes City procedures are well established.
- Omnitrans is typically in contact with the City twice a month.
- The City works with developers at all levels and the relationships and service are favorable.



Survey Results

- A friendly climate is the most helpful policy according to developers.
- Majestic Reality communicates with the City and Council on a frequent basis.
- Since the Ontario Center is City owned, builders are apprehensive to development due to the fear that the City could financially undercut them.
- Services in the city are great but interdepartmental communications could be improved.
- School Districts are more likely to call City staff for information than to use the General Plan.
- The City no longer attends the Citizen Oversight Committee for Measure M, Gary Ovit was previously the representative and it would be helpful for someone to start attending again.
- The City should try to get more citizen input at the General Plan level. This is important so that people address issues sooner and do not wait until the project approval phase.
- The city could have General Plan workshops to show progress and review scorecards. Maybe these workshops could be held once every 6 months.

Technology

- Outfitting the NMC with fiber-optics as part of the new infrastructure has the potential to generate revenue.
- An up-to-date system should be created by the City to link current informational data to the GIS software system.
- The City should take advantage of the Intranet for accessing the General Plan for city employees and put the General Plan on the Internet for residents.
- Communications is important and will continue to be important; therefore the city must facilitate the use of technology in the General Plan.
- City needs to make a decision whether or not they will put in the Fiber Optics themselves in the NMC or have a vendor take care of it. This is an issue because the City could potentially use this technology as another way to generate revenue by selling their own services instead of having an outside company do the work for the City.
- It is important to get the city population to use the City web site and Information Services.
- The City should maintain an awareness of the quickly changing technology to stay up-to-date.
- The City currently has a GIS layer of General Plan. This GIS layer is maintained and managed by city GIS staff.
- The City GIS staff has no problems storing additional data layers with existing GIS data. They would be okay with us having to add data layers that show progress against the General Plan.



- It would be beneficial if we could use other systems for data updates.
- It would be important to identify data triggers. If somebody entered something into another system, such as permitting information, it would cause a trigger in a GIS layer to notify staff that an update has occurred.
- The City has no problems with adding data fields to existing GIS data layers. These new fields could be managed and maintained by the City GIS staff.
- The City is concerned about how much additional work a more involved GIS system would create for an already impacted city staff. They think it is a great idea but are worried about additional responsibilities and increased workload.

Theme

- The City should maintain a small town atmosphere.
- The City needs more parks to instill a sense of community through gathering places e.g. Elderberry Park.
- Ontario should build a sense of community through high quality housing and public safety.
- The City should revitalize Downtown and keep its old character, rehab instead of rebuild.
- The perception of the City needs to change to “A Great Place to Live.”
- The City needs to create a unifying theme for the City.
- The community should develop a general theme for Ontario.
- The City needs to create a common identity or theme.
- The City needs to instill a sense of community which can be assisted through the use design standards for housing e.g. placing garages in the back.
- The City should become a “City that Charms” and keep a high aesthetic quality.
- The Downtown needs a unifying theme and to be careful that if it is redeveloped the Hispanic retail does not go away.
- Ontario needs to create the feeling of a cohesive “community” and create an environment where people want to live and visit.
- Ontario needs to find an identity or “presence”. The City needs a destination image.
- The Downtown will require money, patience, sweat, inspiration, and ultimately a Vision. In addition to the Euclid Downtown area, there is also Holt, Ontario Mills, etc. These areas need to relate to the Downtown and are important to the success of the Downtown.
- Ontario needs to determine a vision for the City and to build in flexibility into the Downtown. The Vision needs to include the NMC as an integrated part of the City, not as a separate area.



Miscellaneous

- The City needs to make sure GPAC is making non-personally biased or “pure” decisions.
- There should be joint P.C. & C.C. workshops to go over goals and policies.
- It is important for Ontario to retain the existing businesses and new development.
- The utilities in many older neighborhoods need to be maintained better and improved.
- The existing housing stock needs to be maintained and improved.
- City Council wants to see a Goal List.
- The City needs to stay a major city in the Inland Empire.
- Council feels the City should be run like a business.
- Providing adequate jobs and services are major issues for the City.
- The future vision should entail the Police Department obtaining a 3rd Helicopter.
- Major issues for the City currently include the quality of the schools, traffic congestion, drainage in southern Ontario, and debris from the Landfill.
- The Chamber of Commerce would like to see the General Plan keep them aware of how it might affect their members.
- School Districts would consider more joint use projects with the City.
- The Ontario Airport is one of the top 10 terrorist targets in Southern California.
- The goals of the General Plan may not always match the goals of the School District, especially if the land use decisions are based on economic return.
- The General Plan could be easier to use if it were more frequently, and routinely scheduled for updates, and/or if the City made presentations regarding the progress of achieving the goals and policies.
- The City Council’s long term goals are good. The City has been able to move ahead these past five years because there has been stable leadership. A change in leadership could be problematic.





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III. List of Issues



May 4, 2004

Mr. Jerry L. Blum, Planning Director
City of Ontario
303 East "B" Street
Ontario, CA 91764-4196

Re: General Plan Phase I – List of Issues

Dear Mr. Blum:

We are pleased to present to you the "List of Issues." This report completes Task 5 of the Scope of Work for Phase I of the General Plan Update.

Several resources were used for the preparation of this document. These include but were not limited to: Stakeholder Interviews, the Development Code, the Capital Improvement Program, numerous master plans, environmental documents, other studies and reports prepared by or under the direction of the City, and the analysis of the existing General Plan by the Phase I consultant team. A total of fifty-six issues were felt to be of great enough significance for inclusion in this report. As you will notice, the Issue Statements provide a brief description of why the topic should be considered in the Phase II (General Plan Revision) portion of the Update. As intended it is left for Phase II to complete the background analysis and define the appropriate policies and action programs necessary to guide the City during the next twenty years.

Since the Issues will be one of the primary building blocks used to prepare the Scope of Work for the Update, it is important that they be reviewed within all City departments and carefully considered. This report is intended to be widely distributed to City Staff in all departments for comment and feedback. We are most interested in the following feedback:

- Are there Issues that should be listed but are missing?
- Are the analyses that accompany the Issues on "target?"

Thank you and the Staff throughout the City for your assistance in the preparation of this document.

Sincerely,

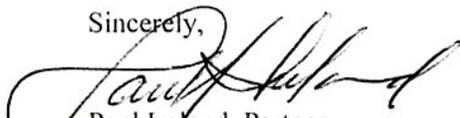

Paul Ireland, Partner



Table of Contents

Consultant Evaluation to Staff Review of the List of Issues	III-6
Circulation Issues	III-11
Regional Transportation Facilities.....	III-11
The City’s Street System	III-11
Barriers to Movement within the City	III-11
Impact of Rail Lines on Local Circulation.....	III-12
Truck Traffic	III-12
Transit.....	III-12
Non-Motorized Circulation.....	III-13
High Speed Rail.....	III-13
Traffic Control Infrastructure	III-14
Use of Traffic Control Technology.....	III-14
Travel Forecasting (Model)	III-14
New Model Colony Infrastructure.....	III-14
Coordination with Regional Transportation Issues.....	III-15
Communication & Technology Issues	III-16
Communications for the New Model Colony with Surrounding Jurisdictions	III-16
Integration of Technology	III-16
Framework for Monitoring the Progress of the General Plan.....	III-17
Consistency Issues.....	III-18
Integration of New Model Colony General Plan with the Old Model Colony General Plan.....	III-18
Consistency Issues.....	III-18
General Plan Consistency with the Airport Master Plan.....	III-19
Employment Issues	III-20
Harnessing Educational and Technical Training to Increase Higher Paying Jobs	III-20
Environmental Issues.....	III-22
Tiering From a General Plan Environmental Impact Report	III-22
Fiscal Issues.....	III-23
Funding for Noise Treatment of Non-Conforming Uses.....	III-23
Fiscal Compatibility of Housing in the New Model Colony (NMC)	III-23
Fiscal Integrity of the New Model Colony	III-23
Economic Development.....	III-24





Fiscal Consequences of State Level Actions III-24

Fiscal Analysis of the Old Model Colony.....III-25

The General Plan as a Supporting Document to Development Impact
FeesIII-25

The Future Focus of the Economic Development of the City III-26

Health & Safety Issues.....III-27

Airplane and Ground Vehicle Emissions III-27

Addressing Terrorism III-27

Public Safety and High Density Residential III-27

Housing Issues..... III-29

Maintaining Quality of Older Housing III-29

Guiding Infill Housing.....III-29

Low-Income Housing..... III-29

Overcrowding and Housing..... III-30

Infrastructure Issues..... III-31

Water III-31

Water Quality..... III-31

Wastewater III-32

Storm Drain/Flood Control..... III-32

Solid Waste/Recycling III-33

Schools III-33

Police and Fire III-33

Land Use Issues..... III-34

Agricultural Land Uses in Ontario III-34

Coordinating Commercial..... III-34

Increase Size of Airport III-35

Incompatible Land Uses Adjacent to the Ontario Airport III-35

Number of Land Use Designations..... III-36

Historic Resources..... III-36

Sustainable Development III-37

The Future Growth of Ontario..... III-37

Future of the Downtown III-38

Highest and Best Land Use around the Airport..... III-38

Requirement of Specific Plans III-39

The Status of Williamson Act Properties in the New Model Colony III-40

General Plan Organization..... III-41

Assuring Policies are Appropriate, Clear, and Measurable..... III-41

The Inclusion of an Economic Development Element..... III-41

The Organization of the 1992 General Plan III-41

Outreach & City Identity Issues..... III-43

Public Participation..... III-43





List of Issues

Community VisionIII-43
Community Character.....III-43





i. Consultant Evaluation to Staff Review of the List of Issues

MEMORANDUM

TO: Jerry Blum, Planning Director

FROM: Paul Ireland, Hogle-Ireland and Associates

DATE: December 7, 2004

SUBJECT: Summary of Issues for Ontario Phase I General Plan Update

After carefully considering the comments and questions received as part of the staff's review of the Draft List of Issues for the Phase I Ontario General Plan Update, a majority of these comments were incorporated into the issue summaries. In some instances, although the comments were worthwhile, they did not rise to the level of a General Plan issue, and would instead be better represented in a subsequent master plan or capital improvement program. To ensure that these comments are not lost in the General Plan Update process, this memo has been prepared which identifies the comment, and responds as to our recommendations regarding the most appropriate implementation measure.

Barriers to Movement within the City

Comment: List key locations in the City.

- *Response: It was determined to be an editorial comment by staff, and not intended as a recommendation for us to list key locations in the east of the City as part of the issues summary.*

Comment: Delete the words, "An issue in updating the General Plan will be to ..." and begin the sentence with, "(E) ensure that these barriers do not restrict efficient local circulation within the City for residents and workers.

- *Response: Our determination was to keep the sentence as it is, since the beginning phrase clearly introduces this issue as a General Plan issue.*

Impacts of Rail Lines on Local Circulation

Comment: Delete the words, "A particularly important issue will be..." and begin the sentence with, "(T) the replacement of key at-grade railroad crossings with grade separated structures, so that the increasing length and frequency of freight trains does not cause significant delays to local traffic circulation."

- *Response: Our determination was to keep the sentence as it is, since the beginning phrase clearly introduces this issue as an important issue.*



Truck Traffic

Comment: Delete the words, “It will be important that the General Plan Update...” and begin the sentence with, “(A) adequately forecast future truck volumes, and develop policies and size infrastructure to handle freight distribution and to accommodate the growth in trucks.”

- *Response: Our determination was to keep the sentence as it is, since the beginning phrase clearly introduces the issue as an important issue.*

Transit

Comment: Delete the words, “A major issue for the General Plan to address will be to...” and begin the sentence with, “(D) determine the City’s overall transportation policy.

- *Response: Our determination was to keep the sentence as it is, since the beginning phrase clearly introduces the issue as a major issue.*

High Speed Rail

Comment: Delete the words “...in the General Plan Update...” and have the sentence read, “a major issue will be the location and design of a station stop for these lines in the City of Ontario, and the opportunity to create a multi-modal terminal associated also with the airport.

- *Response: Our determination was to keep the sentence as it is, since the phrase clarifies that this issue is one that should be addressed at the policy level of a General Plan.*

New Model Colony Infrastructure

Comment: What about east/west majors?

- *Response: Our determination was to not include this in the issue summary since the east/west majors would require significant cooperation with other agencies.*

Comment: “Implementation of these improvements will be critical for the success of the New Model Colony” is not an issue statement.

- *Response: Our determination is to keep the sentence as it is, in that implementation of improvements for the New Model Colony is an important issue for the City of Ontario.*

Integration of Technology

Comment: “...City to recognize technology and building types, method, materials; increase efficiency and longevity and convenience; technology and low insurance costs; homeowners business owners save lives and properties

- *Response: We did not include this information as it is too specific for consideration in a General Plan.*

Comment: “Value added.”

- *Response: This was considered as an editorial comment and not for inclusion into the final text.*





Framework for Monitoring the Progress of the General Plan

Comment: A notation was included which appears to suggest that this section also include a discussion of targets and triggers.

- *Response: The issue of targets and triggers should be addressed as a separate item in a subsequent study.*

Consistency Issues

Comment: The word “list” was in the margin adjacent to a paragraph discussing areas where land use incompatibilities exist.

- *Response: Since land use incompatibilities will not be determined until the General Plan study is complete, this comment is considered to be editorial.*

Comment: In the paragraph which discusses the topic of environmental justice, a comment was made to carefully word this discussion.

- *Response: The topic of environmental justice is a sensitive issue; however, it is an area of consideration which is required by the California General Plan Guidelines. The inclusion of this discussion in the Summary of Issues is not indicative that environmental justice is not being met in the City of Ontario, but instead is being included to ensure that issues relating to Environmental Justice will be considered in the General Plan update.*

General Plan Consistency Issues

Comment: Need instrument to transfer ALUC authority, responsibility.

- *Response: This comment is considered editorial, and is viewed as a reminder of what needs to be included as a Phase 2 task.*

Comment: Doesn't the NEPA process require a review for zoning consistency?

- *Response: In discussing this with Ontario staff, it was determined that this comment was an editorial comment.*

Fiscal Compatibility of Housing in the New Model Colony (NMC)

Comment: This will cause master plans for infrastructure to be updated and/or revised.

- *Response: This comment was determined to be editorial, and no further action was taken.*

The General Plan as a Supporting Document to Development Impact Fees

Comment: General Plan to guide needs and priorities through triggers, targets, standards, thresholds.

- *Response: The issue of targets, triggers, standards and thresholds should be addressed as a separate item in a subsequent study.*

Public Safety and High Density Residential

Comment: Should be addressed through design review process.



- *Response: The comment is considered editorial, as it references future actions beyond the scope of a General Plan.*

Comment: Should be addressed through multi-family unit inspections.

- *Response: The comment is considered editorial, as it references future actions beyond the scope of a General Plan.*

Maintaining Quality of Older Housing

Comment: Maintain potential developable unit count as land changes.

- *Response: This comment was considered as editorial, and appeared to be more of a reminder to staff of necessary future action.*

Water

Comment: New State Law

- *Response: This comment is considered editorial.*

Water Quality

Comment: Plans to phase out retention/detention basins no longer needed.

- *Response: This comment was considered editorial, as it is too specific for a General Plan.*

Comment: Big Issue, need to look at long-term. Some short-term solutions cause negative impacts i.e. filters in drains that cause flooding, swales can cause standing water and can cause health concerns.

- *Response: Although this is an important topic, it is too specific for a General Plan, and has not been included in the revisions.*

Wastewater

Comment: Wasn't this done as part of the Water Master Plan?

- *Response: This comment is considered editorial and no changes in text were required.*

Agricultural Land Uses in Ontario

Comment: Nurseries, other agricultural businesses versus hobbies

- *Response: This comment was considered editorial and no text changes were required.*

Increase Size of Airport

Comment: ALUC related review authority and coordination.

- *Response: This comment was considered editorial and no text changes were required.*

Incompatible Land Uses Adjacent to the Ontario Airport

Comment: Land use and developability; what is needed to develop appropriate land use, such as parcel consolidation, etc.





- *Response: This comment is considered editorial, as it identifies subsequent studies beyond the scope of the General Plan update.*

Future of the Downtown

Comment: Limits high rise development, railroad crossings.

- *Response: This comment is considered editorial and no text changes were made.*

The Inclusion of an Economic Development Element

Comment: Should discuss Historic Preservation Element, Capital Improvement Element, Community (design, identity, and character).

- *Response: We have added an issue category regarding Historic Preservation. Our preliminary research indicates that the other suggested areas do not rise to the level of an Element. These areas may be reconsidered for individual Elements as part of the General Plan update.*

The Organization of the 1992 General Plan

Comment: Cross referencing.

- *Response: The comment is considered editorial, and may further be considered as part of the General Plan update.*

Comment: Fiscal/Financial

- *Response: Paul is checking with Greg – Chris e-mailed Cathy for Response*



Circulation Issues

Regional Transportation Facilities

There is an unprecedented and unrivalled regional multimodal transportation infrastructure located in the City. This system already includes three major regional freeways, an international airport, two major railroad corridors with both freight and commuter passenger trains, with planning underway for up to three high speed regional rail lines that could run through the City. There is also an unprecedented level of local access to the freeway system, with 18 local street interchanges in the City. This provides excellent access to the region and offers many opportunities—for example the City’s central location and freeway access has resulted in many distribution and warehousing centers being located in the City. However it also brings potential problems – in terms of regional transportation facilities having potentially significant impacts on the local City environment. Sometimes such impacts are caused by the “external” infrastructure without any real “internal” benefits to the City. For example the rail lines carry a tremendous amount of freight through the City to the region’s ports. They pass through the City with no local economic interaction, yet increasingly cause impacts on the local circulation system through delays to local traffic at grade crossings.

The successful integration of these regional transportation facilities into the City’s transportation system so that they bring economic and other benefits to the City without causing disproportionate impacts on the local community will be a key issue and challenge for the General Plan and Circulation Element.

The City’s Street System

The City effectively has two street systems. The older western part of the City, which is more residential, has an extensive grid network of streets. The eastern part of the City, which is newer and more industrial/commercial, has a more sparse roadway network and is more disconnected primarily because of the airport (which essentially sits in the middle of the City), and has fewer roadway crossings of the freeways. A third new roadway system will be added with the development of the New Model Colony.

The future successful integration of these three roadway systems to provide citywide mobility for residents and workers will be a key issue to be addressed by the General Plan.

Barriers to Movement within the City

Despite an abundance of regional transportation facilities there are many barriers to local circulation and movement within the City. These include the three freeways, the airport, and the railroads. Only 4th Street, Mission Boulevard, and Riverside Drive extend the entire breadth (east–west) of the City – other east–west streets are discontinuous. Some of these barriers have been overcome, but not all. While many of the railroad crossings have been grade-separated, many are still at-grade particularly in the western part of the City on secondary roadways, as well as at key locations in the east of the City.





An issue in updating the General Plan will be to ensure that these barriers do not restrict efficient local circulation within the City for residents and workers.

Impact of Rail Lines on Local Circulation

Ninety percent of port traffic to/from points outside the Southern California region runs through the Inland Empire. Both the length and frequency of trains on these lines is increasing due to increases in traffic at the ports of Los Angeles and Long Beach. This (already heavy) freight traffic is projected to nearly triple in the next 20 years (from 55 trains a day today to almost 150 trains a day in 2030) because of growth in international trade through the ports.

One of the key issues facing the City is grade crossings of the railroads. There are a total of 25 roadway railroad crossings in the City, of which ten are currently grade-separated, and fifteen are still at-grade – including seven major streets and eight secondary streets. Key streets not yet grade-separated are Milliken Avenue and Vineyard Avenue. Other streets still at-grade is San Antonio, Vine, Sultana, Campus and Bon View.

A particularly important issue will be the replacement of key (to be determined in the General Plan Update) at-grade railroad crossings with grade separated structures, so that the increasing length and frequency of freight trains does not cause significant delays to local traffic circulation. The design of such new grade separations will be critical with respect to minimizing their physical and visual impacts, while maintaining good pedestrian access and neighborhood connections.

Truck Traffic

There is a significant amount of truck traffic in the City today, particularly in the eastern part of the City associated with the airport and the industrial uses. This is expected to increase significantly due to air cargo increases at the airport, and with development growth.

It will be important that the General Plan Update adequately forecast future truck volumes, and develop policies and size infrastructure (i.e. pavement, bridge, etc. performance standards based on ground transportation projected vehicle size, weight, etc.) to handle freight distribution and to accommodate the growth in trucks, including verifying or revising the City's truck routes and truck corridors.

Transit

The City currently has relatively modest bus service. The New Model Colony (NMC) Plan contains little provision for transit within the NMC or for transit connections to the rest of the City or other areas.

A major issue for the General Plan to address will be to determine the City's overall transportation policy. Will the City's transportation vision be car and highway oriented, or will it be more broadly and multi-modal based to provide mobility alternatives to the car? This policy decision will be closely linked to land use policies,



and whether more clustered higher density nodes served by transit are preferable to more conventional suburban sprawl and auto-domination.

Within this policy context, the General Plan Update will need to address future transit needs and service provision in a comprehensive manner. This should include defining service needs in major corridors and service to the airport, identifying suitable locations for transit and multi-modal centers in the City, identifying measures to afford bus priority on City streets where appropriate, the provision of transit amenities, and defining transit improvement programs, implementation actions and funding sources and programs.

Non-Motorized Circulation

The City has developed with virtually a complete reliance on the automobile. There has been very little focus or emphasis on non-motorized transportation – bicycling and walking. As many cities are finding, there are finite limits to roadway widenings and improvements and accommodating automobile travel. There are also opportunities for providing facilities for the safe and convenient use of bicycles and for walking that not only enhances general mobility but also enhance the quality of life in neighborhoods and in the city on general.

The General Plan Update should develop a non-motorized circulation plan that is fully integrated with other circulation modes and the land use plan.

High Speed Rail

A number of planning efforts are proceeding relating to high speed rail lines that could pass through Ontario. These include a line on the statewide high speed rail system which would pass through Ontario on its way from Los Angeles to Riverside and San Diego; a line being planned by SCAG as part of the Regional High Speed Rail Maglev System for Southern California that would link key airports and connect major activity and multi-modal transportation centers in the region – this line would run from the March Inland Port in Riverside County to Los Angeles and could link Ontario Airport to downtown Los Angeles and LAX; and a high speed rail line from Anaheim to Las Vegas, again passing through Ontario, that is being investigated by the California–Nevada Super Speed Train Commission and which would utilize maglev technology.

While all are in the initial planning stages and none are funded or even environmentally cleared at this stage, they all provide significant opportunities for the City. A major issue in the General Plan Update will be to address the technical compatibility of high speed rail technologies with other transportation modes in the City and the compatibility of high speed rail with land uses in the City. The General Plan will also need to address the location and design of a station stop, and possible maintenance facility for these various lines in the City of Ontario, and the opportunity to create a multi-modal terminal associated also with the airport and possibly other major activity nodes.





Traffic Control Infrastructure

Traffic control infrastructure, such as traffic signal equipment, is important to overall mobility in the City. Not only is the installation of traffic signal equipment important, the ongoing maintenance and timing of the traffic signals is critical so they can continue to provide significant benefits to the City's overall circulation system.

The General Plan Update should address the ongoing operations and maintenance needs of traffic control equipment, including replacement and upgrades to existing traffic control hardware and software, in order to keep these important City assets operating at optimum efficiency.

Use of Traffic Control Technology

There continue to be significant advances in the technology and capabilities of traffic control infrastructure – which can provide clear benefits to the movement of people and vehicle within the City.

The General Plan Update should address the need for and benefits of the latest traffic control technology, including the use of Intelligent Transportation Systems (ITS), and state of the art traffic operations, monitoring and communications systems and facilities to more effectively monitor and maintain the various signal systems, transit operations, and truck stops, and to also coordinate vehicular movement in the City with other agencies such as LAWA, and neighboring jurisdictions.

Travel Forecasting (Model)

The growth forecast for the City itself (with the New Model Colony) as well as the growth in regional transportation facilities both serving and passing through Ontario, is tremendous.

It will be critical to develop a travel forecasting model for the City to not only project future travel demands but also address the significant interaction that will occur between the many different modes. This does not have to be an in-house model, but should use the regional CTP Model with appropriate enhancements for geographic detail and multi-modal capability (transit and trucks) to address these issues in the City of Ontario.

New Model Colony Infrastructure

The New Model Colony will require significant roadway infrastructure improvements to handle projected traffic volumes. The financing of much of the infrastructure internal to the City is to be handled with traffic development impact fees. However, there are two critical roadway improvements that are outside of the City that will be vital for access to the New Model Colony. These are: the future Galena interchange with I-15 (extension of Edison Avenue) – which is located in Riverside County; and improvements to South Euclid Avenue – with respect to the size and cross-section of the roadway – which is located half in Ontario the City of Chino and half in the City of Ontario.



Implementation of these improvements will be critical for the success of the New Model Colony.

Coordination with Regional Transportation Issues

As the City of Ontario further considers its own transportation policies and infrastructure needs, it will also have to coordinate and address a significant range of regional transportation issues affecting the City. These include: (1) alternatives for resolving growing regional truck traffic on freeways, including possible truck toll lanes on SR-60 and I-15; (2) the Alameda Corridor East Trade Plan addressing train movements through the Inland Empire; (3) regional planning efforts for the I-5 Corridor and for the Four Corners Area; (4) the Countywide Congestion Management Program; and (5) updates to the County Transportation Plan and SANBAG's Comprehensive Transportation Plan.

