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IMPLEMENTATION

OVERVIEW

The General Plan provides specific policy guidance for implementation of plan concepts in each of the Plan elements and establishes a basis for coordinated action by the City, adjacent jurisdictions, Contra Costa County, Contra Costa Transportation Authority (CCTA), and regional and state agencies. The policies in each element of the Plan provide details that will guide program development; this chapter describes, in general terms, the responsibilities for implementation. It also outlines specific implementation actions that will be initiated after adoption. The Implementation Program is not adopted as part of the City's General Plan, and will be updated as often as deemed necessary to ensure that it reflects the City's implementation and strategic priorities.

The major implementation process for the land use proposals will be administration of the Zoning Ordinance through the Zoning Map. The Zoning Ordinance and Zoning Map will need to be amended to be consistent with the General Plan's policies; this work is currently underway. The Subdivision Ordinance also will need to be amended to provide flexibility in street design and ensure adequate provision of transit, bike and pedestrian facilities and connections between neighborhoods, schools, parks, and shopping areas, consistent with Plan policies for land use, transportation, and parks and public facilities.

The Concord Redevelopment Agency will be evaluating opportunities for amending redevelopment project area boundaries to expand redevelopment programs. These can facilitate implementation of the General Plan policies, particularly for economic development and land use. The Redevelopment Agency also will participate in funding infrastructure improvements, housing programs and business relocation and expansion, as needed to carry out the General Plan, consistent with redevelopment project area plans and state law.

Design guidelines can be used to guide physical planning and building design, as well as landscape treatment in private projects and streetscape design. Guidelines for resource management and a Best Practices Manual will also be used to ensure protection of biological resources and water resources.

The City's 10-year Capital Improvement Program will continue to be the primary means of scheduling and funding infrastructure improvements of city-wide benefit. Special assessment districts or other means of financing improvements benefiting specific areas have been used successfully by the City for Downtown maintenance, landscape maintenance and street lighting. In the future, the City may continue to use these types of special districts, or Mello-Roos Community Facilities Districts or Infrastructure Financing Districts, may be used.

In many areas, General Plan implementation will depend on actions of other public agencies and of the private sector that will fund most of the development expected to occur in the Planning Area on a "fair share" basis. The General Plan will serve a coordinating function for private sector decisions; it also provides a basis for action on individual development applications, which must be found to be consistent with the General Plan if they are to be approved.

RESPONSIBILITIES

Implementing the General Plan will involve the City Council, the Planning Commission, other City boards and commissions, and City departments. The City also will need to consult with Contra Costa County and other public agencies about implementation proposals that affect their respective areas of jurisdiction. The principal responsibilities that City officials and staff have for Plan implementation are briefly summarized below; details on their powers and duties are in the Concord Municipal Code.

City Council

The City Council is responsible for the overall management of municipal affairs; it acts as the legislative body and is responsible for adoption of the General Plan and any amendments to the General Plan. The City Council appoints the City Manager who is the chief administrator of the City and has overall responsibility for the day-to-day implementation of the Plan. The City Council also appoints the Planning Commission and other boards and commissions established under the Municipal Code.

The City Council's role in implementing the General Plan will be to set implementation priorities and approve zoning map and text amendments, consistent with the General Plan, and a Capital Improvement Program and budget to carry out the Plan. The City Council also acts as the Redevelopment Agency and, in this capacity, will help finance public

facilities and improvements needed to implement the Plan. Finally, the City Council acts as the Local Reuse Authority for base reuse planning for the Concord Naval Weapons Station.

Planning Commission

The Planning Commission is responsible for preparing and recommending adoption or amendment of the General Plan, zoning and subdivision ordinances and other regulations, resource conservation plans, and programs and legislation needed to implement the General Plan. The Planning Commission also may prepare and recommend adoption of specific plans, neighborhood plans or special plans, as needed for Plan implementation.

Planning & Economic Development Department

The Planning & Economic Development Department is responsible for the general planning, development review and economic development functions undertaken by the City; it also is staff to the Redevelopment Agency, Planning Commission, Design Review Board, and Zoning Administrator function. Specific duties related to General Plan implementation include preparing zoning and subdivision ordinance amendments, design guidelines, reviewing development applications, conducting investigations and making reports and recommendations on planning and land use, zoning, subdivisions, design review, development plans and environmental controls. The Department also will coordinate activities related to the CNWS, school sites and the Buchanan airport in consultation with Contra Costa County, Mt. Diablo Unified School District (MDUSD) and the Airport Land Use Commission. Finally, the Department will have the primary responsibility for preparing the annual report on the General Plan and conducting the five-year review. These reporting requirements are described in Chapter 1 of the General Plan.