Addressing these issues will require close coordination with regional agencies such as SANBAG, Caltrans, and SCAG in ensuring that local needs and concerns are addressed in the resolution of these regional issues, and that an effective travel model is utilized for the General Plan Update.





Communication & Technology Issues

Communications for the New Model Colony with Surrounding Jurisdictions

The New Model Colony borders the jurisdictions of Riverside County and the City of Chino. Within these areas are the Chino Sub-area 1 Sphere of Influence, the Jurupa Community Plan, and the Chino East Area Specific Plan. The magnitude of the combined future growth for these areas makes it crucial for these jurisdictions to have open communications in order to maximize future development in a manner which is mutually beneficial to each.

Although the City has adopted a General Plan Amendment for the New Model Colony, additional planning is required to provide the appropriate mix of land uses appropriate to meet the desired market; to ensure the phasing of the infrastructure; and to meet expectations for city services such as police, fire, parks and library. This planning should not be isolated but instead considered in the context of regional economics, taking into consideration the mix of land uses, services and infrastructure needs for the surrounding communities.

The General Plan Update provides the City of Ontario with an opportunity to coordinate these regional and intergovernmental communications regarding the future development of the New Model Colony.

Integration of Technology

As time progresses so does the technology that accompanies our lives. Technological advances continue at a rapid rate and technological tools have become an integral part of our everyday life. When planning for the future development of Ontario, how technology integrates into this future plan needs to be considered. The housing industry is now designing new housing developments to accommodate people who work from home; with home offices included in the floor plans, high-speed technology wiring in every room and fiber optic cables included as a standard component of the project's infrastructure. Older neighborhoods are beginning to revitalize and the aging infrastructure is being replaced, providing opportunities for retrofitting of these areas with the technological enhancements that are becoming standard in the newer housing developments. Industrial and office development will continue to grow in Ontario, as the Ontario International Airport substantially increases both in cargo and passengers. Finally, as more people and businesses become technologically proficient, the schools and city services can more effectively utilize the technological tools to better communicate and interface with the citizens of Ontario.

The General Plan Update is an opportunity for the City of Ontario to take a comprehensive look at how to plan for future technology. The industrial and office development planned for areas surrounding the Ontario International Airport can be evaluated by the City to determine whether retrofitting these areas with technological enhancements will serve as an economic incentive to attract high tech offices in a competitive market. Additionally, the links between public services such as schools, the County, the State and the City need to be evaluated to determine whether a more



effective relationship can be established through technological links. Finally, the City needs to consider which technological enhancements might be required of developers as future development occurs. The identification of these enhancements and the creation of supporting master plans will provide support for any required improvements, exactions or development fees ultimately planned for the future technology of Ontario.

Framework for Monitoring the Progress of the General Plan

The City of Ontario's existing General Plan contains goals and objectives that are sometimes vague and difficult to measure, making it problematic to successfully monitor the effectiveness of their implementation. Additionally, some of the goals and objectives do not identify implementation strategies, nor do they identify those responsible for the implementation.

State law requires that after a general plan has been adopted, the planning agency provide an annual report to their legislative body, the Office of Planning and Research, and the State Office of Housing and Community Development on the status of the plan and progress of its implementation. Additionally, the California Environmental Quality Act requires that the City administer a Mitigation and Monitoring Program along with the updated General Plan Environmental Impact Report (EIR), to track its efforts and to ensure timely and successful implementation of the many programmatic measures identified in the General Plan EIR. Finally, individual monitoring of the progress in completing publicly owned physical improvements and facilities is necessary for the phasing of these improvements to be compatible with development which is reliant upon their service.

The General Plan Update provides an opportunity to resolve these issues through the inclusion of a monitoring system which will serve as a tool by which the progress of the General Plan is measured. The information base created by this monitoring system could serve as the link to the City's implementing documents including the annual budget, infrastructure master plans, capital improvement programs and development impact fees. The monitoring system could include a Geographic Information Systems component, whereby data layers could be included which consist of information regarding different physical systems such as sewer, water, parks and storm drain facilities. This system could be expanded in the future to include additional layers as information becomes available. The monitoring system might also include a more subjective component, whereby a monitoring template could be developed for staff use that would be completed for each discretionary project, with the staff's assessment of whether the project is consistent with each relevant General Plan criteria. After the project decisions are made, the decisions could be tracked to allow for periodic review of how actual decisions are being made with respect to General Plan considerations.





Consistency Issues

Integration of New Model Colony General Plan with the Old Model Colony General Plan

The General Plan for the City of Ontario was adopted in 1992, for the purpose of guiding the City as it matures into "...an urban center with a full range of land uses and job opportunities." The boundaries of the General Plan study area were consistent with the City's municipal boundaries and did not account for potential development in the Sphere of Influence located to the south of the City. In 1998, the City of Ontario adopted the New Model Colony (NMC) General Plan, which was adopted as an amendment to the 1992 General Plan, and was written with the intent of supplementing policies in the Ontario General Plan with policies and standards "...that uniquely address the issues and visions for the NMC." The NMC General Plan was written as a separate document with chapters which corresponded to the City's existing General Plan.

Because the two General Plan documents were written at different points in time and for two distinct geographic areas, the Plans represent different snapshots in time, and do not fully articulate with one document a consistent overall vision for the future of Ontario. Instead, the NMC General Plan provides a separate vision for the NMC area, with amenities and design elements not otherwise provided beyond the boundaries of the NMC. The Plans do not address the same issues, nor are they based on the same background data. The NMC is based on an analysis of conditions and trends published in 1996, which is four years after the adoption of the 1992 General Plan. Almost the entire infrastructure analysis prepared for the City is divided into the Old Model Colony and the NMC. Because of the six years dividing the Plans, the premises upon which recommended policies are made are not always the same for the two Plans. As an example, the Ontario General Plan is based on a 1981 Sewer Plan whereas the NMC General Plan is based on a 1995 Sewer Plan; and the Storm Drain and Traffic/Circulation assumptions for each of the Plans is also based on different information provided by different organizations at different points in time.

The General Plan Update will need to resolve these discrepancies in the base data. Additionally, the update will need to address the issue of providing a common vision for the City of Ontario; one which will not further divide the City into the two distinct geographic units. Finally, the General Plan Update will need to consider opportunities for linking the Old Model Colony with the NMC, through the use of common community amenities and through the use of transportation and pedestrian linkages.

Consistency Issues

General plan policies are intended to underlie most land use decisions. State law requires that subdivisions, capital improvements and development agreements must be consistent with the general plan. Additionally, for general law cities zoning and specific plans are also required to conform to the general plan. Currently, the City of Ontario's 1992 General Plan does not always reflect the current policies and/or actions of the City.



There are zoning inconsistencies located in several locations throughout the City. Water, sewer and storm drain master plans have been adopted subsequent to the 1992 adoption of the Ontario General Plan which may not best reflect the future growth assumptions of the City, and a separate General Plan has been prepared for the New Model Colony.

Finally, the issues of environmental justice and geographic inequity, which have been introduced into the 2003 General Plan Guidelines, need to be considered when reviewing land use inconsistencies and implementation of infrastructure master plans. The areas where land use incompatibilities exist need to be evaluated to ensure that geographic inequity is not being created because inconsistencies exist between the land use and the General Plan policies. Additionally, capital improvement programs need to address needs in the existing areas of the City that are underserved, as well as the newly developing areas.

General Plan Consistency with the Airport Master Plan

The update of the Ontario International Airport Master Plan should occur during the same time frame as the update of the Ontario General Plan.

Following adoption, the new General Plan should be modified to provide an updated policy framework to reflect the City's preferences for land uses and noise control strategies based on the selected new master plan. This may also require a redefined airport environs area and modifications to the Action Areas with respect to issues, policy frameworks and action strategies.





Employment Issues

Harnessing Educational and Technical Training to Increase Higher Paying Jobs

Recent economic data indicates that between 1991 and 2000, Ontario's employment nearly doubled (41,501 to 80,501). However, during the same time period the average annual salary for a worker in the City declined from \$41,027 to \$31,292. In order to reverse this trend the City is encouraged to utilize community resources to improve educational and technical training to increase the number of higher paying jobs.

The City of Ontario is already making an effort to forge these partnerships. The City's website links to primary and secondary schools, technical and vocational institutions and college and universities which serve the area. Additionally, a Science and Technology Learning Center has been created through alliances between the schools, colleges, businesses, the Ontario City Library, the Ontario Recreation Department and other agencies. These alliances provide for a multi-tasked program to move throughout the community and further the educational opportunities and interests regarding math, science, and technology through exploration and discovery.

Additional support in the educational and technical training opportunities is recommended, beyond what is currently provided. As discussed in the City of Ontario's Economic Development Strategy (June 2000), the Ontario City Council might consider formally adopting a work force development strategy to assist local companies, the local schools, the County and nearby cities in developing mechanisms to provide local high school students with training and a means for successfully transitioning into the local workforce. Additionally, the Economic Development Strategy indicated that the largely blue collar adult population in Ontario needs training opportunities in the areas of information technology, and in the management skills needed for the first tier management positions. Finally, new firms considering locating in Ontario are asking the economic development staff where they can get help in training their initial staff.

As the workforce increases in the number of white collar jobs, physical changes will also need to occur in the employment centers as one-story warehouses are replaced with mid-to-high rise office buildings. The General Plan Update will also provide the City of Ontario with an opportunity to plan for these changes in space needs, from big box warehouses, to research and development (R&D) and office buildings. These needs might be met through new development, redevelopment, and/or adaptive reuse of big box buildings

The General Plan Update provides an opportunity to address programs and methods leading to expanding the pool of skilled employees. Reversing the trend toward lower paying jobs is important to maintaining an improved quality of life, providing the City with an expanded tax base to meet service needs, and providing businesses with employees who possess a broad range of skills so necessary in today's business environment. Finally, the General Plan Update will result in a coordination of the changing workforce demographics with Land Use goals and policies, to ensure that the



List of Issues

physical environment which serves the workforce is consistent with the trends towards an increasingly white collar labor force.



Environmental Issues

Tiering From a General Plan Environmental Impact Report

Portions of the State CEQA Guidelines were voided by the California Court of Appeals in its decision regarding “Communities for a Better Environment v California Resources Agency” (126 Cal. Rptr. 2d. 441, Cal. App.3 Dist., 2002). One of the most significant aspects of this decision was a finding that a Lead Agency must adopt a Statement of Overriding Considerations for the individual effects of subsequent projects that would result in impacts that were addressed in prior Program Environmental Impact Reports and found to be unavoidably significant, and for which a ‘general’ Statement of Overriding Considerations was adopted.

How this is interpreted by the City of Ontario will impact the crafting of the General Plan Environmental Impact Report (EIR) for the upcoming General Plan Update. The Court order was that the Lead Agency must “...go on record and explain specifically why they are approving the later project despite its significant unavoidable impacts.” Such findings are usually only made in conjunction with approval of a project for which a Final EIR was prepared. If the City were to follow this practice, it could mean that the City would be required to prepare an EIR for any project, of any scale, and without regard to the actual severity of the project level impacts if the project would contribute to some impact identified in the General Plan EIR as unavoidable and significant. This would create greater complexity and increase staff and applicant costs for CEQA compliance. In the case of smaller scale projects or projects that are consistent with adopted specific plans, general plan policies and zoning standards, value will not be added to the environmental review process.

If the court’s emphasis is on public disclosure (as it would appear) and not on the EIR process per se, then does the Lead Agency have the discretion to make a public acknowledgement of a project level contribution to an unavoidable significant cumulative effect that was previously addressed in the General Plan Program Environmental Impact Report through documentation or notice other than the EIR process?

If this is a feasible approach and the City wants to pursue it in the General Plan Update process, the General Plan EIR should include some enabling language regarding coverage of subsequent projects. Perhaps some criteria or thresholds language may be provided for guidance to Staff in determining when a project will require further review, even if it is consistent with the General Plan and within the parameters of the impacts projected in the General Plan EIR.

The General Plan consultant team should also consult with the City Attorney’s office to determine if this will be sufficient for future tiering efforts, with respect to the above-cited court case. If this is not deemed sufficient, the City may also need to make some revisions to its CEQA Implementation Procedures to develop some standardized language to be incorporated into the City’s Initial Study Checklist to provide the means for standardizing the reaffirmation of pertinent findings of the General Plan EIR and the Statement of Overriding Considerations for the General Plan.



Fiscal Issues

Funding for Noise Treatment of Non-Conforming Uses

Land acquisition efforts focus on removing non-compatible residential uses that are also non-conforming uses with respect to the City's general plan and zoning designations. There are some residential areas that have been identified as eligible for acoustic treatment through the Quiet Home Program that are nonconforming. An example of such an area is found along California Avenue between San Antonia and Sultana, where there are a number of residential properties designated in the General Plan as General Commercial.

While it is generally desirable to assist noise impacted homeowners, the City may wish to address the issue of whether scarce funding should be allocated for mitigation of such nonconforming uses that conflict with the long range land use policies set forth in the General Plan.

Fiscal Compatibility of Housing in the New Model Colony (NMC)

The New Model Colony will place a significant demand on City services. Residential land uses generally place a greater demand on services relative to tax dollars they generate to pay for those services in comparison to other land use types. The New Model Colony has a high proportion of its land use devoted to lower density residential development. The amount of housing as presently proposed for the New Model Colony may not be able to pay for the services required.

The City may need to look into ways of incorporating denser housing, thereby freeing up residential land for more revenue producing uses.

Fiscal Integrity of the New Model Colony

A land use plan was approved for the New Model Colony in 1998 in the form of a General Plan Amendment. This land use plan is reflective of modern planning principles regarding Traditional Neighborhood Development and consists of a series of neighborhoods, each with their own services. Additionally, a town center including a community college, an employment center, amenities such as a golf course, a variety of open space, and water features are provided. This land use plan is further regulated by the zoning, which requires that a specific plan be adopted prior to the development of any of the subarea. Each specific plan is required to include a sufficient portion of the neighborhood within its geographic boundaries to ensure that the integrity of the land use plan is protected. The City has been successful in creating a plan to meet the housing needs for the future high tech and/or white collar worker that is moving to the Inland Empire. However, there are fiscal realities to land use planning that extend beyond meeting the housing needs of the high tech/white collar worker.

The General Plan Update provides an opportunity for the City to revisit the New Model Colony plan and determine whether this land use plan best meets the future needs of the City. The New Model Colony currently lacks infrastructure sufficient for any future development, including residential. Without the constraints of an existing





infrastructure system, the City could consider other land use options such as designing activity centers clustered around transportation facilities. It could also consider a revision to the land use plan to create major employment centers in order to capture the demand for the jobs so desperately needed in the housing rich Inland Empire. It is much more difficult to retrofit the infrastructure needs of an area, especially as it relates to circulation. Therefore, Ontario would benefit by revisiting its land use plan for the New Model Colony as part of the General Plan Update and considering alternative land use possibilities that are compatible with the economic needs for the future of Ontario.

Economic Development

Focus is often placed on the ingredients that create an environment for economic growth and development, i.e., escalating demand for land and workers in the City, a relatively stable political environment, an experienced City staff, an integrated transportation network, etc. The City prepared an Economic Development Strategy in 2002. That strategy mapped a course, including “quality of life issues,” that was designed to both encourage and manage economic growth and job development. However, much of the economic development potential and its attendant consequences are not under the direct control of the City. Other governmental agencies and forces “outside” the City will play a role “in” the City.

The City through its General Plan will need to identify acceptable “thresholds” of growth. It will then need to carefully analyze what policies it will adopt and where and how it will use its intervention resources (human, financial expenditures, political, etc.) to achieve the desired results.

Fiscal Consequences of State Level Actions

Local government funding continues to be eroded by the State of California during times of economic crisis in the form of cash take-aways and unfunded mandates. Additionally, legislation and/or ballot initiatives are continuously introduced regarding the distribution of local government funding sources i.e. sales tax, property tax and vehicle license fees. Finally, land use restrictions continue to be introduced which have the potential to erode local government control i.e. by requiring provisions regarding sufficient land for housing, and by further restricting redevelopment funding and activities.

As the City of Ontario prepares for the General Plan Update, it needs to consider the fiscal consequences of potential State level actions when anticipating future land uses. For example, commercial retail properties currently result in substantial sales tax receipts to the home City. If legislation changes and sales taxes are redistributed on an alternative formula, then a City might change its policies regarding the balance of land uses. Additionally, there is currently a November 2004 Ballot Initiative (California Home Rule Amendment) whose goals are to promote healthy investment in local communities by increasing fiscal incentives for housing and job creation. It would give local government an increased share of local property taxes by exchanging a portion of their sales tax and their vehicle license fee revenues for increased shares of property taxes. If this initiative were to pass, cities would need to reevaluate their goals and policies regarding housing production and job creation.



In summary, when proposing the ultimate build-out of the City, the balance of land uses should not only balance financially, but also in relation to quality of life. This will protect the integrity of the City by creating a livable community whose amenities and quality of life create their own economic engine for the City in the event that future State legislative actions result in a change in fiscal policies.

Fiscal Analysis of the Old Model Colony

The Ontario City Council has established goals regarding the Old Model Colony which support the maintenance of a high level of public safety, provide for enhanced recreational, educational and cultural activities, invest in the City's infrastructure, and focus resources in Ontario's commercial and residential neighborhoods. To support these goals, the City has adopted Development Impact Fees to pay for the infrastructure needs of the City. The Development Impact Fees for the Old Model Colony were recently reduced to below cost (50% for single family residential and 70% for multi-family residential.) According to a June 23, 2003 City Council Agenda Report, staff was concerned that imposing the maximum Development Impact Fee in the Old Model Colony would substantially increase development costs. An increase in development costs would reduce the potential for quality development on difficult infill properties and potentially impact the continued economic growth in the City. Reduction of the Development Impact Fees for the Old Model Colony is expected to encourage development of certain types of land uses on remaining undeveloped properties and allow the City to retain a competitive advantage when competing for development projects with other cities in the area. The land uses receiving the greatest benefit from this reduction will be high density/multi-family residential projects within the Old Model Colony. However, the additional high density residential units will provide a reciprocal benefit to Ontario by increasing the population base for the City's retail and employment centers.

When considering the Old Model Colony in the General Plan Update, it is important to incorporate goals and policies which protect the fiscal integrity of the area. High quality development, which enhances the quality of life in the Old Model Colony and sets high standard for future infill development, is more important than initially recouping the cost of infrastructure needs. In order to support this philosophy the General Plan Update needs to support the requirement for high quality infill development. However, these land uses also need to be supported with adequate infrastructure. Therefore, the General Plan Update will need to address the infrastructure deficiencies within the Old Model Colony, and will need to support capital improvement programs which resolve the infrastructure deficiencies.

The General Plan as a Supporting Document to Development Impact Fees

As the City of Ontario continues to experience new growth and infill development, it is important that the burden of providing supporting infrastructure does not fall on the existing community. The City of Ontario has indicated that all new development in the New Model Colony will pay for itself, and the City supports this policy through the establishment of Development Impact Fees based on the build-out identified in the New Model Colony General Plan. Additionally, Development Impact Fees have been established for anticipated





infill development within the Old Model Colony, which are based on anticipated growth as identified in the City's General Plan.

The General Plan can serve as a powerful tool in guiding the vision of a community, rather than having the City controlled by current events. One way the General Plan Update can support the future vision of the community is by supporting the Development Impact Fee program. This can be accomplished by having the General Plan Update serve as the introductory document which supports the need for these fees. Not only can the fees be structured based on the anticipated build-out of the Updated General Plan, but the fees can be identified as a necessary action to ensure that the land use and supporting infrastructure are compatible and consistent.

The Future Focus of the Economic Development of the City

The City of Ontario has successfully planned for the future, through the City Council Goals and Policies, a variety of infrastructure master plans, the five redevelopment plans the economic development strategic plan, and other implementing documents. These plans are supported by the City's five-year capital improvement program, the City's budget documents and others. Although most of these plans are found to be consistent with the City's existing General Plan as required by State Law, the General Plan is not the unifying force behind the implementation of these documents. Instead, these plans appear to operate in a parallel fashion with individual implementation measures on individual timelines.

According to the City's Economic Development Strategy, the City of Ontario no longer has unlimited amount of space for non-residential development. In order to capture the higher paying jobs and the increasing number of skilled workers migrating to the Inland Empire, the City should develop a program to actively market its available land to developers specializing in smaller manufacturing sites or the flex space used by the higher paying manufacturers and research and development firms that have traditionally located in Southern California's coastal communities. The City should also encourage high rise Class "A" office facilities over a longer period of time. Ontario also needs to continue to capitalize on the Airport as an economic engine for the City. Finally, as the City builds out housing in the New Model Colony, it needs to capture the "...new class of higher income buyers ..." moving into the Inland Empire in order to provide the type of housing which attracts the skilled workers and higher paying jobs which are also moving to the Inland Empire.

In order to ensure Ontario's success in sustaining itself as the "economic driver of the Inland Empire" it is important that the City maximize the efficiency and effectiveness of its actions by coordinating all of its efforts into a unified vision document. According to the City's Economic Development Strategy, "Ontario is poised at a moment of economic transition." How the City fares during this transition will have a direct impact on what the future of Ontario will be. The General Plan Update provides the opportunity for the City to identify a common vision for the future, and for it to maximize the effectiveness of its planning efforts by channeling all of its goals, policies, master plans and strategic plans into supporting the implementation of this vision.



Health & Safety Issues

Airplane and Ground Vehicle Emissions

Aircraft emissions and ground source emissions sources associated with Ontario International Airport operations are subject to federal regulations, and are outside of the City's control. Locomotive emissions are also subject to federal controls only. The City of Ontario is not empowered to regulate mobile or stationary air pollution sources directly, whether such sources are located within or outside of its jurisdictional limits. However, based on the projected growth of both of these components of transportation system they will influence the quality of life of current and future residents of the City.

The City through its General Plan Update process should decide what, if anything, it will do in addition to supporting the goals and strategies of the State Implementation Plan and the regional AQMP. Initiatives might include seeking state and federal legislation to secure funding to target at specific pollution reduction programs, additional intra and inter City public transit, etc.

Addressing Terrorism

Terrorism has become a growing concern for cities throughout the United States, particularly for those who have high profile/high occupancy activity centers. As the hub of the Inland Empire, Ontario contains many of these activity centers, including the Ontario International Airport and Convention Center, and the extensive rail and major highway systems which run through the City. For this reason Ontario needs to consider its ability to respond to a terrorist attack.

The lead agency in combating terrorism is the federal Office of Homeland Security. However, local governments play a significant role as the first level of response. The City of Ontario is already actively preparing in the event of an emergency. The Fire Department has an emergency operations center which can be activated when the need arises, and the Police Department has compiled a comprehensive list of potential targets. Both Departments maintain open communications with the major activity centers on an ongoing basis. Finally, Public Works has completed a federally funded water vulnerability study and performed an accompanying exercise regarding terrorist threats.

The General Plan Update provides the City of Ontario with an opportunity to revisit the measures already in place within the City and will also allow for the City to plan for future needs in response to anticipated growth patterns and future activity centers. The recognition of the potential of terrorist activity should be presented within the General Plan and appropriate policies and implementations adopted.

Public Safety and High Density Residential

Two primary concerns have been expressed by the Ontario Police Department regarding high density residential development. The first is a concern regarding poorly designed development, whereby "hidden areas" within the layout of a building inhibit the ability of public safety to adequately perform their job. The second is inadequate long-term





maintenance as a result of poor property management which often results in the property becoming an attractive nuisance for loitering and graffiti.

Public safety is currently impacted by the issue of poorly designed buildings. Several of the older apartment buildings located near 4th Street and Mountain Avenue have an abundance of hidden areas, which have been conducive to illegal activities.

The second concern, relating to poor property maintenance, will continue to plague the City as its housing stock continues to age and the costs of long-term maintenance increase. Poor property management incubates flaws and problems within these buildings and as a result, creates quality of life issues for the tenants. Without proper maintenance these units become unsafe living environments, i.e. mold in walls, exposed electrical outlets; they also become attractive nuisances.

The General Plan Update provides the City of Ontario an opportunity to address the issue of improperly designed buildings through the implementation of defensible space guidelines. Defensible space guidelines discourage criminal activities through environmental design standards that address such items as landscaping type and location, the location of activity centers within projects, the placement of enclosed garages, parking structure designs and mailbox locations. The issue of property maintenance can also be addressed during this General Plan Update, through the continued support of housing programs and policies which promote responsible property management practices to help in the revitalization efforts in the aging residential areas.



Housing Issues

Maintaining Quality of Older Housing

As pointed out in many of the background documents, the City of Ontario has an aging housing stock in the Old Model Colony (OMC). However, existing older homes remain a key element in the future development of the City. In a relative sense these homes will provide a more affordable housing alternative than is likely to be available in the New Model Colony. This will allow a broader employee base, increased diversity, a more supportive business environment and other positive community attributes. Further, some portions of the OMC are, or are transitioning toward becoming recognized for their historic value and providing a connection to the past. The City has routinely been involved in efforts to improve and revitalize some older areas.

As part of the General Plan Update, additional methods of maintaining the quality of older homes should be explored. Considerations might include strengthening the design standards and guiding infill development.

Guiding Infill Housing

Many speculate that Ontario will build-out with the influx of people moving eastward from the more expensive and land constrained Orange and Los Angeles Counties and that it could take as little as 30 years to happen. This stresses infill housing as an important component in Ontario's growth. The residential portions of the Old Model Colony are already nearly built-out, so the remainder parcels should be judiciously handled.

Standards should be considered to ensure infill development is both high quality and integrates with the surrounding land uses and structures. Infill development can help plant the seed in neighborhoods to initiate revitalization of the surrounding homes. The General Plan should develop policies which can be used to create standards that guide infill housing.

Low-Income Housing

With the ever increasing housing prices, affordable housing will become a more prevalent issue for the City to deal with. A balance needs to be reached for providing affordable housing with upscale housing. However, there are differing opinions on where the balance should fall. Some feel the City has more than their fair share of affordable housing, indicating that Ontario's property values for residential are lower in comparison than with other major cities in the Inland Empire. On the other hand, some feel there is not enough affordable housing in the City and that a more proactive stance should be taken by the City to resolve this issue.

A balance of affordable housing is important for Ontario to stay competitive with surrounding jurisdictions in the housing market. The correct balance should be a topic of analysis in the update.





Overcrowding and Housing

Housing overcrowding will lead to the deterioration of quality of life and likely result in psychological stress associated with a lack of personal space. Additionally, an intensification of the population for a given geographic area beyond that for which it was planned impacts road systems by increasing traffic volumes and places greater demands services for and facilities, e.g., police and schools. According to the 2000 U.S. Census, the definition for overcrowding is more than 1.00 occupants per room in a household, or when at least two members of the same household must share a room. Overcrowding for the County of San Bernardino was determined by the 2000 U. S, Census to be at 14.6%. For the same year Ontario had a rate of 26%, almost twice that of the County.

Overcrowding is typically a result of the population growing faster than housing. Between the years 1990 and 2000, Ontario experienced an increase in residential units of 2,646 and a corresponding population increase of 27,463 people. This means that the formation of additional households has exceeded the construction of new homes by nearly three to one. The New Model Colony may help to relieve the problem of overcrowding; however it is often the case that those who live in overcrowded situations are of a lower financial bracket. The New Model Colony is planned for predominantly medium density, high quality, neighborhood developments.

As the City of Ontario moves forward with the General Plan Update, it will be important for the issue of overcrowding to be addressed in order to reduce the trend toward placing excessive demand on public services and maintain a high quality of life in the City of Ontario.



Infrastructure Issues

Water

Infill and intensification within the Old Model Colony and the transition of the New Model Colony from an agricultural preserve to an urbanized, mixed use community are the two main issues impacting the water demand for the future of Ontario. Growth demands for the Old Model Colony are estimated to increase eighteen percent at build-out. However, when the New Model Colony is included the total system demand almost doubles.

Based on several recent state statutes, coordination of water supply and demand information with land use planning is required at the General Plan level. As a result, when considering the issue of water supply as part of the General Plan Update, providing sufficient high quality water for the anticipated growth is of primary importance. It will require consistent assumptions and forecasts regarding demand and supply in both the Water Master Plan and the Ontario General Plan, and will require implementation measures that are prioritized to address the different needs of the already developed and newly developing parts of the City. To comply with these new regulations (specifically SB 610 and SB 221,) the City is commencing the preparation of an Urban Water Master Plan.

Implementation of the General Plan goals and objectives is best accomplished through the City of Ontario's various master plans. In addition to the master plans already provided, a Citywide Landscape Master Plan, and a Streetscape Master Plan for the New Model Colony could further the water goals and policies identified in the General Plan Update and the updated Water Master Plan. These Plans would facilitate these goals and objectives by addressing the needs for reduced water use in the Old Model Colony and the use of recycled water in the New Model Colony.

To minimize reliance on costly and uncertain imported water supplies, protection of existing potable groundwater supply sources and expansion of non-potable groundwater and treated wastewater supply and distribution facilities will need to be addressed in the updated General Plan.

Water Quality

To fulfill its obligations under the Areawide Urban Storm Water Permit, the City must adopt General Plan policies concerning water quality protection and management of urban storm water runoff. Included in this area of study should be a consideration of the short and long term solutions which cause negative impacts (i.e. filters in drains which cause flooding, or swales with standing water which result in health concerns.)

Development of specific water quality management goals and policies for various forms of new development and redevelopment, therefore, need to be included in the Updated General Plan. These goals and policies should address project level as well as cumulative or citywide runoff impacts for future subsequent levels. Strategies for addressing pollution sources associated with existing land uses should also be developed.





Wastewater

Although the existing sewer system has adequately served the City, there are issues relating to the age of the system and deferred maintenance issues which need to be addressed. Additionally, the New Model Colony does not have a system for wastewater collection, and currently relies on septic tanks and subsurface disposal fields. The Inland Empire Utilities Agency (IEUA) has already built a new treatment facility which will have the capacity to serve all of the areas included in the New Model Colony. However, no pipelines currently exist in this area. Finally, the General Plan Update should consider the opportunities to utilize treated wastewater (recycled or reclaimed water) for landscape, recreational, industrial, or agricultural uses wherever feasible.

The General Plan update will need to comprehensively address and support the maintenance and reconstruction of a sewer system adequate to serve existing and infill development in the Old Model Colony, and the construction of a sewer system for the new development proposed for the New Model Colony. Development Impact Fees have been approved which provide funding for the capital improvements required as a result of new development. The City also has a Sewer User Fee to address maintenance of the City's existing sewer system.

Finally, the General Plan update would maximize its effectiveness by timing this update to be compatible with the timing of the Sewer Master Plan update scheduled for 2004/2005. The General Plan update will also need to support the recently approved Development Impact Fees.

Storm Drain/Flood Control

Storm drain facilities in the City of Ontario are informally divided between "eastern" and "western" Ontario by the Cucamonga Creek Channel. Eastern Ontario's storm drain system is 95% complete and was constructed by landowners as properties developed. However, the older part of the community, located in western Ontario, has deficiencies in the storm drain system that needs to be addressed in the Updated General Plan. This area built-out prior to the construction of regional flood control facilities and most of the City owned storm drains were designed to carry minimal storm drainage. Funding of new or expanded capacity facilities for existing development in the Old Model Colony will continue to be a major challenge. Finally, the New Model Colony storm drain system is unimproved and consists of major channels intended primarily to carry urban runoff from developed areas to the north. These channels consist of earthen swales which run along area roadways. A Master Plan of Drainage was prepared for the New Model Colony in April 2000, which provides recommended alternatives for addressing the storm drain/flood control issues. Development Impact Fees have been adopted to pay for these facilities. The implementation of this Drainage Master Plan and the accompanying fees will need to be included in the General Plan update.

Incorporation of design elements to accommodate recreational, open space, conservation, and ground water recharge functions should be addressed in the updated general plan policy framework for the City's storm drainage/flood control system.



Solid Waste/Recycling

Currently no policies exist to establish the goals and the systems necessary to meet the State recycling mandate. The General Plan Update provides an opportunity for the City of Ontario to establish goals and policies for an “integrated waste management system”, and to require facilities and programs for recycling, such as construction waste recycling plans.

Incorporation of goals and policies relating to solid waste/recycling will allow the City to implement a coordinated strategy to meet the State requirements regarding recycling.

Schools

Schools for the Old Model Colony are impacted, but have been able to accommodate existing needs through off-track scheduling or boundary adjustments. Development in the New Model Colony will have a great impact on schools, and will require a number of additional schools to be built.

Issues to be addressed include timing the school construction to be consistent with the demand created by the new housing; the preference of some schools to be located on non-dairy lands; and the siting of schools in locations which support safe routes to school.

Police and Fire

The main police facility has been recently relocated to the south/central part of Ontario, and it has been sized to accommodate ultimate buildout for the City of Ontario. However, additional response and investigator vehicles, and equipment to ensure that the officers are properly equipped, may be required as a result of future development in the Old and the New Model Colony. This will need to be addressed as part of the development of the General Plan Update. Developer Impact Fees were recently established to ensure that additional demand on police infrastructure as a result of infill development in the Old Model Colony, and new development in the New Model Colony is paid for by the developer.

When analyzing fire and emergency service needs for the New Model Colony, it is important to consider that the area lacks water supply infrastructure for fire protection. Most of the water for fire fighting is currently provided by the mobile fire tender. In order for Ontario to maintain a three-to-five minute response to for fire and emergency services, additional facilities will be necessary in the New Model Colony. A Development Impact Fee has been established to support these facilities.

The General Plan Update would need to support the criteria used to establish fees for police and fire.





Land Use Issues

Agricultural Land Uses in Ontario

Agricultural land uses in the City of Ontario are generally located in the western portion of the City, south of Mission Boulevard and north of the 60 Freeway. The properties located between the west City boundary and Magnolia Avenue have a General Plan land use designation of Rural Residential and a compatible zoning designation of Agricultural Residential. However, properties east of Magnolia Avenue and west of Sultana Avenue have a General Plan land use designation of Low Density Residential, yet the zoning for a majority of the large lot areas is also Agricultural Residential, which is not compatible with Low Density Residential. While the zoning and General Plan land use designations are not consistent in this area, the issue of compatibility would not be a pressing issue except for the fact that individual properties are being rezoned on an incremental basis, creating pockets of Single Family Residential amidst Agricultural Residential properties.

The General Plan update will need to address the inconsistencies in this area, by identifying whether the zoning should continue to include an agricultural component. Whatever the outcome, amortization measures and interim use issues will need to be addressed once the final land use and zoning determination is made for this area.

While considering the land use incompatibilities in this area, it is recommended that a review be undertaken for the remaining Agricultural Residential land uses in the City. These properties are predominantly located west of Magnolia Avenue. Future actions, could impact any other areas in the City which are designated as Agricultural Residential, especially if changes are made to the development standards or densities in the land use or zoning categories to address the Agricultural/Single Family Residential land use compatibility issues.

Coordinating Commercial

Ontario has been very successful in establishing a strong retail base which continues to thrive. Taxable sales for the 2002 yielded 3.69 Billion dollars, an increase of 72 Million dollars over the previous year. The City boasts several successful major commercial centers, including The Ontario Mills, the Downtown, and the Auto Mall; with plans for additional commercial centers in the New Model Colony and infill properties within the Downtown and other locations that might arise in the future. Although the City is successful in maintaining a strong retail base, there are areas of commercial along some of the major corridors, which are struggling to stay afloat.

The success of commercial retail and restaurant establishments is often the result of a grouping of compatible commercial uses in a desirable location. Additionally, the marketing area from which each commercial retail area draws may be different, depending on the target market i.e. regional, local, or specialty. In evaluating the retail sector of Ontario it is very important to look at the specialty, local and regional markets, in order to obtain a complete understanding of the City's commercial retail needs. While the City's retail successes have occurred within the major or regional centers, the commercial corridors continue to support marginally successful and/or transitional uses such as fast foods and strip malls.



When evaluating the future commercial retail market for the City of Ontario General Plan Update, it is important that the City consider the economics of land use and zoning. Not only is it important for the existing and proposed commercial centers to compliment and not compete with each other, it is also important that the City consider whether the land use and zoning of major corridors for commercial uses have oversaturated the market, resulting in marginal commercial uses along the City's arterial streets. Finally, it is important that the City consider the location and size of properties designated for future commercial, as well as the type of retail they are trying to attract. Major corridors should no longer be zoned for commercial by default. Instead, the City will need to consider the location, size, surrounding uses and the future market demand.

Increase Size of Airport

It is currently anticipated that passenger traffic at Ontario International Airport will grow from 6.5 MAP to 30 MAP and that air cargo will grow from 547,000 annual tons to nearly 2 million tons by 2030. Los Angeles World Airports (LAWA) is developing a new Airport Master Plan and SCAG is developing a new Ground Access Plan. Expanded airport facilities and increased flight operations will be evaluated as part of the Ontario International Airport Master Plan Update. All Master Plan scenarios will undoubtedly result in a demand for expanded facilities such as road improvements and may require changes to General Plan Elements, for example expanded noise impact footprints.

Critical issues for the City are the successful provision of air passenger access and truck circulation to the airport without reducing local mobility for Ontario residents and employees. An additional challenge for consideration in the next phase of the General Plan Update is how to craft the Update so that standards, thresholds, and policies that may be adopted with it continue to allow consistency with the Master Plan for Ontario International Airport.

Incompatible Land Uses Adjacent to the Ontario Airport

Incompatible land uses, especially those involving residential properties, often result in negative impacts on one's quality of life. For the City of Ontario, common sources of incompatible impacts on residential uses include industrial uses, vehicular traffic, trains, and most significantly the Ontario International Airport. Within the City, there are two geographic areas where dwelling units are impacted by the Airport; one within which 3,313 homes are proposed to be treated with sound insulation and the other for which 386 homes are targeted for removal. This equates to over 13,000 residents who are exposed to high levels of airport noise. In an effort to mitigate the noise impacts, the City implemented the Part 150 Program, which has resulted in over \$150 million dollars being spent in retrofitting homes for noise abatement. Additionally, Ontario has acquired some of these properties, in an effort to accumulate sufficient land to revitalize the area with more compatible, non-sensitive land uses.

The Ontario International Airport is expected to grow from 6.6 million passengers to thirty million passengers by the year 2030. It is also expected to substantially increase its air cargo, with the long term forecast for the Airport estimating that it will ultimately handle more





tonnage than LAX. As the Airport continues to grow, so does the potential for noise impacts to additional residential land uses.

As part of the General Plan Update, the City has the opportunity to address the existing incompatible land use issues and also any future land use compatibility issues which could arise as the Airport expands and areas around the Airport continue to develop. As part of this evaluation, Ontario should consider not only how to mitigate impacts created by incompatible land uses, but also consider the placement of additional emphasis on how to recycle the surrounding areas into land uses that are more consistent with the intensity and use demands of the future economic market for the City.

Number of Land Use Designations

Various staff has suggested that there are too many land use designations in the City's current General Plan. The Phase I Team believes that this observation is correct and the list of land use categories exceeds that necessary to provide both land use management and flexibility.

Appropriate consolidation or perhaps revised designations should be addressed within the context of the Update.

Historic Resources

The City of Ontario has significant cultural and historic resources including its older, established residential districts; the Guasti Winery including the Church of San Second d'Asti (Guasti Church); the Hofer Ranch; and the historic resources located in or near the Downtown, including the Graber Olive House, the Frankish Building, and the State Bank Block. In response to these resources the City of Ontario created the General Plan Land Use Designation of Historic Planned Commercial for the Guasti Winery and the Hofer Ranch; created several historic districts within the some of the older residential areas; and has adopted and implemented a Historic Preservation Ordinance which provides for and encourages preservation of historic structures and areas.

As the City of Ontario revitalizes its older areas, it needs to carefully weigh the economic success of any revitalization efforts against the desire to preserve historic properties. The City has already required specific plans for the Guasti Winery and the Hofer Ranch, and has created design standards for the rehabilitation of historic properties in the historic residential districts and the Downtown. As part of the General Plan Update, the City will need to continue with its historic preservation efforts by continuing to evaluate neighborhoods and buildings for historic preservation. Additionally, the City will need to continue its Historic Review process which allows for the careful consideration of all options when determining the final outcome of a historic building being considered for infill development. These options may include reuse of the existing building, rehabilitation, relocation and/or demolition.



Sustainable Development

Sustainable development has been identified in the recently revised State of California General Plan Guidelines as one of the tools for achieving environmental justice. The basic concept of sustainable development is to meet the needs of the current generation without compromising the ability of future generations to meet their own needs. Sustainable development is further defined as ensuring that a decision promotes a balance of the following three areas: environment, economy and equity. A sustainable neighborhood development is characterized by walkability, mixed-use development, and mixed-income housing. Walkability is realized by the compactness and density of a project. The compactness and increased density of a neighborhood supports efficient transit systems, and the emphasis on neighborhoods provides an opportunity for areas within a community to establish a local identity within a regional setting. Sustainable development reduces the issues related to urban sprawl; protects open space and environmentally sensitive land; creates strong local and regional economies through the encouragement of jobs/housing balance and expanded telecommunications; promotes energy and resource efficiency; and promotes equitable development.

As part of the General Plan Update, the concept of sustainable development needs to be considered by the City of Ontario when establishing its vision. As the City of Ontario revisits the future vision for infill development in the Downtown Center, the opportunity continues to exist for mixed use development and enhanced areas of walkability. Additionally, the New Model Colony provides opportunities for compact development supported by efficient transit systems. This compact development could consist of neighborhoods of mixed income housing, which would allow for the additional land necessary to provide for additional employment centers. These employment centers would enhance the jobs/housing balance for Ontario and the region, thereby strengthening the local economy and reducing urban sprawl.

The Future Growth of Ontario

When planning for the growth of the City of Ontario, it is important to that a vision be established which serves as the guide for development over the next twenty years. It is inevitable that growth will occur – it is the vision which the City ultimately adopts and how it implements that vision that determines whether Ontario is a good City or a great City.

Growth will occur in one of a variety of ways. Without a vision, growth “happens” incrementally; independent of and without a cohesive plan, and often without the coordination of supporting infrastructure. A more moderate approach might result in the maintaining of the status quo regarding the mass and scale of neighborhoods and specialty infill areas. The development skyline of Ontario would continue to appear horizontal, and the infill uses would be developed consistent with the existing scale and character of the downtown, the airport and other potential growth centers. Finally, a more creative approach might be to imagine the future of the City as a regional center, with high rise office; infill development in the Old Model Colony which creates vibrant areas such as the Downtown and the Ontario Center; and a transit oriented development in the New Model Colony, which consists of traditional neighborhoods along with active job centers.





Planning for the future growth and vision for the City of Ontario can best be accomplished through the General Plan Update. The City's General Plan Update allows the vision to be established in a comprehensive manner, with the coordinated support of the various elements of the General Plan. It provides Ontario with the ability to consider the relationship between land use and circulation, and provides opportunities for creative solutions to the growth issues facing the future of Ontario as it progresses in its relationship with the region and the world.

Future of the Downtown

Like so many other aging downtowns, the Ontario Downtown has been the subject of numerous planning and design studies that in one fashion or another focus on its revitalization. Yet the Downtown remains marginalized with limited daytime and virtually no nighttime population. Despite this, the Downtown symbolizes and is viewed as the heart and soul of the City by the overwhelming majority of stakeholders that were interviewed. Historic, cultural, and emotional attachments to the Downtown continue long after its importance as the economic center of the City has been eclipsed. At one in the same time the Downtown is frustrating due to the fact that City interventions have yielded limited benefits as well as a symbol of optimism because most people believe the Downtown will not only survive but recover.

Recently, the City released a Request For Qualifications (RFQ) seeking development interest for the Downtown. The positive response to this RFQ that was received indicates renewed and real interest in the Downtown and that the Downtown is perhaps the beneficiary of developer interest throughout other parts of the City.

Clear and comprehensive development policy guidelines for the Downtown revitalization and historic preservation (which are agreed upon by all major stakeholder groups) should be an outcome of the General Plan.

Highest and Best Land Use around the Airport

As the City of Ontario begins the General Plan Update process, many City and community stakeholders have expressed a desire that any vision set for the future of the City reflect the economic realities of promoting a fiscally sound community. The Ontario International Airport creates a unique opportunity for the City when planning for the City's financial future. The Airport is projected to increase its cargo flights to a level equal to LAX and the amount of people who pass through the Airport is projected to increase from today's number of 6.5 MAP to a maximum capacity of 30MAP by 2030. As a result of this growth, the area surrounding the Ontario International Airport will need to intensify in order to support the increased demand for associated businesses and housing.

As the Airport exists today, a large portion is devoted to cargo and distribution transportation—surrounded by a plethora of Industrial uses as a result of a previous inland migration of these uses from the coastal areas. However, with the recent migration of more affluent families and individuals to the inland areas, there are new demands placed on the inland cities. According to the Ontario Economic, Demographic, and Quality of Life Data, “these types of firms [office professional] are finding very high costs and (have) difficulty



retaining employees...” This has instigated an inland migration of office professional jobs which are following the work force to inland areas, including Ontario. Due to this migration there is an increased demand for land uses such as professional office. Additionally, there will be increased demand for the warehouse uses as a result of the increase in cargo traffic. Finally, with the increased need to travel often associated with business professionals, the close proximity with the Airport is an important incentive for locating high density residential units and hotels.

When considering the ultimate build-out of the properties surrounding the Airport in the General Plan Update, it is crucial that the highest and best land use be planned for this area. This will require the City to develop zoning and development standards which will support and encourage a vertical intensification of this area. High rise office and residential, in conjunction with the necessary balance of warehouse facilities, will help create a compatible relationship with the future growth of Ontario International Airport and will help ensure the fiscal future for the City of Ontario.

Requirement of Specific Plans

At the time of preparation for the 1992 Ontario General Plan the City had experienced extensive growth in the industrial areas of the community, specifically in the eastern areas of the City surrounding the Ontario Airport. This rapid growth resulted in poorly designed buildings and incremental improvements to the City’s infrastructure system. In order to protect the design and development of these areas and to ensure adequate infrastructure, the City required that all future development in this area be subject to a specific plan. This resulted in approximately thirty specific plans, each with their own set of governing regulations and development standards.

With the proposed expansion of the Ontario International Airport, additional growth is anticipated in this area as demand increases for higher density office and high tech businesses. The current number of individual specific plans presents logistical barriers to the City in planning for the future of the area in a comprehensive manner. Currently, any comprehensive changes in development standards would require individual amendments to each of the specific plans, creating a cumbersome process. Additionally, continued implementation of the thirty existing specific plans has a major impact on the staff’s ability to effectively and efficiently serve the public.

As part of the General Plan Update, the requirement for individual specific plans in this area needs to be reviewed to determine whether this requirement continues to meet the needs of the City. A more streamlined approach would be reevaluating the intensity potential of the entire area and then requiring design standards in the development code, which reflect the vision for this area identified in the Updated General Plan. The infrastructure of the area would also need to be evaluated based on the revised intensity standards, and the necessary area-wide improvements would need to be incorporated into the City’s Development Impact Fee program.





The Status of Williamson Act Properties in the New Model Colony

Many of the properties within the New Model Colony are currently under the Williamson Act (Land Conservation Act of 1965). The Williamson Act allows property owners to participate in ten-year contracts which provide substantial property tax breaks for keeping the land in agricultural use. While under contract the landowner pays property taxes based on the “highest and best use of the land” being agricultural, and not based upon the property’s urban development potential. These contracts are automatically renewed annually, unless the property owner files for a notice of non-renewal or the local planning jurisdiction initiates a non-renewal by notifying the property owner. Finally, contracts can also be canceled by mutual agreement of the local land use planning authority and the landowner. However, these cancellations can only be initiated by the property owner. This type of cancellation requires that the landowner pay a cancellation fee in an amount equal to twelve and one-half percent of the assessed valuation of the property for its “highest and best use.”

The maintenance of a substantial number of Williamson Act contracts in the New Model Colony impacts the ability of the New Model Colony to build-out according to the 1998 General Plan Amendment. The scattered location of these Contract properties throughout the entire area creates barriers for unified development and/or a logical pattern of related development, and makes it difficult to meet the zoning requirements of adopting a specific plan as part of the entitlement process. Specifically, the ten-year notification period inhibits the coordinated planning efforts required in a specific plan and impedes implementation of the specific plan over the Williamson Act properties until such time as the contract expires.

The Ontario General Plan Update needs to evaluate this issue and determine whether the City wants to become proactive in addressing the ultimate development of the Williamson Act properties, or whether the City will continue to allow the properties in the New Model Colony to develop as opportunities occur.



General Plan Organization

Assuring Policies are Appropriate, Clear, and Measurable

In creating a successful and easy to follow General Plan it is important for each policy to be appropriate, clear, and measurable.

In reviewing the General Plan and attempting to address the effectiveness of each policy some concerns became apparent. The first concern was that there are policies in the General Plan which belong in other documents or are the law. For example policy 3.6.6.3 in the Pipelines Section indicates “For new development establish a 50 foot setback from existing pipelines...” this is more appropriate as a development code standard which is actually found in Table 14–2 of the Zoning Code. The next concern is to assure the policies are clear and decisive for example words such as “participate” have no meaning, what does participating consist of? How much should they participate? This is very unclear. The use of “should” also needs to be avoided since it is not a decisive and strong word like the word “shall.” It is important to ensure that the policies are actual policies and not goals or implementation measures as defined by the State of California General Plan Guidelines. Lastly measurability is very important; if a policy cannot be measured it cannot be accurately evaluated. This often is a result of a policy that is vague or lacks clarity. Policies need to encompass all of these traits in order to create an effective General Plan.

The Inclusion of an Economic Development Element

During the interview process with community stakeholders, the feedback often led to an expression of the City of Ontario’s role in Southern California as a location where substantial job growth is desired and business opportunities already reside. While this may be in part a function of the individuals chosen for the interviews, the interviewees surprisingly, were often neither elected officials nor members of business community. It is clear that community leadership views business development and growth to be in the City’s best interests. Additionally, the City itself invests substantial time and resources on an ongoing basis into business friendly programs and the preparation of documents such as the Economic Development Strategy and the Retail Center Guide.

The addition of an Economic Development Element can afford a marriage between fiscal health and sound planning principals. The Economic Development Element will recognize the interrelationship between economic expansion and employment opportunities and other considerations. These include, but are not limited to, adequate circulation and transportation resources, the availability of housing which is both affordable and meets the amenity expectations of the workforce, and the need to create educational opportunities to meet the demand for and increasingly skilled workforce.