Building, Engineering, & Neighborhood Services Department

The Building & Neighborhood Services Department is responsible for building permits and building inspections, housing programs, community services (CDBG administration) and neighborhood services, including code enforcement, neighborhood cleanup, neighborhood partnerships and multi-family housing inspection. This department has substantial implementation responsibilities for the Housing Element of the General Plan.

Community & Recreation Services Department

The Community & Recreation Services Department is responsible for managing the City's recreation services as well as managing parks and open spaces, the golf course, and the Pavilion. Specific implementing responsibilities are established in the Public Services Element of the General Plan. The Department also will be preparing an updated strategic plan to implement the General Plan.

Public Works Department

- The Public Works Department provides Engineering Services and Maintenance Services.
- The Public Works Engineering Services Department is responsible for the review of current development applications, subdivision maps, grading permits, public improvement plans, encroachment permits, development in the flood zone, and sewer permits. It also does construction inspection for permits it issues. It's also responsible for the design and construction of capital improvement projects.
- The Public Works Maintenance Services Department is responsible for transportation planning and operations, sign, striping and street maintenance, infrastructure maintenance, and parks and facilities maintenance. Specific implementing responsibilities are established in the Land Use, Transportation/Circulation and Public Services Elements of the General Plan.

Police Department

Within the City, responsibility for public safety is assigned to the Police Department. The Police Department is responsible for preventing crime and maintaining law and order; it also coordinates with the Contra Costa County Consolidated Fire Protection District on mutual aid. Specific implementing responsibilities under the General Plan are established in the Public Facilities and Utilities and Safety Element of the General Plan.

Other Boards and Commissions

Other boards and commissions that will be involved in Plan implementation in their respective areas of expertise include:

- Board of Appeals
- Community Services Commission
- Design Review Board
- Mobile Home Park Rent Review Board
- Parks, Recreation and Open Space Commission

The General Plan does not envision any substantive change in the responsibilities assigned to these boards and commissions. They will be administering new or amended regulations adopted pursuant to Plan policies, and their actions will need to be consistent with the General Plan.

THE PLAN AND THE REGULATORY SYSTEM

The City will use a variety of regulatory mechanisms and administrative procedures to implement the General Plan. Overall responsibility for plan implementation is vested in the Planning Agency, consisting of the City Council, Planning Commission, Planning Manager, and Design Review Board. Under California law, Concord is required to have the Zoning Ordinance be consistent with the General Plan; moreover, establishing and maintaining consistency is good planning policy and is called for in the General Plan. In fact, the consistency requirement is the keystone of Plan implementation. Without a consistency requirement, there is no assurance that Plan policies will be implemented and that environmental resources earmarked for protection in the Plan will be preserved. Other regulatory mechanisms, including subdivision approvals, building and housing codes, capital improvement programs, and environmental review procedures also will be used to implement Plan policies. All project approvals should be found consistent with the General Plan.

Zoning Regulations

The City's Zoning Ordinance will translate plan policies into specific use regulations, development standards and performance criteria that will govern development on individual properties. The General Plan establishes the policy framework, while the Zoning Ordinance prescribes standards, rules and procedures for development. The Zoning Map will provide more detail than the General Plan Diagram.

The General Plan calls for several new zoning districts. Regulations for these districts will be established as part of the comprehensive zoning update being undertaken concurrently with the General Plan update. The use regulations and development standards for existing zoning districts will need to be amended to conform to Plan policies. Density and intensity limits, consistent with the Plan's land use classifications, also should be established. For purposes of evaluating General Plan consistency, the density of a proposed projects will be rounded up or down to the nearest whole number, as appropriate.

The City will bring both the Zoning Ordinance and the Zoning Map into conformance with the General Plan. When the General Plan is subsequently amended, the Zoning Ordinance and Zoning Map also may need to be amended to maintain consistency between the Plan and zoning.

Subdivision Regulations

No subdivision of land may be approved under California law and the City's subdivision regulations unless its design and proposed improvements are found to be consistent with the General Plan. Dedication of land for park facilities is required for subdivisions above a certain size, consistent with the policies and standards prescribed by the General Plan. The precise threshold will be established on a case-by-case basis and depends on whether there are neighborhood parks in the vicinity which can serve new residents. The subdivision regulations also can require dedication of land for transit facilities, bicycle paths, and riparian habitat and reservation of land for fire stations, libraries, schools and other public facilities.

After adoption of the General Plan, the City's subdivision regulations will need to be amended to conform to Plan policies and explicitly require findings of consistency with the General Plan as a condition of approving major and minor subdivisions. Dedication requirements for bus turnout facilities and bike and pedestrian facilities also will need to be added to carry out Plan policies. The subdivision ordinance should require connection between new streets and existing streets, wherever

possible, and allow for reduced, right-of-way dimensions to maintain neighborhood character. Consideration of passive solar energy techniques in street and lot layout and landscaping also will be required.