Finally, sound fiscal management is of primary importance to the City of Ontario, and an Economic Development Element will allow the General Plan to include fiscal direction while planning for a balance of land uses; including consideration of the maintenance of adequate service levels, and the provision of necessary infrastructure. The fiscal management portion





of the Economic Development Element might also address issues and include goals for the City's long-term budget performance and management.

The City should consider the inclusion of an Economic Development Element as an optional element so that it can better bring together its substantial but finite resources (financial and human) in ways that foster economic development.

The Organization of the 1992 General Plan

State law mandates that there be at least seven elements in any general plan. The required elements are land use, circulation, housing, open space, conservation, safety and noise. Typically, general plans are physically divided into the seven elements (chapters). However, the 1992 Ontario General Plan is not. While it contains all of the required elements, they are organized around topical areas. For example, the hazards section contains both the issues typically found in a safety element as well as a noise element.

It is assumed that the authors of the 1992 General Plan felt that organizing the General Plan within broad typical areas would focus the policies and direction of the City more efficiently and perhaps more logically. In reality the organizational structure makes the General Plan more difficult to use and to find what one is looking for, particularly for the occasional user.

Consideration should be given to using an organizational structure for the Updated General Plan that has ease of use as a focus. A structure that divides the General Plan into the seven required elements and any optional elements the City decides to adopt (such as an economic development element) is familiar to professionals as well as less complicated for the occasional user.



Outreach & City Identity Issues

Public Participation

State law requires public involvement when a general plan is written or amended. Environmental justice laws further emphasize the need for public participation, and the General Plan Guidelines indicate that cities should develop public participation strategies that allow for early and meaningful community involvement in the general plan process by all affected population groups. Participation plans should incorporate strategies to overcome language, institutional, cultural, economic and historic barrier.

As part of the General Plan Update, a public participation strategy needs to be included which is designed to solicit input from all segments of the community. This may require that public interactions are planned at different times of the day and in different locations throughout the community, and that non-English speaking participants be accommodated.

Community Vision

Stakeholders typically expressed universal pride in the City and are optimistic about its future. Stakeholders, characterized the City's future in positive terms such as the "...economic driver of the Inland Empire," "...a place where our children get a good education," "... a community of strong neighborhoods," etc. Most of the goals and expectations that were mentioned are compatible and complementary with each other. Yet, as would be expected, most often stakeholders expressed their vision of the future based on their area of expertise or background rather than as a comprehensive vision. The City Council will be an instrumental factor in establishing a broadly focused yet clear vision. A vision once defined, agreed upon and adopted is a powerful tool that can be used to focus the collective power of the community to achieve a positive difference that otherwise could not be achieved. The City Council will be the driving force for adopting goals, objectives, and budgets that implement programs to realize the City's Vision.

A vision statement based on the adopted City Council Mission should be the departure point for the Phase II work to follow.

Community Character

As previously identified in the Community Development Element of the 1992 Ontario General Plan, many of Ontario's newer neighborhoods are physically isolated from the Downtown, which serves as the heart of the City. Whereas the more established neighborhoods are located in proximity to the traditional center of Ontario, the distance of the more recently developed neighborhoods from the Downtown, and the physical barrier of the SR-60 Freeway contribute to the isolation of these residential areas.

This issue has become even more pronounced as a result of the New Model Colony (NMC). The NMC has been designed to "...extend Ontario's fabric of development, rather than isolating itself as an island." However, it is distinguished from the Old Model Colony in that it is "...organized around a number of amenities ...which will offer a cachet that..." this area





“...is a special place to live, work, recreate and visit.” The design of the neighborhoods is as self-contained places that encompass a full diversity of uses which support daily needs. The need to travel to outside areas for basic services is minimized, thereby serving as a deterrent to the integration of the NMC with the Old Model Colony. In addition to being designed in distinct neighborhoods with accompanying amenities, the NMC is located an even greater distance from the Center of the City than the more recent residential developments identified in the 1992 Ontario General Plan, and it is of a magnitude (a population of approximately 100,000) that will almost double the size of the City as it exists today. Therefore, the impact of its influence on the existing City must not be minimized.

The General Plan Update needs to address the issue of community character, by maintaining a sense of identity for the entire City, while also encouraging existing neighborhoods to strengthen their individual identities, based on their distinct characteristics. For example, it has been suggested that the Downtown and Civic Center area should be protected as the center of the community and physical links between the residential neighborhoods as well as civic and cultural amenities need to be created. It would also be beneficial to determine areas of geographic and functional significance that would be aided by the successful implementation of the General Plan. These areas would be linked to or defined by the goals and policies set forth in the General Plan targeted for reasons such as revitalization, preservation, or intensification of land use.



IV. Policy Matrix





Table of Contents

HOW TO USE THE EVALUATION MATRIX.....	IV-4
Section 3: Hazards Element Overview	IV-6
Element Overview.....	IV-6
Consistency with Other Documents	IV-7
Recommendations:	IV-7
Section 4: Airport Environs Element Overview.....	IV-25
Element Overview.....	IV-25
Consistency with Other Documents:	IV-25
Recommendations:	IV-26
Section 5: Natural Resources Element Overview	IV-33
Element Overview.....	IV-33
Consistency with Other Documents	IV-35
Recommendations:	IV-36
Section 6: Aesthetic, Cultural, Open Space and Recreational Resources Overview	IV-42
Element Overview.....	IV-42
Consistency with Other Documents	IV-43
Recommendations:	IV-44
Section 7: Community Development Element Overview.....	IV-56
Element Overview.....	IV-56
Consistency with Other Documents	IV-57
Recommendations:	IV-58
Section 8: Infrastructure Element Overview	IV-79
Element Overview.....	IV-79
Consistency with Other Documents	IV-81
Recommendations:	IV-83
(2001-2005) Housing Element Overview	IV-105

Element Overview.....IV-105
Consistency with Other DocumentsIV-105
Recommendations:IV-106



HOW TO USE THE EVALUATION MATRIX

This portion of the Phase I Report is titled Evaluating of the Effectiveness of the General Plan and it completes Task Six (Deliverable #3). This report specifically focuses on the **existing** General Plan that was prepared in 1992 and examines the extent to which the adopted Goals and Policies were implemented.

The 1992 General Plan is organized into ten sections. The first two sections and the last section are administrative in nature rather than policy driven. These are; Section One – EXECUTIVE SUMMARY, Section Two – INTRODUCTION, and Section Ten – GLOSSARY. Located within Sections Three through Nine are the goals and policies that were designed to guide City decision making. Therefore, Sections Three through Nine are dealt with in this report whereas Sections One, Two and Ten are not. The purpose of this Matrix and accompanying dialogue is to consider and examine the effectiveness of the existing General Plan. This information will form a portion of the platform from which to launch the preparation of the Updated General Plan (Phase II).

A narrative introduces each of the policy driven sections – Three through Nine. The narrative is designed to provide a brief overview of the section under discussion. Each narrative includes a list of recommendations pertaining to the subject area(s) of that section (for consideration during the preparation of Phase II). **Please note that the Recommendations contained in this portion of the report address only the existing General Plan. A complete and comprehensive set of recommendations will be found in the Executive Summary.** Following the narrative, is the Matrix which evaluates each individual policy via a table containing five column headings. A total of 314 policies are

included in the 1992 General Plan and all were evaluated. The column headings are described below:

- **Policy Number:** This is the number assigned to the policy in the General Plan. Each policy in the General Plan is assigned a numeric identifier, for example, 7.3.1.2. In this example the first number “7” refers to the section of the General Plan where the policy is found, the second number “3” refers to the third topic of discussion found in the section, the third number “1” refers to the goal, and finally the fourth number “2” refers to the particular policy designed to implement the goal.
- **Implementation:** Based on discussions, primarily with staff but also other individuals, and a review of historic and current documents, an evaluation was made as to whether each policy (which is really the essence of the General Plan) was implemented. For this category there are only two choices – “yes” or “no”. If the subject policy was implemented a “yes” is checked. If the policy was not implemented a “no” is checked and the reason that the policy was not implemented is identified.
- **Clarity:** Clarity is an assessment of whether the policy language is sufficiently directive to result in actions items and/or programs that allow measurable progress toward achieving the stated goal. Clarity is measured as either a “yes” or “no.”
- **Links:** If a policy is reinforced through links to other support documents or policies, it has an improved chance of being implemented. Each policy was analyzed for connectivity to other City policies or initiatives. For this category there are only two

choices – “yes” or “no”. If the subject policy was linked a “yes” is checked. If the policy was not linked a “no” is checked. Where a link or links could be identified, the identified document or policy was indicated.

- **Comments:** The Evaluation Team often had additional comments that they felt would assist the preparers of Phase II. These comments were placed in the Comments column.



Section 3: Hazards Element Overview

Element Overview

Despite the identification of nine sections in the General Plan Table of Contents, the Hazards Element is divided into eight sections. Missing in the actual text of the General Plan is the Risk Assessment Section. Each of the eight (8) sections consists of an issues summary and a list of Goals and Policies.

There are a total of sixty-five (65) policies presented in the Hazards Element, of which sixty (60) or 92% were successfully implemented. Although the rate of policy implementation was high, an evaluation of the effectiveness of the policies shows that a significant number of the policies are vague, and frequently do not provide clear direction regarding the issue, the timing of implementation or the responsible party.

The Geologic/Seismic section lacks maps of locations of potential liquefaction hazards, subsidence hazards, and locations of buildings at risk of damage during ground shaking. Each of these topics is covered briefly, but few issues are identified within the text. The Goal “Identify and reduce the hazards associated with seismic and other geologic constraints” is appropriate and broad, and the policies are generic enough to reflect good policy for any city. Yet, in the absence of the identification of specific issues, the goals and policies are not specific to the City’s conditions.

The Floods, Fire, Hazardous Materials, and Emergency Procedures sections also lack specificity of issues related to the City. The lack of issues leads to generic goals and equally generic policies. Additionally, the general nature of the discussion results in a lack of understanding of some major issues facing the

community, such as the continued lack of adequate storm drains west of the Cucamonga Channel, or the need for clear fire and evacuation plans for high impact areas such as the Ontario International Airport, the Convention Center or the Ontario Mills. Finally, the lack of specificity results in a general plan which does not clearly support the extensive Development Impact Fee program recently adopted by the City of Ontario.

Dust, High Wind, and Blowsand, by contrast, addresses the unique conditions and challenges within the City. The Goal and Policies are specific enough to create clear direction, yet the specific issue or issues affecting the City related to dust, high wind, and blowsand could be better defined. A clearer presentation of these issues could then be reflected in the policies.

The Pipelines section exemplifies a thorough description of existing conditions of a unique occurrence within the City. However the policies, although sometimes too specific for a general plan, could have been made clearer by identifying the tool by which implementation would occur.

The Noise section is written as if it were a stand alone document, rather than a portion of another element. It has a clear introductory page describing the organization of the section. Issues are described in the introduction, but should receive a new title or new section. Issues are not clearly defined, as the section indicates noise sources, not problems associated with the noise generated by the sources. The only potential “issue” stated is “Residential land uses and areas identified as noise sensitive must be protected from excessive noise from transportation and

non-transportation related noise sources.” Airport-related noise issues are provided in the Airport Environs Element.

Goals statements are broad, while Policies are useful and a good fit for the section. They provide development parameters, but in some cases they get more specific and become Implementation Measures, not policies.

In reviewing this section to determine its consistency with State Law, several issues need to be addressed in the General Plan Update. For seismically induced hazards, the General Plan should include maps depicting all known seismic and other geologic hazards. Therefore, additional maps are required which depict locations of potential liquefaction hazards, subsidence hazards, and locations of buildings at risk of damage during ground shaking. Additionally, general plan elements relating to safety issues should also include a discussion regarding peak load water supply. Finally, with the recent inclusion of the issue of environmental justice within the General Plan guidelines, the City will need to more clearly address the issue of equal assistance in the area of storm drain systems, as well as equal protection from hazards such as fire.

Consistency with Other Documents

State of California General Plan Guidelines

In comparing the Hazards Element of the existing Ontario General Plan against the recently revised State General Plan Guidelines several issues need to be addressed in the General Plan Update. They are as follows:

- For seismically induced hazards, the General Plan should include maps depicting all known seismic and other

geologic hazards. Therefore, additional maps are required which depict locations of potential liquefaction, hazards, subsidence hazards and locations of buildings at risk of damage during ground shaking.

- The discussion regarding safety issues should also include an analysis of peak load water supply.
- With the recent inclusion of the issue of environmental justice within the General Plan Guidelines, the City will need to more clearly address the issue of equal assistance in the area of storm drain systems, as well as equal protection from hazards such as fire.

Recommendations:

- Move noise section to its own element, and combine noise issues/discussion from Airport Environs element to ensure that the combination of noise sources/effects are adequately addressed. It does not seem likely that noise generated by vehicle traffic can be separated from aircraft noise for a receptor located within an area that experiences both types of noise impacts.
- Clearly identify issues related to noise—e.g., retrofitting homes for sound attenuation near noise generators, and funding noise abatement programs.
- Several of the sub-categories included in the Hazards Element require that subsequent documents be prepared which are consistent with the goals and policies of the Ontario General Plan. Examples of these types of documents include



Policy Matrix

sewer, water, storm drain, and emergency preparedness plans, as well as the Development Impact Fee program. As part of the General Plan Update, it is recommended that the City update these plans to ensure consistency with Ontario's newly prepared General Plan.

- General plan elements relating to safety issues should also include a discussion regarding peak load water supply.
- For seismically induced hazards, the General Plan should include maps depicting all known seismic and other geologic hazards. Therefore, additional maps are required which depict locations of potential liquefaction hazards, subsidence hazards, and locations of buildings at risk of damage during ground shaking.
- With the recent inclusion of the issue of environmental justice within the General Plan guidelines, the City will need to more clearly address the issue of equal assistance in the area of storm drain systems, as well as equal protection from hazards such as fire.

Hazards Element Matrix						
Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Section 3.1: Geologic/Seismic Hazards						
Policy 3.1.1.1: Include emergency procedures for earthquakes in City's Disaster Pre. Plan	✓		Yes	✓ _I		Disaster Preparedness Plan.
Policy 3.1.1.2: Continue to inventory structures for seismic stability	✓		Yes		✓	This policy should reference standards (i.e. UBC.)
Policy 3.1.1.3: Correct seismic problems or remove dangerous buildings	✓		Yes		✓	Completed identification and installation of plaques indicating seismic instability.
Policy 3.1.1.4: Consider cultural and historic significance and avoid demolition or alteration of historic character of building	✓		Yes		✓	Section 9-1.2650 OMC.

* If NO, list reason from choice below:

1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
3. Responsibility was not assigned
4. Lack of City authority or change in law
5. Lack of continued relevance and/or obsolete
6. Does not support current city policy
7. As written policy/action cannot be implemented, e.g. "statement of fact" or "goal" rather than policy or action
8. Duplicates another/action in another section/area identify duplicated item
9. Conflicts with another policy/action-identify item
10. Unknown

** If YES, select from the choices below:

- A. Council Goals
- B. Annual Operating Budget
- C. Master Plan
- D. Consolidated Plan
- E. Development Code
- F. Capital Improvement Program
- G. Redevelopment Project Areas
- H. Document/Policy of another agency endorsed by the City
- I. Other
- J. Unknown



Policy Matrix

Hazards Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.1.1.5: Adopt high standards for seismic performance of new buildings through UBC	✓		Yes	✓ E		
Policy 3.1.1.6: Promote earthquake preparedness by participating in the community programs	✓		No		✓	This should not be a General Plan policy, but should instead be included in the City's Disaster Preparedness Plan.
Policy 3.1.1.7: Review and update seismic safety standards with new information	✓		No		✓	This should be linked to the UBC.
<i>Section 3.2: Flood Hazards</i>						
Policy 3.2.2.1: Continue to participate in National Flood Insurance Program	✓		Yes		✓	
Policy 3.2.2.2: Coordinate flood control efforts with north and south jurisdictions. Drainage improvements to reduce sheet flow	✓		No		✓	This policy should link to a Storm Drain Master Plan.
Policy 3.2.2.3: Request modifications to Flood Insurance Rate Maps as flood control improvements are completed	✓		Yes	✓ H		Consider moving policy to the Storm Drain Master Plan.

Hazards Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.2.2.4: Participate in local and sub-regional flood control improvement projects	✓		No		✓	This policy should link to a Storm Drain Master Plan.
Policy 3.2.2.5: Require local drainage-related improvements as part of new development approvals	✓		No		✓	This policy should be linked to a Storm Drain Master Plan. It is implemented in NMC per pages 72 of Dec 2001 Housing Element.
Section 3.3: Fire Hazards						
Policy 3.3.3.1: Develop fire facilities with LOS consistent with City policies	✓		No		✓	
Policy 3.3.3.2: Maintain a program of fire codes, enforcement, investigation and public awareness to reduce fires and hazardous incidents	✓		No		✓	

* If NO, list reason from choice below:

1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
3. Responsibility was not assigned
4. Lack of City authority or change in law
5. Lack of continued relevance and/or obsolete
6. Does not support current city policy
7. As written policy/action cannot be implemented, e.g. "statement of fact" or "goal" rather than policy or action
8. Duplicates another/action in another section/area identify duplicated item
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** If YES, select from the choices below:

- A. Council Goals
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- H. Document/Policy of another agency endorsed by the City
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- J. Unknown



Policy Matrix

Hazards Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.3.3.3: Stipulate procedures for fire in the Disaster Preparedness Plan	✓		No	✓ I		Disaster Preparedness Plan.
Policy 3.3.3.4: Coordinate fire prevention, control and training with adjacent communities and Ontario International Airport	✓		Yes		✓	
Policy 3.3.3.5: Maintain a citywide response time of five minutes or less	✓		Yes		✓	This response time should be supported with facts and/or a supporting document. Page 158 Budget Summary changes response time to 3-5 minutes 90% of the time.
Policy 3.3.3.6: Continue Fire Department review of new development	✓		No		✓	This policy should be more clearly defined in the Development Code.
Policy 3.3.3.7: Development shall be consistent with fire flow requirements	✓		No		✓	If this is already required by the Fire Code, it should not be a General Plan policy. OMC 4-4-19.
Policy 3.3.3.8: Development must be consistent with fire and life-safety objectives of the City	✓		No		✓	Supported by State Fire Code, adopted and amended by the Ontario Municipal Code.

Hazards Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.3.3.9: Require minimum of 26 feet of clear drive space and outside turning radius of 55 feet for emergency vehicles	✓		Yes		✓	Too specific for a policy.
<i>Section 3.4: Dust Wind and Blowsand</i>						
Policy 3.4.4.1: New development must comply with Agricultural Commissioner's Office		✓ ₅	Yes		✓ _H	Agricultural Commissioner's Office.
Policy 3.4.4.2: Require City inspections of construction sites for compliance with dust control programs	✓		No		✓	
Policy 3.4.4.3: Require developers to clear only "necessary" acreage and require control of windblown dust	✓		Yes		✓	This should link to a Dev. Code amendment. It is currently implemented on a case-by-case basis.

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Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.4.4.4: Incorporate mandatory dust control measures into the City Development Code similar to the County's	✓		Yes	✓ E		Chapter 12 OMC.
Policy 3.4.4.5: When evaluating projects not requiring County dust control plans, require a City-approved plan when warranted	✓		Yes		✓	Chapter 12 OMC. The City preempted the County's Code through adoption of the County's Code into the City Code.
Policy 3.4.4.6: Perimeter landscape buffer areas should be installed for all development within wind zones		✓ 5	Yes		✓	"Should" weakens the intent.
Policy 3.4.4.7: Ensure Fire Department review of projects within the high wind hazard area	✓		Yes		✓	Policy should link to Dev. Code.
Section 3.5: Hazardous Materials						
Policy 3.5.5.1: Incorporate County of San Bernardino HWMP by reference and adopt Hazardous Waste Ord. for siting criteria	✓		Yes	✓ H		

Hazards Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.5.5.2: Prosecute unlicensed dumping of toxic or hazardous materials into the ground water	✓		Yes		✓	
Policy 3.5.5.3: Support efforts to enforce State “right to know” laws regarding toxic producers	✓		No		✓	
Policy 3.5.5.4: Prohibit construction of new residential development near businesses with hazardous materials	✓		No		✓	The term “near” is not defined. This should link to the Dev. Code.
Policy 3.5.5.5: Establish standards for storage and use of industrial chemicals through planning and code enforcement	✓		No		✓	Without linking this policy to other documents, there is no stated objective to which these standards should reflect. This should link to Dev. Code.

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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.5.5.6: Minimize the amount and toxicity of hazardous waste generated by the City by encouraging recycling etc.	✓		No		✓	This policy is very vague and therefore difficult to implement and/or measure.
Policy 3.5.5.7: Prohibit disposal of all untreated and recyclable hazardous waste within the landfill	✓		Yes		✓	
Policy 3.5.5.8: Ensure safe transportation of hazardous materials by defining a routing network	✓		No		✓	This policy is vague in that it does not define “safe transportation”, nor does it identify any links to standards. Transportation of hazardous materials is regulated by DOT.
Policy 3.5.5.9: Establish a comprehensive notification system for transporters with extremely hazardous substances		✓ ₄	Yes		✓	This policy is regulated by DOT and/or DTSC.
Policy 3.5.5.10: Discourage the transport of hazardous materials through residential areas, hospitals, schools and sensitive areas	✓		No		✓	This is vague and not clear on implementation. “Discourage” is difficult to measure or implement. This policy is regulated by State Law.

Hazards Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.5.5.11: Discourage the transport of hazardous waste and materials along routes linked to water resources/facilities	✓		No		✓	This is vague and not clear on implementation. “Discourage” is difficult to measure or implement. This policy is regulated by State Law.
Policy 3.5.5.12: Buffer hazardous waste facilities from sensitive areas	✓		No		✓	How to buffer the sensitive uses is not apparent. This should be linked to Dev. Code.
Policy 3.5.5.13: Establish an effective application review process utilizing a uniform set of criteria for siting of hazardous waste facilities	✓		No		✓	The emphasis of this policy is on being effective and expeditious, and not on what the siting criteria might include. This policy should link to Dev. Code.

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Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.5.5.14: Restrict hazardous waste facilities in areas containing recreational, cultural, or aesthetic resources, or sensitive land areas	✓		Yes		✓	This policy should link to Dev. Code.
Policy 3.5.5.15: Identify new businesses or industries which consume significant quantities of hazardous materials and develop appropriate standards	✓		No		✓	The policy is vague and does not identify what is appropriate. Ontario Fire is increasingly developing a program for Homeland Security. San Bernardino County Fire is the regulating Authority for hazardous incidents.
Policy 3.5.5.16: Request information from Southern Pacific and Union Pacific about precautions taken in transporting hazardous materials and waste	✓		Yes	✓ _I		
Policy 3.5.5.17: Ensure emergency response plans are developed to address hazardous materials contingencies	✓		No	✓ _I		

Hazards Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Section 3.6: Pipelines						
Policy 3.6.6.1: Ensure that the Fire Department and other disaster response agencies have access to route, depth and shut-off information on each line	✓		Yes		✓	This policy should indicate a link to plans that contain this information.
Policy 3.6.6.2: Consult with other agencies, PUC and the Office of Pipeline Safety of the Dept. of Transportation to determine explosion potential	✓		Yes		✓	
Policy 3.6.6.3: For new development establish a 50 foot setback from existing pipelines or established pipeline routes	✓		Yes		✓	This policy is too specific and should refer to the development or building code for implementation.

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Policy Matrix

Hazards Element Matrix						
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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.6.6.4: Ensure the Disaster Preparedness Plan include pipeline accident procedures	✓		Yes	✓ _I		
<i>Section 3.7: Emergency Procedures</i>						
Policy 3.7.7.1: Maintain and regularly review the City's Disaster Preparedness and Emergency Plan	✓		No	✓ _I		This policy should define what the timing is for regular review and maintenance.
Policy 3.7.7.2: Participate in regional emergency preparedness planning	✓		No		✓	This is policy is too vague.
Policy 3.7.7.3: Sponsor and support public education programs about emergency preparedness. Hold emergency preparedness drills	✓		Yes	✓ _I		This should be in the Emergency Preparedness Plan, and not in the General Plan.
Policy 3.7.7.4: Include procedures for response to aircraft, rail, pipeline and hazardous material accidents in the Emergency Plan	✓		Yes	✓ _I		

Hazards Element Matrix

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	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.7.7.5: Maintain community shelter plan and implementation capability as per the Disaster Preparedness Emergency Plan	✓		Yes	✓ _I		If this is already in the Disaster Preparedness Emergency Plan, it does not need to be in the General Plan.
<i>Section 3.9: Noise</i>						
Policy 3.9.8.1: Ensure the use of noise mitigation measures in the design of arterial road improvement projects, consistent with funding	✓		No		✓	Noise mitigation standards are not defined, nor is it clear whether they will be implemented if it is not cost effective.
Policy 3.9.8.2: Require walls and berms in the design of residential or other noise sensitive land uses	✓		No		✓	Noise standards are not identified or referenced, nor are the mitigation measures. Link to Dev. Code.

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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.9.8.3: Reduce transportation noise through proper design. Provide continued evaluation of truck movements and routes	✓		Yes		✓	This policy does not refer to the land use and circulation plans in the General Plan. Link to Dev. Code.
Policy 3.9.8.4: Encourage the enforcement of State Motor Vehicle noise standards through coordination with CHP and Ontario Police	✓		No	✓	H	This policy is too specific for a General Plan policy and is already addressed by state law.
Policy 3.9.8.5: Ensure the Development Code, Infrastructure Element and Community Development Element integrate the policies in this Noise Section	✓		No	✓	E, I	Internal consistency is required for all general plans and should not have to be required in a policy. Policy should be clearer.
Policy 3.9.8.6: Monitor and participate in Ontario International Airport's Part 150 programs regarding noise control	✓		Yes	✓	H	Per Dec. 2001 Housing Element.

Hazards Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.9.8.7: Enforce the utilization of helicopter flight paths over major arterials and avoidance over residential areas. Enforce site selection criteria for new Heliports		✓ ₄	Yes		✓ _H	
Policy 3.9.9.1: Establish acceptable noise limits for various City land uses	✓		Yes		✓	The policy does not indicate where to incorporate the noise limits, i.e. the Development Code.
Policy 3.9.9.2: Incorporate noise reduction features during site planning of sensitive land uses. Utilize noise contour maps	✓		Yes		✓	This policy does not indicate where to incorporate the noise standards identified in the Element, i.e. Dev. Code.

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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3.9.9.3: Establish standards for all types of noise not already governed by local ordinances or preempted by state or federal law		✓	No		✓	It is presumed that the standards will be adopted into the Development Code. This policy does not reference anything specific and is too vague for inclusion in the General Plan.
Policy 3.9.9.4: Encourage acoustical design in new construction through enforcement of UBC provisions that specify indoor and outdoor noise levels per the General Plan	✓		Yes	✓	I	

Section 4: Airport Environs Element Overview

Element Overview

The Airport Environs Element is divided into eight sections focusing primarily on land use and noise issues related to the Ontario International Airport. Three of the eight sections include a summary, and a list of goals and policies relevant to that section. However the other sections do not contain any policies, only consisting of informational summaries. The sections which include policies are Noise Zones, Air Safety Zones, and Airport Environs Subareas.

In the Airport Environs Element there are a total of twenty-five (25) policies, of which twenty (20) policies or 80% were successfully implemented. In evaluating the effectiveness of the policies there were seven policies lacking clarity. For these policies specific comments are provided for each individual policy on the attached matrix where it was necessary.

Within the Airport Environs Element as a whole there was little trouble measuring if a policy was implemented. A majority of the policies address quantitative measures such as the number of properties acquired and sold, and the number of houses which have received noise insulation. Even though the issues identified in these policies are easily quantified, some of the policies do not clearly indicate how they relate to the success of the intent of the corresponding goal. This causes a situation where the individual policy is easily measured but it is difficult to determine if the goal was achieved. This problem should be resolved in order to allow the General Plan to be reviewed effectively in assessing the success of future goals.

Noise related policies are split among two Elements of the General Plan. They are contained within the Noise Zones and Airport Environs Subareas sections of the Airport Environs Element, and the Noise section of the Hazards Element. The sections within the Airport Environs Element focus on noise issues originating from the Ontario International Airport. While the section in the Hazards Element covers vehicular and other stationary noise sources. Creating a situation where there are multiple locations within the document for noise related issues can cause confusion and duplicative research efforts. It is recommended that as part of the General Plan Update all references to noise related issues be located in the same General Plan Element to enhance usability.

The Airport Environs Land Use Plan section identifies land use categories and allowable densities which are further organized into Action Areas, reflecting specific geographic areas of impact related to airport operations (flight path, take-off/landing zones, and accident potential zones). The complete land use category descriptions located in this section are mere restatements of those provided within the Community Development Element of the General Plan. Due to the situation this section should refer to the Community Development Element for land use categories instead of duplicating this land use information.

Consistency with Other Documents:

State of California General Plan Guidelines

With the recent inclusion of the issue of environmental justice within the General Plan guidelines, the City will need to more clearly address the issue of equal assistance of



Policy Matrix

land uses incompatible with the airport in determining if the affected properties should be mitigated or acquired.

Recommendations:

- Policies should clearly complement the intent and direction of the corresponding goal.
- The noise related sections in the Airport Environs Element should be moved to its own element combined with the noise issues in the Hazards element to ensure the impacts of noise are adequately addressed in a single section. The noise issues from the airport should not be separated from vehicular traffic and other stationary noise sources.
- With the recent inclusion of the issue of environmental justice within the General Plan guidelines, the City will need to more clearly address the issue of equal assistance of land uses incompatible with the airport in determining if the affected properties should be mitigated or acquired.

Airport Environs Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links Are links to other policies or support documents apparent		Comments
	Yes	No*		Yes**	No	
	<i>Section 4.4: Noise Zones</i>					
Policy 4.4.1.1: Work with LA Dept. of Airports (now LAWA) and air carriers to promote use of Stage III aircraft at ONT.	✓		No		✓	The term “promote” is ambiguous. Responsible City staff not identified: City did not actually “promote” this, but participated in decision-making process with LAWA, without opposing this strategy.
Policy 4.4.1.2: Support 1,800 foot runway extension for Runway 26, with a 1,000 foot displaced threshold	✓		Yes		✓	Responsible City staff not identified: City did not actively “support” this, but participated in decision-making process with LAWA, without opposing this change in airfield operations.
Policy 4.4.1.3: Support an early left turn on Runway 26 departures and a redefined right turn for Runway 08 departures to decrease overflight and noise impact on residential areas	✓		Yes		✓	This policy is too specific for a General Plan. Responsible City staff not identified: City did not actively “support” this, but participated in decision-making process with LAWA, without opposing this change in airfield operations.

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	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 4.4.1.4: Support preferential use of Runway 08 for night departures and Runway 26 for night arrivals between 10 pm and 7 am	✓		Yes		✓	This policy is too specific for a General Plan. Responsible City staff not identified: City did not actively “support” this, but participated in decision-making process with LAWA, without opposing this change in airfield operations.
<i>Section 4.5: Air Safety Zones</i>						
Policy 4.5.3.1: Adopt and Implement airport land use compatibility guidelines for air safety in Figure AE-8	✓		Yes		✓	Found in Assessment of Land Use Compatibility Criteria Oct. 23, 2000
Policy 4.5.3.2: Establish a maximum FAR of .25 within the Approach Safety Zone	✓		Yes		✓	More appropriate as a Development Code Standard Zoning Code 9-1.2975
Policy 4.5.3.3: Continue to consult with the FAA on height of structures within the Part 77 approach surfaces of the airport environs	✓		Yes		✓ _I	Found in the Zoning Code 9-1.2975. This policy is already required by law.
<i>Section 4.6: Airport Environs Subareas</i>						
Policy 4.6.4.1: Develop vacant lands of Action Area I consistent with the GP and adopted specific plans	✓		Yes		✓ _C	This policy seems redundant.

Airport Environs Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 4.6.4.2: Recommend to Cucamonga School District that Guasti School is only to be maintained and not expanded	✓		Yes		✓	The School has been designated as surplus property by the Cucamonga School District.
Policy 4.6.4.3: Protect historic resources through the use of visitor-oriented Historic Planned Commercial Districts, and provide noise attenuation where needed	✓		No		✓	Only new construction and additions have sound attenuation.
Policy 4.6.4.4: Work w/ Calif. Commerce Center developers to assure Approach Safety Zone is consistent w/FAR Part77	✓		Yes	✓ _I		Found in FAR Part 77 Guidelines.

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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 4.6.5.1: Coordinate w/ Ont.- Montclair S.D. to support and encourage relocation of Bon View Elementary	✓		Yes		✓	
Policy 4.6.5.2: Purchase nonconforming residential uses from willing sellers	✓		Yes		✓	Found in Redevelopment 5-Year Plan Pg. 20.
Policy 4.6.5.3: In extreme noise impacted areas, vacate, demolish residential units and relocate residents	✓		No		✓	It is now being implemented through LAWA funding. Redevelopment 5- year Plan Pg. 19. The term “extreme” should be better defined.
Policy 4.6.5.4: Land bank and assemble developed res. parcels for future industrial dev.	✓		Yes		✓	
Policy 4.6.5.5: Acquire and land bank vacant parcels for future industrial dev. Offer properties for sale w/dev. control and avigation easements		✓ ₂	No	✓ _I		This policy should further explain the purpose of development controls. The City is continuing to assemble parcels to create larger resale parcels. These parcels will be resold once the larger parcels are assembled.
Policy 4.6.5.6: Under admin. Of Redev. Agency assist willing sellers in the acquisition program	✓		No		✓	Found in Redevelopment 5-year Plan Pg. 21.

Airport Environs Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 4.6.5.7: Give priority in City housing program to relocate renters from Action Area II in need of housing assistance	✓		Yes	✓ _I		Implemented as part of the Quiet Home Program, which includes the Part 150 Guidelines.
Policy 4.6.6.1: Acquire and land bank vacant land. Resell properties w/ noise and aviation easements		✓ ₂	Yes		✓	Areas 2 and 4 had a greater impact than Area 3 and were the first priority.
Policy 4.6.6.2: Design and institute a program of neighborhood enhancements for residential areas	✓		Yes	✓ _J		Found in Development Code Pg. 14-16. This is implemented by the Housing Agency.
Policy 4.6.6.3: Provide noise insulation for eligible schools providing ongoing instruction in action area III		✓ ₅	No		✓	All schools have either been relocated from the area, or have closed.

*** If NO, list reason from choice below:**

1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
3. Responsibility was not assigned
4. Lack of City authority or change in law
5. Lack of continued relevance and/or obsolete
6. Does not support current city policy
7. As written policy/action cannot be implemented, e.g. "statement of fact" or "goal" rather than policy or action
8. Duplicates another/action in another section/area identify duplicated item
9. Conflicts with another policy/action-identify item
10. Unknown

**** If YES, select from the choices below:**

- A. Council Goals
- B. Annual Operating Budget
- C. Master Plan
- D. Consolidated Plan
- E. Development Code
- F. Capital Improvement Program
- G. Redevelopment Project Areas
- H. Document/Policy of another agency endorsed by the City
- I. Other
- J. Unknown



Policy Matrix

Airport Environs Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 4.6.6.4: Offer free voluntary acoustical treatment for property owners in exchange for avigation easements	✓		Yes		✓	Implemented through the Quiet Homes Program.
Policy 4.6.6.5: For some res. units offer purchase assurance as the buyer of last resort and resell units with avigation easements		✓ ₁	No		✓	This policy should provide measurable criteria.
Policy 4.6.6.6: At some future point the res. of action area IV may support ind. uses. Any future individual request for GP amendments are to include entire Action Area IV		✓ ₆	Yes		✓	
Policy 4.6.7.1: At executive level begin to negotiate w/ L.A. Dept. of Airports to prepare a comprehensive master plan for the Ontario Airport	✓		Yes	✓ _C		The Master Plan is ongoing, with a draft environmental document anticipated for summer 2004.

Section 5: Natural Resources Element Overview

Element Overview

The Natural Resources Element is divided into four (4) sections, all with accompanying issue summaries. Goals and policies follow each of the issue summaries, except for the Sub-section regarding Soils.

There are a total of fourteen (14) policies provided in the Natural Resources Element, eight (8) or 57% of which were successfully implemented. A significant number of the policies are vague, making it difficult to determine the level of successful implementation.

The Groundwater section addresses the issues related to water source and water quality; with the goal and accompanying policies reflecting the text of the issues discussed. Watershed protection and urban runoff management are not adequately discussed, in spite of local groundwater being the primary water supply source for the City. Water supply is discussed in the Infrastructure Element of the existing General Plan, however the issue of future water supply is not adequately addressed, in particular as it relates to ensuring sufficient water supply for the ultimate buildout of the City of Ontario.

Air Quality is thorough in its assessment of issues at the time of the adoption of the existing General Plan. It appears to be prepared to be compatible with a regional air quality element, coordinated by the County of San Bernardino with the cooperation of all South Coast Air Basin Cities, and the

implementation policies are presented as ways the City of Ontario will be able to carry out the Air Quality Management Plan. As a result of this regional and generic approach, the goals and policies are general in format and do not address issues and opportunities specific to the City of Ontario. If the City elects to include an Air Quality Element or to address air quality issues as part of the Conservation Element, policies and implementation strategies should focus on efforts that the City can effectively control, and should also be consistent with the South Coast Air Quality Management District's most recent Air Quality Management Plan, which was adopted on August 1, 2003. Air quality improvement strategies to be considered during the General Plan Update should focus on reducing vehicle miles traveled, for example, through improved job/housing balance, encouraging mixed use development, accommodating regional transit facilities and distributing commercial services more efficiently to shorten travel distances associated with home-shopping trips. The City may also wish to consider increasing oversight of local construction projects to ensure adherence to fugitive dust and emissions controls measures that are required by the AQMD.

Agricultural Resources in the Old Model Colony area were briefly addressed under the category of Soils in the existing Natural Resources Element. Locations of soils containing physical, chemical and climatic characteristics that are considered highly suitable for farming were identified in a number of areas; however, the then-existing agricultural uses were considered interim and there were no goals or policies aiming to preserve land for agricultural use. The existing General Plan does not reflect the State Department of Conservation's mapping of Prime Farmland



Policy Matrix

and Farmland of Statewide Importance that occurs in scattered areas in the OMC, and in a substantial portion of the NMC.

As part of the General Plan Amendment to annex and plan for the long range land use in the New Model Colony area, important farmlands were identified throughout that area, which was dominated by dairy farms at the time. The Final EIR for that planning area concluded that conversion of that agricultural land to a variety of urbanized uses would be an unavoidable, significant environmental impact. The City adopted a Statement of Overriding Considerations to acknowledge that this impact is considered acceptable, due to a variety of social and economic benefits that would result from implementation of the proposed land use plan.

Approximately 200 acres in the NMC are managed by the Southern California Agricultural Land Foundation (“SoCalf”), on behalf of the County of San Bernardino, to preserve this mostly prime farmland as agriculture or open space. SoCalf has indicated that they would be willing to aggregate their properties through a land swap, which could enable clustering of a single agricultural operation, if viable, rather than the existing series of smaller parcels that are contained in three different blocks of land. Issues involving preservation of agricultural resources have been resolved through the existing General Plan and the General Plan Amendment for the NMC, and no further efforts appear to be warranted for the next phase of this General Plan Update.

Aggregate Resources addresses the mineral resource conditions unique to the City of Ontario. Specifically, Ontario has three (3) “regionally significant” mineral resource sites which are located in the southeast part of the City. These sites are not mined for gravel, and the area is generally developed or planned for development. Specifically, two (2) of these sites have been partially developed.

The existing General Plan permits mineral extraction as an interim use at any of the three (3) sites provided that the extraction activities are carefully reviewed for compatibility with adjacent existing land uses. The goal and policy for this Sub-section address the issues relating to land use compatibility, and reflect the intent of the accompanying text.

Biological Resources issues were not addressed in the 1992 General Plan. This absence is inconsistent with Section 65302(d) of the California Government Code, which requires preparation of general plan elements that provide for “...the conservation, development, and utilization of natural resources, including fisheries and wildlife.” Given the absence of natural wildlife habitat in the Old Model Colony, and the infeasibility of creating buffers or restoring natural habitat values in the fragmented islands of highly disturbed undeveloped land that is left in the OMC, conservation of biological resources north of Riverside area was an issue that did not need to be addressed in the 1992 Plan, and does not need to be addressed in the next phase of the general plan update process.

A detailed assessment of biological resources was conducted in February 1996, as part of the Sphere of Influence General Plan Amendment EIR (SOI-EIR) for the 8,200-acre area south of Riverside Avenue now known as the New Model Colony (NMC). That assessment is still accurate and applies to the current conditions, since little development has occurred in this area over the last eight years. As discussed in the SOI-EIR, the relatively flat and open topography in the NMC is dominated by agricultural fields, dairy operations, pasture and croplands; remnants of native plants or vegetation communities are absent. Although the NMC has been extensively altered from natural conditions, the land provides foraging and breeding habitat for a variety of common and sensitive wildlife.

Accumulations of standing water occur in a number of areas, created by dairy runoff retention ponds, low spots that collect surface runoff and floodwaters, and a number of flood control channels, detention basins and creeks. Many bird species, including migratory and resident species, are attracted to the open water and pond shorelines for food, cover from predators, and shelter from adverse weather conditions. Many of the species observed here are classified as a species of special concern, a fully protected species or a special animal, under federal or state law. Dozens of other bird species found in the NMC are protected under the Migratory Bird Treat Act.

The SOI-EIR concluded that implementation of the NMC General Plan would result in significant impacts involving:

- Loss of windrows/raptor habitat
- Loss of habitat for sensitive waterfowl and raptors
- Indirect impacts to Delhi sands flower-loving fly recovery

Mitigation measures were adopted to offset these impacts, including:

- Contributing to creation of new waterfowl habitat through purchase of non-public lands within 20 miles of the NMC
- Creating a 145-acre Waterfowl and Raptor Conservation Area (WRCA) within the NMC, and establishing/funding/implementing a WRCA management plan to achieve long-term sustainability of the conservation area; and
- Cooperating with the U.S. Fish and Wildlife Service to implement their DSF Recovery Plan through specific mitigation efforts within the NMC

Subsequent to adoption of the SOI General Plan, a lawsuit was filed against the City by the Endangered Habitats League, Inc., challenging the City's CEQA compliance efforts and approval of the SOI General Plan Amendment. A Settlement Agreement was reached, which set forth a number of mitigation measures intended to mitigate impacts to the burrowing owl, DSF, raptor foraging and wildlife habitat, loss of open space, and actual and potential habitat and agricultural lands, along with other listed or non-listed sensitive species that do or may inhabit similar habitat within the NMC area.

Consistency with Other Documents

State of California General Plan Guidelines

In comparing the Natural Resources Element of the existing Ontario General Plan to the recently revised State General Plan Guidelines, the issue of future water supply needs to be addressed, in particular as it relates to ensuring sufficient water supply for the ultimate buildout of the City of Ontario.

Regional Air Quality Management Plan

The existing General Plan was written to be consistent with the Regional Air Quality Management Plan prepared by South Coast Air Quality Management District. Subsequent to the adoption of the General Plan, the Air Quality Management Plan was updated (2003). The General Plan Update would need to update this Sub-section to be consistent with the updated Plan.



California Department of Conservation (CDC) Farmland Mapping and Monitoring Program

The California Department of Conservation (CDC) Farmland Mapping and Monitoring Program identified properties in Ontario that are designated for Prime Farmland and Farmland of Statewide Importance. The existing General Plan does not address this issue.

Department of Conservation, Division of Mining and Geology guidelines

The existing General Plan is consistent with the Department of Conservation, Division of Mining and Geology guidelines.

Recommendations:

- As part of the General Plan Update, Ontario will need to update their Air Quality policy framework to be consistent with the South Coast Air Quality Management District's most recent Air Quality Management Plan, which was adopted on August 1, 2003.
- The General Plan Update should include a focus on air quality improvement strategies that the City can effectively administer, primarily through reduction in vehicle miles traveled through improving the job/housing balance, encouraging mixed use development, accommodating
- Regional transit facilities and distributing commercial services more efficiently to shorten travel distances associated with home-shopping trips.
- The General Plan Update will need to consider those areas in both the OMC and NMC designated

- as Prime Farmland and Farmland of Statewide Importance in the California Department of Conservation (CDC) Farmland Mapping and Monitoring Program. This should be addressed as part of the Conservation Element and in the General Plan EIR. The findings made with respect to conversion of important farmlands in the NMC, as part of the general plan amendment and Final EIR for the NMC project, can be incorporated directly into the update effort, and does not require re-evaluation.
- The updated general plan should incorporate the findings of the Final EIR for the New Model Colony General Plan Amendment, relative to the biological conditions and issues in the NMC, and also incorporate the terms of the Settlement Agreement as policies and implementation strategies, within the Conservation Element (or its equivalent).



Policy Matrix

Natural Resources Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
<i>Section 5.1: Ground Water</i>						
Policy 5.1.1.1: Promote water conservation efforts to minimize reliance on imported water, including development code standards for xeriscaping and low-flow plumbing fixtures, regular water audits	✓		Yes	✓ E, I		Water conserving plumbing fixtures were offered at discounts. This policy is “all inclusive” and should be separated into individual policy directions.
Policy 5.1.1.2: Encourage aquifer recharge within Ontario and surrounding communities	✓		No		✓	City an active participant as member of IEUA, supports regional recharge efforts. This policy should link to the Water Master Plan in order to further clarify the policy direction.
Policy 5.1.1.3: Support efforts of Chino Basin Municipal Water District to expand uses for treated sewage effluent, including aquifer recharge	✓		Yes		✓	City’s Master Water Plan identifies treated effluent, purchased from IEUA, as one of several long-term water supply sources.
Policy 5.1.1.4: Vigorously support the SARWQCB; in its efforts to improve GW quality, especially in clean up of GE and Kaiser plumes	✓		Yes		✓	City filed lawsuits to compel clean-up efforts by GE and Kaiser.

Natural Resources Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Section 5.2: Air Quality						
Policy 5.2.2.1: Support mass transit projects through the Development Code; require mass transit connections to sizeable new development-residential, commercial and industrial	✓ _{1,3}		Yes	✓ _E		Policy not focused on after General Plan adopted.
Policy 5.2.2.2: Require traffic reduction measures, such as ridesharing and staggered work hours for employers with >100 employees	✓ ₄		Yes		✓	Although the City set up car and van pools and allowed employee flex-time work schedules, this policy was not implemented for private projects. Imposed conditions on private development plans to include bike racks, preferential parking for car and van pools. Authority to mandate ride-sharing as part of SCAQMD Reg XV was terminated after adoption of General Plan.

*** If NO, list reason from choice below:**

1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
3. Responsibility was not assigned
4. Lack of City authority or change in law
5. Lack of continued relevance and/or obsolete
6. Does not support current city policy
7. As written policy/action cannot be implemented, e.g. "statement of fact" or "goal" rather than policy or action
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9. Conflicts with another policy/action-identify item
10. Unknown

**** If YES, select from the choices below:**

- A. Council Goals
- B. Annual Operating Budget
- C. Master Plan
- D. Consolidated Plan
- E. Development Code
- F. Capital Improvement Program
- G. Redevelopment Project Areas
- H. Document/Policy of another agency endorsed by the City
- I. Other
- J. Unknown



Policy Matrix

Natural Resources Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 5.2.2.3: Encourage J/H balance by promoting land use patterns which decrease automobile travel between home and workplace	✓		No		✓	The terms “Encourage” and “promote” are ambiguous terms. Supported development of new industrial and commercial on east side, to balance residential on west side. Facilitated establishment of Foreign Trade Zone in airport area, establish job-friendly planning policies through commercial and industrial SPs in airport area. Amended Dev. Code to allow Mixed Residential/Commercial districts and in some areas, within same building (live/work).
Policy 5.2.2.4: Promote “clean” industry that does not increase point source air pollution		✓ 1, 3	No		✓	The term “promote” is an ambiguous term.
Policy 5.2.2.8: Promote mixed use development projects in downtown and east Ontario	✓		No		✓	Mixed-use zoning established for Downtown area. The term and “promote” is an ambiguous term.
Policy 5.2.2.9: Adopt telecommunications and work-at-home programs to reduce City employee commute trips by 20%		✓ 1, 3, 5	Yes		✓	
Policy 5.2.2.10: Work with other jurisdictions to develop a rail corridor between LA and San Bernardino	✓		No		✓	The type of rail not specified. As member of SAN BAG, Ontario is promoting Alameda Freight Corridor East.

Natural Resources Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments	
	Was the policy implemented?			Are links to other policies or support documents apparent			
	Yes	No*		Yes**	No		
Policy 5.2.2.11: Encourage landscaping that most effectively helps reduce air pollutants	✓	1, 3, 5	No		✓	The term “encourage” is an ambiguous term.	
Policy 5.2.2.12: Coordinate City air quality programs and policies with the San Bernardino County Air Quality Element		✓	4	No	✓	H	The policy is not clear. Ontario can only coordinate with an agency or department, not a General Plan Element.
Section 5.4: Aggregate Resources							
Policy 5.4.3.1: Development of lands in Aggregate Resource Sectors D-2, D-3 and D-5 shall not be precluded, if such development is consistent with the General Plan	✓		Yes		✓	I	

*** If NO, list reason from choice below:**

1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
3. Responsibility was not assigned
4. Lack of City authority or change in law
5. Lack of continued relevance and/or obsolete
6. Does not support current city policy
7. As written policy/action cannot be implemented, e.g. “statement of fact” or “goal” rather than policy or action
8. Duplicates another/action in another section/area identify duplicated item
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10. Unknown

**** If YES, select from the choices below:**

- A. Council Goals
- B. Annual Operating Budget
- C. Master Plan
- D. Consolidated Plan
- E. Development Code
- F. Capital Improvement Program
- G. Redevelopment Project Areas
- H. Document/Policy of another agency endorsed by the City
- I. Other
- J. Unknown



Section 6: Aesthetic, Cultural, Open Space and Recreational Resources Overview

Element Overview

The Aesthetic, Cultural, Open Space and Recreational Resources Element contains five sections: Parks/Open Space, Trails/Bikeways, Scenic Highways/Vistas, Historic/Cultural Resources, and Libraries. Each section contains a brief summary of issues, followed by goals and policies.

This Element contains forty-six (46) policies. It was determined that forty (40) or 87% were implemented, however almost half of these policies are unclear. This may be a result of the lack of clarity of the issues presented in the supporting text.

The Parks/Open Space section summary does not clearly present and/or support the issues addressed by the policies in this section. The only issue identified in the issue summary is the lack of funding available for ongoing park maintenance, and this issue is not further developed beyond a statement of need for more adequate funding of maintenance dollars. It does provide an overview of the acreage of the developed parks and playgrounds, and the acreage of undeveloped parkland within the jurisdiction of the City. It also includes an inventory of City parkland which contains regional and private parks.

The issue summary is followed by an inventory and map of parks and facilities within the City. National Recreation and Parks Association (NRPA) standards are summarized, and the Element indicates that the NHRA standard of parkland to population for the City is five acres per 1000. However, in the Development Fee Impact Report, prepared subsequent to the 1992 General Plan it is

indicated that they are unable to justify fees for anything over three acres per 1000 residents, and maintain consistency with the State Quimby Act criteria. No policies are provided on how to acquire the additional two acres per 1000 residents. Other aspects such as the City's demographics are used to justify a need for active recreational opportunities for the significant youth and young adult population. Regional conditions of smog and heat are used to justify a need for shady spaces and water features within the City. Additionally, the housing trend of the late 1980's and early 1990's consisted of an increase in multifamily residential developments. These developments did not provide sufficient on-site recreational opportunities, thus created a need for more active parklands. With this deficiency of parkland it is crucial that the open space requirement is properly defined as active or passive open space. This is to avoid the open space amenity being allocated by developers for landscaped slopes and entryways creating un-useable or "scenic" open space areas.

Goals and Policies follow the standards in the Parks/Open Space section. This General Plan Element does not include implementation measures, but some of the policies are clearly "action" items. Some policies stipulate an action to be taken, and in some cases also identifies a specific document or specific documents that will be involved in the action. These "policies" are in fact, acting as implementation measures instead of policies. However a clear set of action items are located in the 2002 Parks and Recreation Master Plan for the Old Model Colony.

In each of the subsequent sections, (Trails, Bikeways, Scenic Highways/Vistas, Historic/Cultural Resources, and

libraries) there is no clear description of existing conditions, nor is there a clear issue identified that would help to establish policies or goals for the City. In the Trails and Bikeways section, maintenance of equestrian trails is described as being of “particular importance,” yet no discussion of the “why” or “how” is included. It is unclear whether maintenance of the equestrian trails is the only issue, or whether it even qualifies as an issue. For Scenic Highways/Vistas, no issue is presented. Instead the reader finds a listing of three primary scenic resources, and a reference to the Mission Boulevard Corridor Study. The Historic/Cultural Resources issues summary established no real issues, it merely describes the “neighborhood atmosphere” of older, established residential districts, lists the “historic properties” within the City, and mentions the potential to recycle downtown historical sites to multi-family developments. The Libraries section mentions maintenance or expansion of services as a chronic problem. Each of the sections should include a clearer identification of issues, and a clearer summary or overview of existing conditions so that Goals and Policies (that are clearly related to issues) can be created.

Consistency with Other Documents

State of California General Plan Guidelines

In comparing this Element with the State of California General Plan Guidelines two issues have been identified. While the Parks/Open Space and the Trails and Bikeways sections contain maps indicating the location of the existing parks and trail system; no maps are provided in the Scenic Highways/Vistas or Historical/Cultural Resources section. In accordance with the General Plan Guidelines a map must be associated with the Scenic Highways/Vistas and Historical/Cultural Resources sections as a tool to help visualize each subject area. Additionally, with the recent inclusion of the issue of environmental justice within the

General Plan guidelines, the City will need to more clearly address the issue of equal assistance in the area of ensuring access and provisions of park facilities for all populations and locations in the City.

Parks and Recreation Master Plan & Five Year Capital Improvement Program

Supporting documents such as the Five Year Capital Improvement Program (CIP) and Parks and Recreation Master Plan do not follow the same organization as found within this Element. The General Plan Element is broken into the five sections: Parks/Open Space, Trails/Bikeways, Scenic Highways/Vistas, Historic/Cultural Resources, and Libraries, while these topics are located in two sections within the Five Year CIP, being Parks and Public Facilities. As a result the effectiveness of this element is diluted since it is difficult to cross reference supporting documents.

The effectiveness is further diluted by unclear organization of topics within the supporting documents. In the Five Year CIP included within the Public Facilities section are renovations to Community Centers on parkland, and a street sweeping debris enclosure is itemized under the Parks section. The Community Center can be part of the parks system or a public facility, while a street sweeping debris enclosure cannot truly be considered a park improvement even though it is proposed to be constructed upon parkland.

The Element contains a policy to update the Parks and Recreation Master Plan, and indeed a Master Plan was completed in 2002. However, of the eighteen projects outlined in the Parks section of the Five Year Capital



Policy Matrix

Improvement program (CIP), only five are listed within the Capital Improvements Section (7.0) of the Master Plan. The Five Year CIP does not mention the General Plan in the Council Goals and Objectives section. To aid in linking the General Plan policies with other City Policies, it is recommended that the General Plan goals and policies be included with the Council Goals and Objectives. Within the Five Year CIP there are Parks improvements areas that are not identified within the Parks and Recreation Master Plan or in the General Plan Element. Lastly, no discussion of the aesthetic or cultural facilities or activities occurs in the body of the element.

Recommendations:

- The General Plan Update should include a more complete description of existing conditions for all subject areas of the element, which may include cultural, aesthetic, and recreational resources. Accompanying in the descriptions should be all the appropriate maps.
- The City does not currently have five acres of open space per 1,000 residents. According to the Quimby Act the City can only justify impact fees for three acres per 1000 residents and no policy or set of policies has been included to identify how the other two acres per 1000 residents is to be acquired. If the City is to set a policy for five acres per 1000 residents there needs to be a mechanism that permits the additional two acres.
- The City should establish and clarify their desire for open space in relation to the types of open space that is desired which includes passive, active, and “scenic” open space. This distinction will help the City ensure the desired open space is allocated for and avoid the practice of using un-usable or “scenic” open space (landscaped slopes or entryways) as fulfilling the open space requirement.
- The City should prioritize the development and acquisition of passive open space (for scenic purposes) and active recreation.
- Include as an appendix to the CIP all capital improvement lists from other documents (e.g., Parks and Recreation Master Plan) to ensure consistency and implementation of designated projects
- With the recent inclusion of the issue of environmental justice within the General Plan guidelines, the City will need to more clearly address the issue of equal assistance in the area of ensuring access and provisions of park facilities for all populations and locations in the City.

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
<i>Section 6.1: Parks/Open Space</i>						
Policy 6.1.1.1: Utilize City taxing authority to ensure new residential development has public open space/recreational amenities	✓	4	No	✓		This policy does not identify or reference any standards for sufficient open space and/or amenities. The City should reconsider the use of “taxing authority” in this policy.
Policy 6.1.1.2: Within Park Master Plan, explore all funding sources for acquisition, development and maintenance of parks	✓		Yes	✓ _C		
Policy 6.1.1.3: Enforce local laws regarding vandalism through “Neighborhood Watch” and other efforts	✓		Yes	✓ _I		This is not a policy, but instead enforces existing laws.

*** If NO, list reason from choice below:**

1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
3. Responsibility was not assigned
4. Lack of City authority or change in law
5. Lack of continued relevance and/or obsolete
6. Does not support current city policy
7. As written policy/action cannot be implemented, e.g. “statement of fact” or “goal” rather than policy or action
8. Duplicates another/action in another section/area identify duplicated item
9. Conflicts with another policy/action-identify item
10. Unknown

**** If YES, select from the choices below:**

- A. Council Goals
- B. Annual Operating Budget
- C. Master Plan
- D. Consolidated Plan
- E. Development Code
- F. Capital Improvement Program
- G. Redevelopment Project Areas
- H. Document/Policy of another agency endorsed by the City
- I. Other
- J. Unknown



Policy Matrix

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 6.1.1.4: Maintain a mix of passive open space and improved recreational areas in city parks and recreation facilities	✓		No		✓	This policy does not set measurable standards.
Policy 6.1.1.5: Encourage completion of facilities at Cucamonga Guasti Regional Park	✓		Yes		✓	This is too specific to be a policy. It is implemented in the Parks Master Plan page 6-18.
Policy 6.1.1.6: Explore the potential for funding of open space from commercial/industrial development	✓		Yes		✓	Open space fees were not implemented for commercial or industrial as a clear nexus could not be established.
Policy 6.1.1.7: Encourage the provision of active and passive open spaces by developers in industrial areas	✓		Yes		✓	This policy could further be clarified by directing standards to be set in specific documents for the provision of passive open space. It is met through individual project review, whereby developments provide onsite employee benefit areas.
Policy 6.1.1.8: Update the City's Master Tree Program	✓		No	✓ _C		
Policy 6.1.1.9: Update the City's Master Plan for Parks and Bike Trails		✓ ₃	No	✓ _C		What is the update to accomplish? This policy is too vague and needs to indicate the anticipated results.

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 6.1.1.10: Review Street Tree Ordinance and amend as appropriate, considering environmental benefits and future maintenance costs	✓		No	✓ _C		
Policy 6.1.2.1: Provide a neighborhood park within convenient walking distance for all residents	✓		No		✓	This policy lacks reference to implementation standards found elsewhere in the General Plan. It is discussed in Parks Master Plan page 6-8.
Policy 6.1.2.2: Maintain community parks so each residential neighborhood is within a service area	✓		No		✓	This policy lacks reference to implementation standards found elsewhere in the General Plan. It is discussed in Parks Master Plan page 6-8.

*** If NO, list reason from choice below:**

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- J. Unknown



Policy Matrix

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 6.1.2.3: Evaluate post 1990 census population data to determine whether areas are underserved by parks. If so, provide facilities	✓		No		✓	
Policy 6.1.3.1: In areas of potential annexation, identify and acquire future park sites early in the planning process		✓ ₂	No		✓	
Policy 6.1.3.2: Work with the School District to promote joint use of facilities; locate neighborhood parks adjacent to elementary schools where possible	✓		Yes		✓	Implemented in Parks Master Plan pages 1-2 and 2-1. This link to the Parks Master Plan should be identified in the policy.
Policy 6.1.3.3: Avoid division of park service area by natural or manmade barriers	✓		Yes		✓	Implemented in Parks Master Plan page 6-12.
Policy 6.1.3.4: Ensure safe pedestrian and bicycle access by provision of bike paths and sidewalks leading into parks	✓		Yes		✓	This policy should be supported by an implementing document. ADA accessible ramps and bike racks are provided in parks.

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 6.1.3.5: Where feasible allow for linkage of new park sites into existing trail systems	✓		Yes		✓	This policy should be supported by an implementing document. It was implemented in the plans for the new Soccer Facility. The use of “where feasible” dilutes the intent of the policy.
<i>Section 6.2: Trails and Bikeways</i>						
Policy 6.2.4.1: Protect and maintain existing bikeways and recreational trails, particularly equestrian trails and easements	✓		No		✓	This policy is implemented on public properties.
Policy 6.2.4.2: Include new pedestrian and equestrian trails and bikeways in new development under development code and specific plan procedures	✓		No	✓ ^E		Equestrian trails required per Dev. Code Section 9-1.1435.D. Pedestrian trails in 9-1.1445.B.

*** If NO, list reason from choice below:**

1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
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10. Unknown

**** If YES, select from the choices below:**

- A. Council Goals
- B. Annual Operating Budget
- C. Master Plan
- D. Consolidated Plan
- E. Development Code
- F. Capital Improvement Program
- G. Redevelopment Project Areas
- H. Document/Policy of another agency endorsed by the City
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- J. Unknown



Policy Matrix

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix						
Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links Are links to other policies or support documents apparent		Comments
	Was the policy implemented?	No*		Yes**	No	
	Yes					
Policy 6.2.4.3: Coordinate the City trail system with the State, County and adjacent communities	✓		Yes		✓	State, County and Community Master Plans should be referenced for clarity.
Policy 6.2.4.4: Preserve and encourage the use of existing recreational open space in equestrian neighborhoods, especially Homer Briggs Park	✓		Yes		✓	This policy should be linked to the Parks Master Plan. It is implemented in the Parks Master Plan on page 7-5.
Policy 6.2.4.5: Develop a comprehensive equestrian trail system to link equestrian neighborhoods with equestrian facilities		✓ ₂	Yes		✓	This policy should be supported by a master plan. The equestrian trail systems have been evaluated to determine what is necessary to accomplish a comprehensive system.
Policy 6.2.4.6: Through the Development Code, enhance the visual of equestrian trails and facilities	✓		Yes		✓ _E	
Policy 6.2.4.7: Require all new rural residential in AR subdivision to provide equestrian easements, per Dev. Code	✓		Yes		✓ _E	

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 6.2.4.8: Complete the linkages proposed in the Master Plan of Bikeways		✓ ₃	No	✓ _C		There are no timeframes or implementation criteria.
Policy 6.2.4.9: Ensure the orderly development of equestrian trails in the Rural Residential, through the use of the Development Code	✓		No	✓ _E		It is not clear whether Development Code needs to be amended to implement this policy.
Policy 6.2.4.10: Update the Park and Bike Trail Master Plan. Work with surrounding communities to link trails		✓ ₃	No	✓ _C		

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Policy Matrix

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix						
Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
<i>Section 6.3: Scenic Highways/Vistas</i>						
Policy 6.3.5.1: Require new development preserve the view opportunities of existing development. Include in Development Code	✓		Yes	✓ E		There is no supporting information in the General Plan. This can be found in Section 9-1.08010.A of Dev. Code.
Policy 6.3.5.2: Designate Euclid Corridor and Mission Blvd. as City Scenic landmarks	✓ (Euclid only)		Yes	✓		Euclid Corridor is being designated as an historic landmark, from Philadelphia Street north to 24 th Street. Mission has not.
Policy 6.3.5.3: Maintain and enhance the health of landscaping in these scenic areas	✓		No	✓		This policy is vague and does not define which scenic areas, nor does it explain how the areas are to be maintained.
Policy 6.3.5.4: Work with other governmental agencies re: air quality and visual access to San Gabriel Mountains	✓		Yes	✓		
Policy 6.3.5.5: Complete proposed landscape improvements to Mission Blvd.	✓		Yes	✓		Improvements have been completed for the west end of Mission.
Policy 6.3.5.6: Require, as feasible, under grounding of utilities	✓		No	✓		This policy should reference a street or utility master plan. Define "feasible."

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 6.3.5.7: Require, as feasible, new development to landscape adjacent freeways and railroad rights-of-way	✓		Yes		✓	
Policy 6.3.5.8: Aggressively negotiate with CalTrans to develop a comprehensive landscape plan for freeways	✓		Yes		✓	
<i>Section 6.4: Historical/Cultural Resources</i>						
Policy 6.4.6.1: Update 1985 historic survey	✓ In process		No		✓ I	This policy is vague and does not indicate what should be included in the 1985 survey update. The supporting text in the General Plan is sketchy.

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Policy Matrix

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 6.4.6.2: Complete National Historic Register nominations for eligible sites	✓ In process		Yes	✓ I		This should not be a policy. It is a directive. It is also vague as to which eligible sites it is referring.
Policy 6.4.6.3: Implement the Historic Preservation Ordinance	✓		Yes	✓ E		If a Historic Preservation Ordinance already exists, why is there a need for a policy implementing it?
Policy 6.4.6.4: Develop a Specific Plan for adaptive reuse of the Guasti Winery as specialty commercial	✓		Yes	✓ C		
Policy 6.4.6.5: Develop a Specific Plan for Hofer Ranch which protects historic resources	✓		Yes	✓ C		
Policy 6.4.6.6: Maintain the Museum of History and Art	✓		Yes		✓	
Policy 6.4.6.7: Explore the development of a Tree Preservation Ordinance	✓		No	✓ E		The City has a Tree City USA designation, and a Street Tree Master Plan which implements this policy.
Policy 6.4.6.8: Explore the development of a "Heritage Park" for location of historic structures	✓		Yes		✓	

Aesthetic, Cultural, Open Space, and Recreational Resources Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 6.4.7.1: Through the Development Code, ensure art in public places is provided for new development	✓		Yes	✓	E	
<i>Section 6.5: Libraries</i>						
Policy 6.5.8.1: Seek supplemental funding for library expansions	✓		Yes		✓	This policy is implemented on page 301 of the CIP.

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Section 7: Community Development Element Overview

Element Overview

The Community Development Element contains five sections: Existing Land Use, Issues Summaries, Land Use Goals and Implementation Policies, Land Use Designations and Land Use Policy Map, and Goals and Policies for Downtown and East Holt Boulevard. All of the sections contain issue summaries, while only two sections actually contain policies.

This Element contains sixty-seven (67) policies, of which fifty-two (52) or 78% were implemented. Generally, the intent of the policies was clear; however specific implementation responsibility and methods of implementation were not identified.

The Existing Land Use section provides a detailed description of the Citywide existing land uses; including a map of the City which geographically divides it into community Planning Areas. What is not provided is a map indicating the distribution and location of land uses. The City currently has a General Plan Land Use Map; however this map is not included in the text of the General Plan document. As part of the General Plan Update, it is recommended that a General Plan Land Use Map be included within the General Plan document to facilitate a clearer understanding of the land uses, and to ensure compliance with State of California General Plan Guidelines.

The Issues Summaries describes issues which constrain development opportunities and issues which are related to growth and development. The constraints are divided into three general types: environmental resource constraints, including water

quality, historic buildings and significant landforms; health and safety constraints such as flooding, seismic hazards, noise and pollution; and economic/service constraints which are constraints to development which stem from increased costs for required infrastructure. These issues are only summarized in the Community Development Element, as they are addressed in more detail in their primary issue Element. The Growth and Development Sub-section identifies issues determined as a result of a General Plan Questionnaire, and as a result of discussion with City staff and members of the General Plan Advisory Committee. These issues include the areas of high density development, economic development, jobs/housing balance, and rapid/fragmented growth.

Although the Issues Summaries section is thorough in its presentation of issues, it does not present a common vision or goal for the future growth of Ontario. Each of the individual summaries is self-contained, and there is not a clear understanding of how they relate, or how their resolution would contribute to a common vision for the future of Ontario.

The Land Use Goals and Implementation Policies section describes itself as providing the framework for future land use planning and decision-making in Ontario, and indicates that it is based on the information provided in the prior sections of the Community Development Element, as well as the concerns of Ontario's citizens. Although the goals and policies are typically clear in their content, the issues and the policies are not presented in a logical sequence, making them appear disjointed, often lacking an intended outcome. Since the goals and policies do not always directly represent the supporting text

presented in previous sections, and instead may be reflective of a concern expressed by Ontario's citizens, detailed issues are introduced without context, leaving the reader to only surmise the original issues and/or the proposed results.

The Sub-section which addresses Land Use Designations and the Land Use Policy Map clearly presents the land use designations and accompanying population standards and building intensity as required by State law. Although it references the Land Use Policy Map which is also required by State Law, no map is included in this section.

The Land Use Designations and the Land Use Policy Map section discusses three designations which are intended to identify unique areas of the City which require special attention. These three areas are as follows: the Grove Avenue Corridor Business Park, the Town Center Study Area, and the East Holt Study Area. This Sub-section describes the intended vision for the Grove Avenue Corridor Business Park, including types of uses, proposed intensities, and proposed building height. Yet when presenting the Town Center Study Area and the East Holt Boulevard Study Area, land use and development criteria are not identified, instead indicating that the land use and development criteria have been defined in detail by the Ontario Redevelopment Agency. Since redevelopment plans are required to be consistent with a city's general plan, the General Plan Update will need to address this issue by providing more detailed information as to existing and proposed land use and intensity.

Finally, the Land Use Designations and the Land Use Policy Map section ends with a brief paragraph which indicates that the Land Use Policy Map is provided in a pocket in the back of the document. Because of this original design whereby the Land Use Policy Map is not an integral part of the Ontario General Plan,

subsequent copies of the General Plan do not include this pocket, resulting in a General Plan which loses its visual effectiveness, and which is no longer consistent with State Law. This paragraph also provides the total buildout population and unit projections for the City of Ontario. This information is unrelated to the Special Areas Sub-section within which it is located, and appears as an afterthought in the document.

The final section of the Community Development Element is entitled Goals and Policies for Downtown Ontario and East Holt Boulevard. These goals and policies are separated from the remainder of the Community Development Goals and Policies, which are located twenty pages prior to these. They are introduced as being under the direction of the Ontario Redevelopment Agency, and are incorporated into the General Plan. As discussed above, since Redevelopment Plans are required by State Law to be consistent with a city's general plan, this order of consistency needs to be reversed as part of the General Plan Update. Additionally, these goals and policies should be integrated into the remainder of the goals and policies, so that the Community Development Element reads as a consistent document.

Consistency with Other Documents

State of California General Plan Guidelines

In comparing this Element with the State of California General Plan Guidelines, the Community Development Element is generally consistent with State law. The Element needs to include a Land Use Map, which acts as a



Policy Matrix

general guide to the distribution of land uses in the City of Ontario.

Ontario Redevelopment Plans

Assumptions for the Ontario Redevelopment Plans are incorporated into the General Plan.

Recommendations:

- In several locations within the Community Development Element, the City's Redevelopment Plans are referenced as if it were the dominant document. Since Redevelopment Plans are required by State Law to be consistent with a city's general plan, the order of consistency needs to be reversed as part of the General Plan Update.
- The Land Use Map needs to be incorporated into the General Plan document so that it will not become lost as future copies are made.
- Goals and policies in the General Plan Update will need to provide clearer implementation measures.
- Prior to preparing a Community Development Element, identify a common vision for the City of Ontario.

Community Development Element Matrix						
Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Section 7.3: Land Use Goals and Implementation Policies						
Policy 7.3.1.1: Permit only new development compatible with the existing and planned growth of the Ontario Airport, consistent with the Airport Environs Element	✓		Yes	✓ _I		Development consistent with the General Plan is already required by law.
Policy 7.3.1.2: Encourage a variety of residential uses, types and densities to meet varied housing needs	✓		No		✓	Found in Development Code Pg. 14-2 does not indicate standards with which to measure variety and type of housing.

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Policy Matrix

Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 7.3.1.3: Through elements of design utilize Ontario's arterial highway corridors to maintain the connectivity between the city's res. neighborhoods and employment centers		✓ ₃	No		✓	
Policy 7.3.1.4: Manage growth while considering the ability of the City, special districts and utilities to provide needed public facilities and services	✓		No		✓	Policy should reference master plans.
Policy 7.3.1.5: Require new development to pay its fair share to conform with State law for public facilities and infrastructure	✓		No	✓ _I		Policy needs to be clarified regarding the requirements of law.
Policy 7.3.1.6: Encourage the use of existing and new financial mechanisms to fund necessary public facility improvements when appropriate	✓		No		✓	Found in 5 Year CIP, Pg 43. Policy gives unclear direction. The term "appropriate" is not measurable.

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.3.1.7: Pursue annexations to the City which benefits the citizens of Ontario, to promote quality of life and improve the City's economic base	✓		Yes		✓	This policy has been implemented through the creation of the New Model Colony.
Policy 7.3.2.1: When appropriate, require development proposals to prepare fiscal studies	✓		No		✓	Policy needs to clarify what is meant by “appropriate”.
Policy 7.3.2.2: Use fiscal impact analysis to determine the effect of the project to provide adequate public facilities and services for determining appropriate conditions of approval		✓ ⁵	Yes		✓	The City has adopted a Development Impact Fee in place of this policy.

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Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 7.3.3.1: Facilitate the integration of regionally beneficial land uses with local land uses	✓		Yes		✓	This is implemented on a case-by-case basis.
Policy 7.3.3.2: Require adequate buffering between potentially incompatible land uses	✓		No	✓	E	Found in Development Code Pg. 17-3 & 14-5. This policy should indicate how it is adequately determined and what it is based on.
Policy 7.3.3.3: Actively pursue the relocation of existing truck stops to areas of Planned Industrial in the northeast portion of the City. All attempts should be made within 3-5 yrs.		✓ ₆	Yes		✓	
Policy 7.3.4.1: Through preparation and implementation of a new Historic Preservation Ordinance, conserve and upgrade the condition of Ontario's oldest home	✓		Yes	✓	I	Found in Development Code Article 26.
Policy 7.3.4.2: Regulate the mass, height, setback, density and architectural compatibility of permitted infill units through the Development Code	✓		Yes	✓	E	

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.3.4.3: Retain and promote the SFR character along Euclid Avenue with the exception of the Town Center	✓		Yes		✓	
Policy 7.3.5.1: Implement improvement policies established for the Town Center and East Holt Boulevard	✓		Yes	✓ _I		Some of the improvement policies have been implemented, but not all of them.
Policy 7.3.5.2: Strengthen the commercial appeal of downtown by encouraging specialty retail shops, restaurants, and cultural & ent. facilities	✓		Yes		✓	Policy is not result oriented.

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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.3.5.3: Support development of projects which will increase daytime and nighttime population of downtown	✓		Yes		✓	University of La Verne, Chaffey College, live/work units.
Policy 7.3.5.4: Support and encourage development of mixed use projects, which combine residential uses commercial uses in a planned environment	✓		Yes		✓	Found in Development Code Pg 14-20.
Policy 7.3.5.5: Plan for the future expansion of the Civic Center to accommodate city, county, state and federal offices	✓		No		✓	
Policy 7.3.6.1: Support and assist efforts to establish regional shopping facilities within the City of Ontario	✓		Yes		✓	The Ontario Mills.
Policy 7.3.6.2: Permit existing neighborhood convenience stores to remain subject to code limitations on expansion and/or replacement	✓		Yes		✓ E	

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.3.7.1: Encourage a pattern of land uses to establish an economic base which provides sufficient jobs for people who live and work in Ontario	✓		Yes		✓	
Policy 7.3.7.2: Require new S.P.'s and revisions to existing SP's which include com. and/or ind. dev. to demonstrate compatibility with the Goals and Policies of the G.P	✓		Yes	✓ _I		
Policy 7.3.7.3: Through the Development Code, set criteria for a ceiling on the % of warehouse space in new industrial and business parks		✓ ₆	Yes	✓ _E		

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Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 7.3.7.4: Through the Development Code, establish building height, mass and lot coverage criteria to limit the size and scale of warehouses built with other uses	✓		Yes	✓ E		Found in Development Code Pg. 17-3, Table 17-2.
Policy 7.3.7.5: Support and encourage timely construction of the new passenger terminal at Ontario International Airport	✓		Yes		✓	
Policy 7.3.7.6: Support and encourage construction of a convention center convenient to Ontario International Airport	✓		Yes		✓	
Policy 7.3.7.7: Increase employment potential for working women by providing child care facilities near work centers		✓ ₁	Yes		✓	
Policy 7.3.7.8: Encourage locating higher employment generators within Ontario's industrial areas	✓		Yes		✓	Found in Development Code Pg. 16-1.

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.3.7.9: Promote higher quality architectural design in new commercial and industrial buildings	✓		Yes	✓	E	Found in Development Code Pg: 17-9, 16-14.
Policy 7.3.7.10: Establish adequate development standards for new industrial projects that will anticipate and facilitate the ultimate conversion of uses to higher employment generators	✓		Yes	✓	E	Found in Development Code Pg. 17-1 (f).
Policy 7.3.8.1: Work with the Ontario Chamber of Commerce to encourage major employers to implement child care programs for their employees		✓ ₃	Yes		✓	

*** If NO, list reason from choice below:**

1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
3. Responsibility was not assigned
4. Lack of City authority or change in law
5. Lack of continued relevance and/or obsolete
6. Does not support current city policy
7. As written policy/action cannot be implemented, e.g. "statement of fact" or "goal" rather than policy or action
8. Duplicates another/action in another section/area identify duplicated item
9. Conflicts with another policy/action-identify item
10. Unknown

**** If YES, select from the choices below:**

- A. Council Goals
- B. Annual Operating Budget
- C. Master Plan
- D. Consolidated Plan
- E. Development Code
- F. Capital Improvement Program
- G. Redevelopment Project Areas
- H. Document/Policy of another agency endorsed by the City
- I. Other
- J. Unknown



Policy Matrix

Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.3.8.2: Explore additional child care facility dev. throughout the City, at local school sites, community center and park sites, City-owned sites	✓		Yes		✓	
Policy 7.3.8.3: Explore the feasibility of subsidized child care by investigating funding sources from both public and private sectors		✓ ₁	Yes		✓	
Policy 7.3.8.4: Institute procedures which clarify and stream-line the City's permit and entitlement process for projects that include child care facilities	✓		Yes	✓ _E		The City's permit and entitlement process is streamlined, but not just for childcare.
Policy 7.3.8.5: Encourage the inclusion of child care facilities in new development projects through the development of incentive programs		✓ ₁	Yes	✓ _I		

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.3.9.1: Site plans approved prior to adoption of the 1992 GP and diligently pursued to completion shall not be subject to the new GP unless the site plan expires or is amended	✓		Yes	✓ _I		“Diligently pursued” is very subjective.
Policy 7.3.9.2: Require all approved site plans which, because of the adoption of the 1992 GP are no longer in compliance with a GP goal or policy concerning health or safety to be brought into compliance with the new GP	✓		Yes	✓ _E		

*** If NO, list reason from choice below:**

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Policy Matrix

Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
<i>Section 7.5: Goals and Policies for Downtown Ontario and East Holt Blvd.</i>						
Policy 7.5.DT-1: Promote a mix of uses that balances the needs for com., res., gov., edu. and cultural uses in Downtown Ontario	✓		Yes		✓	Found in Development Code Sec. 9-1.1640 links to ordinances 2787 and 2788 Downtown Development Guidelines Pg. 12.
Policy 7.5.DT-2: Actively promote a concentration of specialty retail type uses into a compact retail core in the downtown area	✓		Yes		✓	Found in Development Code Sec. 9-1.1640 links to ordinances 2787 and 2788 Downtown Development Guidelines Pg. 12.
Policy 7.5.DT-3: Accommodate future government space needs by expanding City Hall and county facilities	✓		Yes		✓ F	Found in the Master Facilities Plan pg. 202 (planned for 06-07 no location). City Hall, not the County facilities.
Policy 7.5.DT-4: Allow for the further expansion of the Civic Center Complex, as additional space is needed, south across East Holt Boulevard to the railroad tracks	✓		Yes		✓ F	Found in the Master Facilities Plan pg. 202 (planned for 06-07 no location). Museum.

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.5.DT-5: Preserve the areas along Euclid for future expansion of office uses and for additional downtown, retail, com. activities located on the 1st floor	✓		No		✓	Found in the Downtown Development Guidelines
Policy 7.5.DT-6: Locate uses, design streets, open spaces, and the buildings which front these spaces to promote greater pedestrian activity downtown	✓		Yes		✓	Found in the Downtown Development Guidelines Pg. 14.
Policy 7.5.DT-7: Promote mixed use developments along Euclid and Holt in the retail center west of Euclid and along "B" St. in the Civic Cent. Comp.	✓		Yes		✓	Found in Development Code 9-1.2325.

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Policy Matrix

Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.5.DT-8: Create strong relationships between the Civic Center Complex, Specialty Retail Center and Euclid by developing "B" St. as a pedestrian oriented retail street	✓		Yes		✓	Found in Downtown Development Guidelines Pg. 15.
Policy 7.5.DT-9: Provide opportunities for recreational and other leisure activities for all age groups in the downtown	✓		No		✓	Policy is vague as to desired end product. The City has expanded Senior Center and Library.
Policy 7.5.DT-10: Allow for the retention of existing land uses that are compatible with the new development to whatever extent possible	✓		No		✓	This policy is too vague for successful implementation.
Policy 7.5.DT-11: Preserve, where feasible, buildings of historic or architectural value to the community	✓		No		✓	Found in Downtown Development Guidelines Pg. 20. The term "feasible" is very subjective.

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.5.DT-12: Preserve the existing SFR neighborhood N and E of the downtown as an attractive, low-density neighborhood	✓		Yes		✓	Found in the Downtown Development Guidelines Pg. 152.
Policy 7.5.DT-13: Provide for the expansion of edu. and cultural facilities in the downtown, particularly the area S of W Holt between Euclid and Vine		✓ ₆	Yes		✓	The current City policy is to encourage these uses in the Downtown, closer to the Civic Center.
Policy 7.5.DT-14: Encourage retail and entertainment uses that will draw people to the downtown in the evening and on weekends		✓ ₂	Yes		✓	

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Policy Matrix

Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.5.DT-15: Promote the downtown as an office center for administrative, professional, and financial services	✓		Yes		✓	A three-story office is being processed for the corner of Holt and Euclid.
Policy 7.5.DT-16: Provide for attractive, medium and high density housing in the downtown that will enhance the specialty, entertainment, and cultural activities in the downtown	✓		No		✓	The policy is not clear on how the City should provide for the housing.
Policy 7.5.DT-17: Develop housing to a quality to which it can compete successfully in an "upscale" housing market		✓ ₂	No		✓	A quality housing project is in the conceptual stage. An RFQ has been distributed to developers.
Policy 7.5.DT-18: Develop housing to serve both young and senior households		✓ ₈	No		✓	Found in Housing Element Pg 47. Not within the Downtown, but within the City.

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.5.DT-19: Develop a center offering a broad range of auto repair and maintenance services convenient to downtown employees. The center is proposed for the area south of E Holt, E of Campus. Detailed design guidelines and land use policies are set forth in the E Holt Dev. Guide	✓	5	Yes	✓	I	
Policy 7.5.DT-20: Provide for 1st floor, pedestrian-oriented, retail uses along Euclid, "B" St., and Holt. Two types of retail frontage should be created: Primary and Secondary Retail Frontage (Both Defined)	✓		Yes		✓	A marketing study has been prepared to identify primary and secondary retail potential.

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Policy Matrix

Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.5.DT-21: For new development establish a minimum setback of 50 ft from existing or new pipelines. The City will encourage consolidation of properties subject to this requirement	✓		Yes	✓	E	Found in Development Code 9-13.1710 Table 17-2. Too specific to be a policy.
Policy 7.5.EH-1: Promote a mix of uses for an adequate tax base, accommodating traffic, and improving community appearance	✓		Yes		✓	
Policy 7.5.EH-2: Promote land use development which takes advantage of the vacant sites adjacent to the Airport and the freeway access from I-10 at Vineyard and Archibald.	✓		No		✓	This policy is not clear as to how the city should take advantages of vacant sites. Hotels were built.
Policy 7.5.EH-3: Encourage the consolidation and redevelopment of small, underutilized lots into larger scale, attractive developments	✓		Yes		✓	This is accomplished on a case-by-case basis.

Community Development Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.5.EH-4: Actively promote the consolidation of parcels for a neighborhood/ community shopping center on the NW corner of E Holt and Grove Ave.	✓	2	Yes	✓		
Policy 7.5.EH-5: Assist in the development of an auto service center on the south side of E Holt between Campus and Bon View Avenues	✓	6	No	✓		Policy is not clear what “assist” means.
Policy 7.5.EH-6: Require right-of-way dedication and street frontage landscaping as a condition of development approvals along East Holt	✓		Yes	✓	E	

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Policy Matrix

Community Development Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 7.5.EH-7: Discourage reinvestment on marginal parcels and limit reinvestment if development proposals impede assemblage into larger more economically viable sites	✓		No		✓	No clear direction is given. This is implemented on a case-by-case basis.

Section 8: Infrastructure Element Overview

Element Overview

The Infrastructure Element of the General Plan includes seven sub-sections of analysis, and due to the range of topics included, represents the most eclectic Element of the Ontario General Plan. There are a total of seventy-eight (78) policies in the Infrastructure Element, fifty-two (52) or 67% of which were implemented. Generally, the policies for the entire Element are vague, and are often not clearly reflective of the accompanying text.

Although the goals and policies for Water Sources and Supply do not adequately reflect the issues identified in the accompanying text, this sub-section is written in sufficient detail to address issues relating to water sources and existing supply. Other areas pertaining to water, including water quality and future water supply, are not adequately discussed. Examples of these deficiencies include the lack of a map and accompanying discussion regarding the three contaminated plumes subsequently discussed in the 2000 Water Master Plan, and the lack of identification and discussion of protection of water from the sources of pollution. Finally, the Water Sources and Supply section does not sufficiently address the issue identified in the text regarding water usage, which is increasing faster than anticipated and as a result is exceeding projected usage.

Wastewater System and Treatment contains a summary of operations. No issues are described. The Goal is broad, while the Policies are relatively specific. Although no system deficiencies are identified, Policy 3.3 states “Continue to give priority to improvement of significant deficiencies in the existing system over new facilities to serve undeveloped areas of the City,” implying

some level of existing deficiencies within the City’s wastewater system. This issue will need to be further explored as part of the General Plan Update, as a result of the recently revised State General Plan Guidelines, which identify the need for “environmental justice”, whereby services and benefits are equally distributed within a community. Additionally, there is no discussion regarding existing and future system capacity in relation to land use projections. A brief discussion of water reclamation is included; however the issue is never fully developed. A more detailed discussion of water reclamation is located in the Natural Resources Element.

Solid Waste Disposal contains a summary of the Millikan landfill operations and the County’s plans for post-closure operations at the site. No issues are identified. A single, broad Goal is identified. Finally, although sufficient text is written regarding the Millikan landfill, the specific location is not graphically represented. Although the Millikan landfill has subsequently been closed, any remaining issues regarding hazardous materials or future land use restrictions will need to be addressed in the General Plan Update.

Flood Control is listed as a sub-section of the Infrastructure Element, however it is provided in a summary format since a majority of the discussion regarding flood control is located in the Hazards Element under the sub-section of Flood Hazards. Flood control problems are identified as a major focus of capital improvements, but no further information is provided. There is no analysis provided regarding existing and future land use in relation to flood control system capacity or required improvements. As previously discussed in the



Policy Matrix

Wastewater sub-section, the recently revised State General Plan Guidelines identify the topic of “environmental justice”, whereby services and benefits are equally distributed within a community. This issue will need to be further explored as part of the General Plan Update, as it relates to the location and distribution of future flood control improvement projects. Finally, the goal and supporting policies do not reflect the flood control issues facing the City, and instead are vague and general.

Schools are discussed in detail, with the individual districts’ boundaries and distinct issues clearly identified. The goals and policies do not reflect the same level of detail, and are generally more generic in nature. This section will need to be updated as part of the General Plan Update to better reflect the more recent issues facing Ontario and the Ontario schools.

An issue alluded to in the Police section relates to facility needs for police headquarters. The Goal identifies the desire to provide adequate police protection, but the policies deal with facility needs, enforcement of the building code, and police review of proposed new development. Only one policy addresses personnel and equipment needed for adequate police protection. Service levels, response times, and other service related topics are not mentioned. In order to better support the Development Impact Fee for future police needs, the Updated General Plan should include more detailed information regarding standards for service levels, response times and other service related issues.

Although a logical assumption would be to evaluate the demand for fire services in the same element that addresses police demand, issues relating to Fire are located in the Hazards Element of the General Plan. The Hazards Element discusses fire threats, and introduces the issue of fire response times and the need for new facilities. However, the level of detail necessary to support the

Development Impact Fees for fire service demands and facility needs is not provided.

The Circulation section of the General Plan is thorough in its analysis of the existing and future circulation system for the City of Ontario. It is divided into the following specific categories: Streets and Highways, Transportation Demand Management, Transportation Terminals, the Ontario International Airport, and Trucks. Some of these categories are further divided into issue areas, in order to clearly identify issues facing the City in the future.

Streets and Highways provides a clear identification of the street classification system, and a detailed discussion of issues relating to the existing roadway system; which includes three major regional freeways, a densely designed grid system in the west half of the City which includes few major streets, and a circulation system for the eastern portion of the City which is comprised primarily of major streets, with a sparse grid system which is disconnected primarily because of the central location of the Airport, leaving Holt and Mission as the only major east-west streets. Existing traffic problems and deficiencies are clearly identified, and future traffic conditions are discussed. Finally, improvements are identified to alleviate future traffic problems and congestion. Goals and policies for Streets and Highways are adequate, although they do not always reflect the discussions in the issues portion of this section. For example, a policy recommendation is to “...Promote the development of a People Mover system in the City...around Ontario International Airport...” however, this topic is not discussed in the accompanying text. The Special Studies discussion is also clear, in that it identifies

specific geographic locations that require additional focus, and suggests the scope of analysis for future studies.

Public Transit is almost too specific in that within its discussion of Current Transit Service it identifies each Omnitrans route by Route Number. The future transit services are discussed, including potential locations, and improved connections to regional bus services are also identified.

Transportation Demand Management and Bicycle and Pedestrian Facilities are written in a more generic manner, and appear to be supporting text regarding future recommendations for alternative methods of transportation management beyond increased road capacity. However, one policy relating to Transportation Demand Management is out of character in its specificity, in that it requires that a traffic impact analysis be prepared for all new development greater than 10,000 square feet, with financing plans where needed.

Transportation Terminals are discussed in detail relating to buses and rail, and it is in this section that the potential for a people mover (as discussed above) is first introduced as an option. Goals and policies for this section are clear and are related to the accompanying text. Railroads are also presented in sufficient detail; however there are not accompanying goals and policies directly relating to the text. Instead one goal and one policy are located on the last page of the Infrastructure Element, subsequent to a discussion regarding the Ontario International Airport, and Trucking.

The Ontario International Airport is discussed in detail, as is a Master Plan which predicts expansion to twelve million passengers per year by 1995, involving a relocation of the passenger terminal to the east. Additionally, a Ground Access Program, the

accompanying funding and the project phasing is presented. With the more recent plans for additional expansion of the Ontario International Airport, this issue will again need to be revisited as part of the General Plan Update.

An entire section of the Circulation Sub-section is devoted to trucks as a result of the truck traffic anticipated as a result of the Airport expansion and the industrial park uses planned in eastern Ontario. This section is brief and does not expand on the issues, beyond the presentation of the issue that a substantial amount of truck traffic is anticipated. As a result, the associated goals and policies are vague.

Consistency with Other Documents

State of California General Plan Guidelines

In comparing the Infrastructure Element of the existing General Plan Guidelines to the recently revised State of California General Plan Guidelines several issues need to be addressed in the General Plan Update. They are as follows:

- A map and accompanying discussion should be included identifying the contaminated water plumes.
- A discussion needs to be included regarding protection of the quality of future water supply
- A discussion regarding future water usage, and how to ensure sufficient future water supply when the water usage for Ontario is increasing faster than anticipated and exceeding projected usage. State of



California Guidelines requires that the future water needs be addressed, in relation to land use projections.

- With the recent inclusion of environmental justice within the General Plan Guidelines, the City will need to more clearly address the issue of equal assistance in the area of water system improvements.
- The location of landfills is required to be provided in the General Plan. A map identifying the location of the closed Millikan landfill should be included.
- An analysis is required by State Guidelines which addresses existing and future flood control system capacity.

Water Master Plan

Although the Water Master Plan is consistent with the 1992 Ontario General Plan, it was prepared in the year 2000, which is eight (8) years after the adoption of the General Plan and addresses issues that were not analyzed in the City's General Plan, such as water quality and future water supply. The water generation rates assumed in the Water Master Plan are consistent with the General Plan growth projections.

Sewer Master Plan

The Ontario General Plan is based on a 1981 Sewer Master Plan, which was updated in 1995, after the adoption of the 1992 General Plan. Similar to the Water Master Plan, issues are identified in the Sewer Master Plan which should have been identified in the Ontario General Plan, such as existing and future system capacity. The wastewater generation rates and growth assumptions are consistent with the assumptions in the General Plan.

Storm Drain Master Plan

Ontario's Storm Drain Master Plan was prepared in 2003, and identifies significant deficiencies in the west of the Cucamonga Creek Channel, which were not clearly identified in the existing Ontario General Plan. It is not clear whether the Storm Drain Master Plan is based on the ultimate buildout of the City's General Plan.

Five-year Capital Improvement Program

The General Plan generally identifies infrastructure issues for storm drain, wastewater and water; however it does not address future capacity or infrastructure needs. The subsequent storm drain, sewer and water plans are much more detailed and provide individual capital improvement programs for each of the programs. The City's Five-year Capital Improvement Program reflects improvements identified in the Master Plans, although improvements identified for the Storm Drain Master Plan do not adequately respond to the level of need for the City. As indicated in the Storm Drain Master Plan, this is as a result of a lack of a dedicated funding source; due to the failure of several Countywide ballot measures to sell bonds for completion of regional flood control facilities and major storm drain facilities within the City. The City of Ontario collects Infrastructure Impact Fees, however there is very little vacant land in the Old Model Colony. Without additional infill development from which to collect these fees, sufficient funds cannot be accumulated.

Master Plan of Streets

The existing General Plan provides a policy which recommends the updating of the Master Plan of Streets. This should again be updated upon completion of the General Plan Update.

Recommendations:

- Maintain a close linkage between the General Plan and the Water Master Plan. The 2000 Water Master Plan future water demand forecasts are based on land use and intensity factors defined in the 1992 General Plan and the Land Use Plan for the New Model Colony. Therefore, if any land use assumptions change as part of this General Plan Update, the Water Master Plan will need to be updated to reflect these changes, as will the associated Development Impact Fees.
- Development of specific water quality management goals and policies for various forms of new development and redevelopment should be included as part of the General Plan Update. Such goals and policies should address project level as well as cumulative or citywide runoff impacts. This is required to comply with the terms of the Area Wide Urban Storm Water Runoff Permit.
- As part of the General Plan Update, Ontario should develop General Plan goals and policies regarding water quality protection and management of urban runoff. There are many approaches to this issue and there are costs and benefits associated with each. The General Plan Update provides an opportunity for the City to evaluate the options to determine which work best for the City of Ontario.
- Maintain a close linkage between the General Plan and the Sewer Master Plan. The 1995 Sewer Master Plan forecasts system demands based on factors defined in the 1992 General Plan. Any changes in the factors should be reflected in an amendment to the Sewer Plan, as will the associated Development Impact Fees.
- The provision of infrastructure services for the New Model Colony will need to be reflected in the General Plan Update.
- With the recent inclusion of the issue of environmental justice within the General Plan guidelines, the City will need to more clearly address the issue of equal assistance in the area of infrastructure needs and improvements.
- In order to better support a Development Impact Fee for Fire, it is suggested a more thorough discussion be included regarding demand for service standards and needs.
- Maintain a close link between the General Plan and the Master Plan of Streets. Any changes in the Circulation Element should be reflected in Ontario's Master Plan of Streets.
- As part of the General Plan Update, the City should determine how to successfully integrate the regional transportation facilities into the City's transportation system so they bring economic and other benefits to the City without causing disproportionate impacts on the local community.



Policy Matrix

Infrastructure Element Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
<i>Section 8.1: Water Sources and Supply</i>						
Policy 8.1.1.1: Update the City's Water System Master Plan as needed	✓		Yes	✓ _C		The City's Water Systems Master Plan was updated August 2000.
Policy 8.1.1.2: Include water system improvements as needed in the City's Capital Improvements Program (CIP)	✓		Yes	✓ _F		Found in the CIP 03-04 Pg 256.
Policy 8.1.1.3: Continue to give priority to relief of significant existing water supply and distribution problems in developed areas over construction of new systems in developing areas		✓ _{5,6}	Yes		✓	Found in table in Water Master Plan (7-6) indicating allocation of funds. The City prioritizes projects as necessary.
Policy 8.1.1.4: Require financing plans for water system capital improvements in large developments as a condition of approval		✓ _{1,3,5}	Yes	✓ _F		This policy has been replaced by Development Impact Fees recently adopted by the City. Prior to development impact fees financing plans were not required for private development projects. The City did not want to be involved in determining adequacy of financing plans. Financing plans were developed for City sponsored public facility projects.

Infrastructure Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 8.1.1.5: Preserve existing aquifer recharge areas	✓ _{2,4}		No	✓		This is a regional program, not a City program. Ground water recharge functions have been accomplished within flood control detention basins as a secondary benefit. This policy implies preservation of all existing recharge areas. Policy should have more locational specifics regarding key areas of concern.
Policy 8.1.1.6: The City will adopt a landscape water conservation ordinance by January 1, 1993 as required by State law	✓		Yes	✓ _I		
Policy 8.1.2.1: Actively support local and regional water conservation programs	✓		Yes	✓ _I		City has prepared educational brochures on water conservation and has been supportive of IEUA efforts to optimize groundwater resources in the Chino Basin.

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- H. Document/Policy of another agency endorsed by the City
- I. Other
- J. Unknown



Policy Matrix

Infrastructure Element Matrix						
Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
<i>Section 8.2: Wastewater</i>						
Policy 8.2.3.1: Update the City's Sewer Master Plan	✓		Yes	✓ _C		A 1995 Master Plan was adopted. It was updated for the NMC in 2002.
Policy 8.2.3.2: Include sewer system imp. In City's CIP	✓		Yes	✓ _F		This policy should be expanded to indicate priorities.
Policy 8.2.3.3: Continue to give priority to improvement of significant deficiencies in existing system over new facilities		✓ ₅	Yes	✓ _F		The City does include existing improvements in the CIP, and prioritizes the project as necessary.
Policy 8.2.3.4: Reduce wastewater generation by developing minimum use standards	✓		Yes		✓	These standards should be linked to the water master plan. Implementation is found on pg. 20 of the Water Master Plan.
Policy 8.2.3.5: Work with CBMWD to reuse treated wastewater.	✓		Yes		✓	These standards should be linked to the water master plan. Implementation is found on pg. 20 of the Water Master Plan.
Policy 8.2.3.6: Require financing plans for sewer system CIP's in large developments	✓		Yes		✓	This policy should reference amending the Sewer Master Plan/Development Code to include this requirement.

Infrastructure Element Matrix						
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	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
<i>Section 8.3: Solid Waste Disposal</i>						
Policy 8.3.4.1: Expand recycling program to include multi-family, commercial and industrial uses. Use incentives	✓		Yes		✓	
Policy 8.3.4.2: Work with County on closure plan for Milliken	✓		Yes		✓	Milliken has been closed.
Policy 8.3.4.3: Encourage regional and statewide efforts to reduce solid waste	✓		Yes		✓	
Policy 8.3.4.4: Enforce vigorous recycling program in all city offices	✓		Yes		✓	

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Policy Matrix

Infrastructure Element Matrix						
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	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 8.3.4.5: Discourage Hagen Avenue access for the transfer facility		✓ ₅	No		✓	This is vague and unclear as to what was meant by “discourage.” The transfer station did not open at the Milliken site, and instead opened in the City of Fontana.
Policy 8.3.4.6: Provide solid waste recycling programs including MRF	✓		Yes	✓ _H		
Policy 8.3.4.7: Investigate the possibility of City-sponsored program to recycle yard waste	✓		Yes		✓	Implemented.
Policy 8.3.4.8: Encourage backyard composting	✓		Yes		✓	Implemented.
Policy 8.3.4.9: Encourage diversion of special wastes such as tires	✓		No		✓	
Policy 8.3.4.10: Support the local and regional development of California Integrated Waste Management Board’s Recycling Market Dev. Zones		✓ ₅	No		✓	The City did comply, but this is no longer relevant.

Infrastructure Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Section 8.4: Flood Control						
Policy 8.4.5.1: Include flood control system improvements as needed in the CIP	✓		Yes	✓	F	
Policy 8.4.5.2: Give priority to relieving deficiencies in the existing system over new facilities to serve developing areas	✓		Yes		✓	This policy was implemented in the Storm Drain Master Plan. New development has been required to “pay its own way” with respect to new infrastructure.
Policy 8.4.5.3: Require financing plans for flood control improvements in large developments, as a condition of approval		✓ 1, 3, 4	Yes	✓	E	This policy has been replaced by Development Impact Fees recently adopted by the City. Prior to development impact fees financing plans were not required for private development projects. The City did not want to be involved in determining adequacy of financing plans. Financing plans were developed for City sponsored public facility projects.

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Policy Matrix

Infrastructure Element Matrix						
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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 8.4.5.4: Where feasible, support and encourage multi-use of flood control facilities for open space and recreation uses such as bikeways and jogging paths		✓ ₃	Yes		✓	Not given any priority, so little staff attention devoted to this.
<i>Section 8.5: Schools</i>						
Policy 8.5.6.1: Notify SD's of proposed subdivision projects or development apps early in the review process for response by SD's	✓		Yes		✓	
Policy 8.5.6.2: Request that SD's indicate the level of facilities available to serve development projects requiring discretionary action		✓ ₈	Yes		✓	
Policy 8.5.7.1: Coordinate the planning and siting of school facilities, rec. facilities, child care centers, lib's and other public facilities to serve the future residents of the area	✓		Yes		✓	

Infrastructure Element Matrix

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	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 8.5.7.2: Coordinate efforts between the redev. and the Ont. Montclair SD to site an OMSD central kitchen, maintenance and support facility	✓		Yes		✓	
Policy 8.5.8.1: Work with the public facility providers to ensure that, public facilities are sited to serve present and projected residents	✓		No		✓	This is implemented as part of Development Impact Fees.
Policy 8.5.8.2: Use GP amendments to identify the general location of proposed schools and other complementary facilities	✓		No		✓ I	This policy is vague and unclear.

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	Yes	No*		Yes**	No	
Policy 8.5.8.3: Encourage the various local agencies, SD's and other jurisdictions to coordinate standards, policies and criteria for the funding and siting of school facilities		✓ 4	Yes		✓	State law restricts School Districts in the generation of capital fees.
Policy 8.5.8.4: Within Area III of the Airport Environs gives priority to sound attenuation of schools to better the learning environment		✓ 5	No		✓	There are currently no schools in this area.
Policy 8.5.8.5: Coordinate with Ontario Montclair SD to support, encourage and facilitate relocation of Bon View Elementary School	✓		Yes		✓	The school has been relocated.
Policy 8.5.9.1: Establish a task force w/ City staff, developers, and school reps to explore a partnership between the 3 parties to provide adequate school facilities and funding to upgrade and construct school		✓ 4	Yes		✓	

Infrastructure Element Matrix

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	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 8.5.9.2: Actively support efforts to increase funding for new school construction and improvements at inadequate existing facilities		✓ 4	Yes		✓	
<i>Section 8.6: Police</i>						
Policy 8.6.10.1: Study the feasibility of a new combined police/fire dept. in Town Center	✓		Yes		✓	This was studied, but was not implemented. A new police facility was built in the south of Ontario.
Policy 8.6.10.2: Provide an adequate site for new police facilities per ten-year plan	✓		Yes	✓ C		Implemented on page 17 of CIP.
Policy 8.6.10.3: Police shall continue to enforce the Ontario Building Security Code	✓		Yes	✓ E		Police are also involved in Conditional Use Permit, ABC and other associated reviews.

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Policy Matrix

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Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 8.6.10.4: The City shall add new personnel, equipment and facilities to protect additional population	✓		No		✓	This should be supported by standards. It is implemented in CIP and funded by DIF.
Policy 8.6.10.5: Continue Police Department review of proposed new development	✓		No		✓	Police's role in the development review process needs to be better defined.
Section 8.7: Circulation						
Policy 8.7.11.1: Implement a comprehensive, multi-model City Traffic Model to provide for ongoing transportation planning in the City and for justifying exaction		✓ _{1, 3}	Yes		✓	City staff has no resources to maintain and operate their own model, and do not believe it is necessary. They would prefer to use the (regional) SANBAG Comprehensive Transportation Plan Model when needed.
Policy 8.7.11.2: Require that new development be consistent with the provisions of the Countywide Congestion Management Program	✓		Yes		✓ _H	Those projects meeting CMP thresholds are required to complete a Traffic Impact Analysis (TIA) per SANBAG.

Infrastructure Element Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 8.7.11.3: Support the establishment of Transportation Management Associations (TMA's) in concentrated areas of employment in the City	✓		Yes		✓	Support does not mean require. Yes – supported, but none established.
Policy 8.7.11.4: Promote the development of a People Mover system, and explore linking such a system with other regional transit systems. This system is expected to center around the Ontario Airport and future development in that area		✓ 1, 3, 5	Yes		✓	Was implemented for a short period, but then dropped. People Mover technology has not been pursued. Concept of localized transit linkages between major activity centers remains valid, and is being addressed in the airport area to a degree by the currently ongoing Agricultural Preserve Transit Study. City staff suggests more specific transit goals are needed.

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	Was the policy implemented?			Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*	Yes**		No	
Policy 8.7.12.1: Discourage direct driveway access to arterial roadways	✓		Yes		✓	This Policy should be linked to the Development Code and Specific Plans.
Policy 8.7.12.2: Maintain at least a LOS D for roadway segments and at least LOS E for intersections on all streets whenever possible	✓		Yes		✓	GPU should look at revising standards (maybe LOS D for intersections also) and perhaps standards may vary by sub-area of City. This Policy should be linked to the development code and DIF program.
Policy 8.7.12.3: Maintain and rehabilitate roadways as necessary to preserve City streets whenever possible	✓		No		✓	City has comprehensive Pavement Management Program, supported by Council goals and policy and afforded high priority. Staff suggests policy should make broader reference to all transportation infrastructure including traffic signals. This Policy should be linked to council goals, the annual operating budget, and the CIP.
Policy 8.7.12.4: Pursue funding for transportation improvements from federal and state sources	✓		Yes		✓	This Policy should be linked to council goals, the annual operating budget, and the CIP.

Infrastructure Element Matrix

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	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 8.7.12.5: Analyze cost/benefit ratios measured in terms of expenditure vs. reduced delay in determining future publicly financed street improvements	✓ 1, 2, 3		Yes	✓		City has no institutional or procedural framework to implement policy, and no dedicated resources.
Policy 8.7.12.6: Institute all practical transit system management solutions before expending public funds to acquire additional right of way	✓		Yes	✓		General Plan not generally used as justification for implementing measures in this policy. This Policy should be linked to the CIP.
Policy 8.7.12.7: Maintain and improve circulation to and from Ontario International Airport by carrying out the recommendations of Ground Access Study	✓		Yes	✓ A, C, F, H		In conjunction with LAWA, Caltrans, and SANBAG.

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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 8.7.12.8: Update the Master Plan of Streets	✓ 3, 10		Yes	✓ C		Key issue. This needs to be done. There are current conflicts between GP and Master Plan of Streets. Apparently some work was done to implement this policy but it was never completed. Requires PC and CC approval but not a General Plan Amendment.
Policy 8.7.13.1: Coordinate with Caltrans to ensure that right-of-way is protected for future freeway widening	✓ 3, 5		No	✓		Staff report no direction received from Caltrans, and no plans for any future freeway widenings.
Policy 8.7.13.2: Monitor traffic growth around freeway interchanges to determine the need, for ramp improvements and additional right-of-way needs at freeway interchanges	✓		Yes	✓		CMP monitoring and TIA reports. This Policy should be linked to Streets Master Plan.
Policy 8.7.13.3: Actively support the County's Congestion Management Plan through participation on appropriate SANBAG committees	✓		No	✓ H		Staff suggests language should read "participate" rather than "support".

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	Yes	No*		Yes**	No	
Policy 8.7.13.4: Support and implement locally applicable portions of the Regional Mobility Plan and Air Quality Management Plan	✓		No. Too broad.	✓	H	Language in policy should refer to “provisions” rather than “portions.” Examples of implementation include: carpool lanes, CNG stations, EIR’s, and SCAG RTP consistency determinations.
Policy 8.7.13.5: Coordinate the development of Ontario’s circulation plan with adjacent cities and regional agencies	✓		Yes	✓	C, H	Coordination has occurred at local (cities), regional (SANBAG), state (Caltrans), and federal levels. Examples include commonality of arterial roadways in federal funding systems, TIA’s, CMP, area wide signal systems.

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	Yes	No*	Yes**		No	
<p>Policy 8.7.14.1: A traffic impact analysis shall be prepared for all new development projects greater than 10,000 gross square feet. If needed, financing plans for circulation improvements shall be developed as part of this analysis</p>		✓ 5	No		✓	<p>City currently has no TIA guidelines. City uses CMP trip thresholds for determining need for TIA, and CMP guidelines for TIA methodology. Threshold is far too low. Future thresholds should be trip based not sq. ft. based. Financing/ implementation plans have been implemented as part of project approvals. This policy should be linked to council goals, Streets Master Plan, the development code, and redevelopment project areas.</p>
<p>Policy 8.7.14.2: As part of a comprehensive trip reduction ordinance, define standards and requirements to promote reliance on alternative methods of commuting other than single occupant vehicles</p>	✓		Yes	✓ C, E		<p>City has a TDM Ordinance. Does not have major requirements for trip reductions. Applied as standard project conditions in Development Advisory Board reports. Implemented by Planning Department.</p>
<p>Policy 8.7.15.1: Actively encourage development of rail passenger stations within the County by working with the SANBAG, the Los Angeles Transportation Commission, and other local jurisdictions</p>	✓		Yes		✓	<p>Examples include: Metro link station, Amtrak station, high speed rail and Maglev lines. This Policy should be linked to council goals and appropriate SANBAG & LATC policies.</p>

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	Yes	No*		Yes**	No	
Policy 8.7.15.2: Require new development to fund transit facilities, such as bus shelter and turnouts, where feasible	✓		No		✓	This policy has only recently been implemented. Staff suggest this needs to be a higher priority in Specific Plans and on Site Plan Review.
Policy 8.7.15.3: Include pedestrian facilities in new developments where possible; in places where such plazas and connections can be effectively reduce automobile travel	✓		Yes		✓	Done for most new developments through Specific Plan and larger Site Plan review requirements. E.g. Ontario Mills. This Policy should be linked to Streets Master Plan and the development code.
Policy 8.7.15.4: Encourage bicycle riding through provision of a safe and efficient network of bike paths and bike lanes, particularly in newly developing areas	✓ (NMC)	✓ 3(OMC)	Yes		✓	Master Plan of Bikeways is included in GP, but not been given priority in OMC (difficulties of installing Class II Bike Lanes in OMC).

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	Yes	No*		Yes**	No	
Policy 8.7.15.5: Require provision of an accessible and secure area for bicycle storage at all new commercial and industrial developments	✓		Yes		✓	
Policy 8.7.16.1: Maintain on-street parking along Euclid Avenue	✓		Yes		✓	This Policy should be linked to the Downtown Ontario Design Guidelines.
Policy 8.7.16.2: Explore the feasibility of developing a transit center or transit street in the Town Center as development in the area intensifies	✓		Yes		✓	City has explored a number of sites. No transit center has been built yet, and no firm plans for one.
Policy 8.7.16.3: Coordinate plans with the City's Redev. Agency and regional transit agencies to develop a Multi-Modal Transit Center in Downtown Ontario, the Transit Center should serve both public and private transportation modes		✓ _{1,2}	Yes	✓	C, G, H	Some work has been done. Various separate plans have not come together to focus on one agreed location. Differences between City and Omnitrans on best location.

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	Yes	No*		Yes**	No	
Policy 8.7.16.4: Explore the feasibility of establishing a light rail transit linkage between Ontario International Airport and the Town Center	✓	1, 3, 5	Yes		✓	Policy no longer needed to City. Maybe relevant in the future.
Policy 8.7.17.1: Develop a comprehensive Transportation Mobility Plan to improve the movement of pedestrians, bicyclists, public transit, truck and automobile, freight, passenger rail, etc., within the City and region		✓	1, 3	No	✓	Policy does not have clarity or sufficient focus.

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	Yes	No*		Yes**	No	
Policy 8.7.17.2: Integrate the Transportation Mobility Plan w/the Congestion Management Planning process to identify and develop necessary transit services, and assist land-use and design decision making		✓ 1, 2, 3	No	✓	H	
Policy 8.7.17.3: Support the creation of a Transportation Management Association (TMA) in the Ontario International Airport area as a method to Develop and promote alternative travel modes		✓ 5	Yes		✓	Development did not occur in sufficient quantities to make this a priority need.
Policy 8.7.18.1: Assess the feasibility of promoting future rail service in areas planned for industrial uses. Such study can serve as the basis for a new Master Plan of Railroads or be in the Trans. Strategic Plan for Ontario		✓ 6	Yes		✓	No interest shown in this policy. City has actually done the opposite, and has relinquished or vacated a number of railroad right-of-ways in industrial areas.

(2001-2005) Housing Element Overview

Element Overview

The Housing Element (2001-2005) has been updated twice since the last update of the General Plan (1992). As a result, the document is timely and has some of the most recent demographic information available.

There are a total of thirty-nine (39) policies provided in the Housing Element, of which twenty-one (21) or 54% have been successfully implemented. All but two (2) of the remaining eighteen (18) policies have not been implemented because they are predicated on development of the New Model Colony, which is still in the planning stages and has not yet occurred.

The Housing Element is very comprehensive, including all necessary and required information. It contains Goals, Objectives, Policies, and most important, Implementation Strategies.

The Goals, Objectives and Policies are very clear. The four categories of Issues—Provision of Housing, Affordable Housing, Equal Opportunity Housing, and Housing Conservation—address the topics of most interest to Housing and Community Development (HCD), the State agency that sets requirements and oversees compliance with the requirements for all city and county Housing Elements.

While the Housing Element meets the standards prescribed by the State, in some cases, the objective sounds good, but may not be achievable. For example, how long can the City continue to maintain a supply of developable land to promote a diverse supply of housing to serve the housing needs of existing and expected

residents? Is the City willing to control the number of residential building permits it issues each year to maintain or ration the amount of developable land?

The Implementation Strategies are clear, extensive and useful. The strategies identify responsible agency, funding source, and a schedule, each aiding the City's success at implementation. The subsequent section, Implementation Tools, details the different funding programs mentioned in the Strategies section. This information is supplemental to the Strategies section, and while useful, may be best set aside as an appendix.

Table 50, which summarizes the goals of each of the City's housing programs, is unclear. It does not directly relate to the programs very clearly defined in the preceding text. While the table attempts to summarize all programs, including those in the Consolidated Plan and ABI290 Compliance Program, it uses Program terminology not previously used within the element. The table would be improved if the program names were consistent with those in other portions of the element.

Consistency with Other Documents

Redevelopment Project Area Descriptions

All of the City's five redevelopment project areas are consistent with the Housing Element. Although not all of the redevelopment project areas include substantial areas zoned for residential uses, each of the five project areas contributes twenty percent of the tax increment as housing set-aside dollars. Redevelopment Area 1 is primarily commercial and industrial, and does not include



areas for housing. The Center City Redevelopment Plan specifies an urban design component, which includes mixed-use development as well as specific residential areas. The Cimarron Redevelopment Plan does not specify housing type included within the plan area, but does state that housing is allowed consistent with the General Plan Land Use map. Redevelopment Area 2 specifically mentions that a mix of housing is to be included to many segments of the population. The Area 2 plan also specifies funding options to achieve goals to provide housing for low-income residents to include mortgage revenue bonds that will in turn provide low-interest mortgage financing for the residential units. The Guasti Redevelopment Plan is based on the Guasti Plaza Specific Plan, whose purpose is to establish a plan for the development of a high quality office, hotel and commercial center that would become a focal point for the City of Ontario.

Final Consolidated Plan-Five Year Plan

The purpose of the Consolidated Plan, which is required by federal mandate, is to match resources from the CDBG and HOME Investment Partnership with the needs of Ontario residents. The Plan includes a five year strategy, which identifies housing assistance program priorities. These priorities are included in the Housing Element, thereby making the Consolidated Plan consistent with the Housing Element. The content is based on 1990 Census data, and should be updated with the General Plan Update.

Final Consolidated Plan-Fiscal Year 2003-2004

The Final Consolidated Plan-Fiscal Year 2003-2004 is an annual action plan which outlines a one-year plan of the specific programs and projects, as well as a review of the previous year's

progress. This Plan is consistent with Housing Element goals and policies.

AB 1290 Compliance Plan

The AB 1290 five year plan establishes goals and objectives, specific programs; projects and expenditures for the five year period; and an explanation of how the goals, objectives and expenditures will eliminate blight. Additionally, AB 1290 requires that each redevelopment agency adopt an Affordable Housing Plan as part of the Five-Year Implementation Plan, which must be consistent with the City's Housing Element. The programs proposed for implementation of the AB 1290 Plan include: Home Ownership Assistance Programs, Acquisition Programs, Rehabilitation Programs, and "Other" Assistance Programs. These programs are summarized in the Housing Plan Summary of the Housing Element, along with programs supported by Federal HUD funds, CDBG funds and HOME funds.

Recommendations:

- Create objectives and goals that address specific issues within the City instead of general issues that may not reflect true conditions or values held by the City.
- Create a brochure, website information, marketing information for landowners and potential landowners regarding the land and funding opportunities that could be afforded to them as they redevelop their property—e.g., mixed-use potential in commercial areas, density bonuses for residential development, granny flats, streamlined

residential development, granny flats, streamlined planning incentives, a map of vacant and underutilized properties, and a summary of housing assistance programs.



Policy Matrix

Housing Element (2001-2005) Matrix					
Policy Number	Implementation		Clarity	Links	Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent	
	Yes	No*			
<i>Section 1: Provision of Housing</i>					
Policy 1A.1.1: promote in-fill housing on vacant land in neighborhoods and redevelop underutilized parcels	✓		Yes	✓ E, G, I	
Policy 1A.1.2: Promote compatible mixed-use projects in commercial designations	✓		Yes	✓ E, G, I	
Policy 1B.1.1: Provide for ultimate development of 20,396 single-family and 10,792 multi-family in NMC		✓ ₂	Yes	✓ _C	City has master planned some of the infrastructure for this area. City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 1B.1.2: Ensure densities and characteristics of residential projects fulfill intent of land use designations in NMC		✓ ₂	Yes	✓ _C	City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 1B.2.1: Require infrastructure to support anticipated residential development in NMC		✓ ₂	Yes	✓ _C	City has master planned infrastructure for this area. City is currently processing six specific plans for NMC, which have not yet been approved.

Housing Element (2001-2005) Matrix

Policy Number	Implementation		Clarity Does wording provide clear direction to users?	Links		Comments
	Was the policy implemented?			Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 1B.2.2: Maintain internal consistency of General Plan elements to provide for services and infrastructure in NMC	✓		Yes		✓	Should also link to CIP or Facilities Master Plans.
Policy 1C.1.1: Allow flexibility in types of units in master-planned and other planned developments in NMC		✓ ₂	Yes		✓ _C	City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 1C.1.2: Require development to include a mix of housing in NMC		✓ ₂	Yes		✓ _C	City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 1C.1.3: Encourage residential uses with compatible non-residential uses in NMC		✓ ₂	Yes		✓ _{C, E}	City is currently processing six specific plans for NMC, which have not yet been approved.

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1. Lack of Funding or Human Resources needed to implement (priority)
2. Other actions need to occur before implementation can occur
3. Responsibility was not assigned
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5. Lack of continued relevance and/or obsolete
6. Does not support current city policy
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10. Unknown

**** If YES, select from the choices below:**

- A. Council Goals
- B. Annual Operating Budget
- C. Master Plan
- D. Consolidated Plan
- E. Development Code
- F. Capital Improvement Program
- G. Redevelopment Project Areas
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Housing Element (2001-2005) Matrix						
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	Yes	No*		Yes**	No	
Policy 1C.1.4: Provide housing for upper-income residents by designating large-lot sites or high density adjacent to amenities in NMC		✓ ₂	Yes	✓	C, E	City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 1D.1.1: Ensure new development in NMC is functional, people friendly, innovative and creative		✓ ₂	Yes	✓	C, E	City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 1D.2.1: Ensure new development in NMC is integrated with residential neighborhoods		✓ ₂	Yes	✓	C, E	City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 1D.2.2: Encourage physical design elements to complement surrounding neighborhoods in NMC		✓ ₂	Yes	✓	C, E	City is currently processing six specific plans for the NMC, which have not yet been approved.
Policy 1D.2.3: Use design features common to both neighborhoods to transition differing design characteristics in NMC		✓ ₂	Yes	✓	C, E	City is currently processing six specific plans for the NMC, which have not yet been approved.

Housing Element (2001-2005) Matrix						
Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
<i>Section 2: Affordable Housing</i>						
Policy 2A.1.1: Promote second units/granny flats		✓ ₂	Yes		✓ _{E, G}	The City is currently studying to make them permitted uses.
Policy 2A. 1.2: Promote innovative construction, design and energy cons. techniques for affordable/attractive new housing		✓	Yes		✓ _I	This policy should be linked to the Development Code design standards.
Policy 2A.1.3: Promote home ownership opportunities through “silent seconds, interest write downs for first-time homebuyers		✓	Yes		✓ _G	Ontario cooperates with the County Housing Authority and non-profit groups. Ontario gave their bonding capacity to the County.
Policy 2A.1.4: Increase rehabilitation of residential units		✓	Yes		✓ _G	Grants/hardship loans up to \$50,000-30/yr. Emergency grants up to \$5,000 – 25/year.

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Housing Element (2001-2005) Matrix						
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	Yes	No*		Yes**	No	
Policy 2A.1.5: Develop programs for loss of assisted units due to market rate conversions	✓		Yes	✓	G	Case-by-case. Recently accomplished the extension of covenants on a refinance project.
Policy 2B.1.1: Designate sufficient vacant land with maximum densities for affordable housing in NMC		✓ ₂	Yes	✓	C	The City is processing six specific plans in the NMC, which have not yet been approved.
Policy 2B.2.1: Require Specific Plans in NMC to include a variety of housing types and densities		✓ ₂	Yes	✓	C	City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 2B.2.2: Allocate a portion of the City's regional housing need target to the New Model Colony		✓ ₂	Yes	✓	C	City is currently processing six specific plans for NMC, which have not yet been approved.
<i>Section 3: Equal Opportunity Housing</i>						
Policy 3A.1.1: Pursue available housing assistance programs to support development/purchase of housing to meet City's fair share	✓		Yes	✓	D, E, G	Recently awarded a HUD 202 grant, and a 9% tax credit.

Housing Element (2001-2005) Matrix

Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3A.1.2: Support innovative efforts in the provision of affordable housing and special needs housing	✓		Yes	✓ (Indirectly) - D, E, G		
Policy 3A.1.3: Implement regulatory actions that will advance production of affordable units	✓		Yes	✓ C,E		
Policy 3A.1.4: Increase the number of residential units for elderly or disabled	✓		Yes	✓ D, E, G		
Policy 3A.1.5: Address long and short term needs of the homeless	✓		Yes	✓ D, E		Ontario funds Project Hope and other programs for the homeless.
Policy 3A.1.6: Encourage development/acquisition of existing units for large families	✓		Yes	✓ E, G		Recently extended a 55 year covenant on a residential project which contained large family units.

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Housing Element (2001-2005) Matrix						
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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 3A.2.1: Remove regulatory constraints that impede equal opportunity housing	✓		Yes	✓	D, E	As required by State and Federal laws.
Policy 3A2.2: Support laws prohibiting discrimination in lending practices and the sale and rental of housing	✓		Yes	✓	D, E	
Policy 3A2.3: Resolve and reduce housing complaints on discrimination	✓		Yes	✓	D, E	Ontario funds a fair housing non-profit organization to address issues in Ontario.
Policy 3B.1.1: Encourage construction of elderly multi-family near Neighborhood Centers with access to transit etc. in NMC		✓ ₂	Yes	✓	C	City is currently processing six specific plans for NMC, which have not yet been approved.
Policy 3B.1.2: Encourage rental units for students near educational campus in NMC		✓ ₂	Yes	✓	C	
Section 4: Housing Conservation						
Policy 4A.1.1: Ontario Housing Authority shall continue to support rehabilitation in target neighborhoods	✓		Yes	✓	D, E, G	The CARES Program targets specific neighborhoods; however there is also a Citywide Hardship loan program for 80% and below.

Housing Element (2001-2005) Matrix

Policy Number	Implementation		Clarity	Links		Comments
	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 4A.1.2: Assist non-profit and for-profit with acquisition and preservation of low/mod households	✓		Yes	✓	D, G, H	
Policy 4A.2.1: Pursue State and Federal housing programs for below-market rehabilitation loans	✓		Yes	✓	G, I	
Policy 4A.2.2: Promote low-to-moderate rehabilitation programs to alleviate overcrowded conditions	✓		Yes	✓	G	
Policy 4A.2.3: Ensure that sound housing is maintained through code enforcement and the OHA preservation assistance program	✓		Yes	✓	E, G	

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	Was the policy implemented?		Does wording provide clear direction to users?	Are links to other policies or support documents apparent		
	Yes	No*		Yes**	No	
Policy 4A.2.4: Provide public services and improvements that enhance and create neighborhood stability	✓		Yes	✓	D, E, G	

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