Building and Housing Codes

No building permit may be issued under California law (*Gov. Code Section 65567*) unless the proposed development is consistent with the City's open space plan and conforms to the policies of the Parks, Open Space and Conservation Element. To provide an administrative mechanism to ensure consistency, it may be appropriate to require applicants for building permits and grading permits to secure a "zoning certificate" or other form of zoning clearance before these permits can be issued.

CAPITAL IMPROVEMENTS PROGRAMMING

The Capital Improvements Program (CIP) includes a list of public works projects that the City intends to design and construct in coming years. Under California law, the Planning Agency has responsibility for reviewing the CIP to determine whether it conforms to the General Plan. Specifically, the Government Code requires the Agency to review for conformity with the General Plan CIP projects requiring any of the following actions:

- Acquisition of land for public purposes;
- Disposition of land;
- Street vacations; and
- Authorization or construction of public buildings or structures.

The Planning Agency has 40 days to comment on such actions, and under state law, these recommendations are advisory only; the City Council may make its own determinations of consistency.

The Planning Agency also has the right to comment on CIPs prepared by the Mt. Diablo Unified School District and utility providers. These CIPs, and any annual revision proposed to them, are to be forwarded to the Commission at least 60 days prior to adoption for the Commission's review for consistency with the General Plan.

IMPLEMENTATION ACTIONS FOR PLAN POLICIES

The tables on the following pages summarize implementation actions that the City will undertake to carry out the policies proposed in each element of the General Plan.

Table 1: Implementation actions for Economic Development

Implementation Action	Policies
Build relationships and improve communication with Concord’s business community through an annual business survey, welcome letters, a business newsletter, business retention visits, a business recognition program, maintaining an economic development web site.	E-2.1.2, E-2.1.3, E-2.1.6, E-2.1.7
Implement a customer service program that will expedite permit decisions, coordinate inter-jurisdictional permit reviews, and provide training to City staff	E-2.1.3, E-2.1.4
Produce educational and marketing events that meet the needs of Concord’s businesses.	E-2.1.2, E-2.1.3, E-2.1.6, E-3.1.9
Utilize economic development tools and resources to attract and address the needs of Concord’s existing target business clusters.	E-1.1.1, E-2.1.1, E-2.1.2, E-2.1.3, E-2.1.4, E-2.1.5, E-2.1.6, E-2.1.7, E-2.1.8, E-3.1.3, E-3.1.7, E-4.1.3, E-4.1.4
Promote customer development for existing businesses through business promotional campaigns, developing business to business sales, attracting a quality mix of retail and sponsoring events and promotions at Todos Santos Plaza.	E-2.1.2, E-2.1.3, E-2.1.6, E-3.1.1, E-3.1.2, E-3.1.3, E-3.1.4, E-3.1.5, E-3.1.6, E-3.1.8, E-4.1.1, E-4.1.2, E-4.1.3, E-4.1.4, E-4.1.5
Identifying sites and available space that would be suitable for new business growth and expansion.	E-3.1.2, E-3.1.3, E-3.1.4, E-4.1.1, E-4.1.2, E-4.1.5, E-6.1.3
Develop catalyst and opportunity sites the Redevelopment Area.	E-1.1.1, E-2.1.1, E-2.1.2, E-2.1.3, E-2.1.4, E-3.1.1, E-3.1.2, E-3.1.3, E-3.1.4, E-3.1.6, E-4.1.1, E-4.1.2, E-4.1.5
Improve the utilization of the downtown through implementing programs that improve appearance, safety, access, and maintenance.	E-2.1.2, E-2.1.3, E-3.1.1, E-3.1.2, E-3.1.3, E-3.1.4, E-3.1.5, E-3.1.6, E-4.1.2, E-4.1.5
Coordinate, establish partnerships, and strengthen relationships with other public agencies and nongovernmental organizations (e.g. Chamber of Commerce, business and property owner associations, East Bay Works, Contra Costa County Economic Partnership, Contra Costa Council)	E-2.1.3, E-2.1.4, E-2.1.7, E-2.1.8, E-3.1.6, E-3.1.1, E-3.1.3, E-4.1.2, E-5.1.1, E-6.1.1
Provide long-range financial planning and performance budgeting and infrastructure to support economic development	E-1.1.1, E-2.1.9, E-5.1.3

Table 2: Implementation Actions for Land Use Element

Implementation Actions	Policies
Financial support for housing, parks, business restoration, and strategic improvements	LU-1.1.8, LU-4.2.7, LU-9.1.1
Implement through development and design review process including environmental review	LU-1.1.3, LU-1.1.4, LU-1.1.5, LU-1.1.6, LU-1.1.7, LU-1.1.9, LU-4.1.3, LU-4.2.4, LU-4.2.8, LU-5.1.4, LU-7.1.2, LU-7.1.3, LU-7.1.4, LU-7.2.4, LU-8.1.3, LU-8.1.4, LU-8.1.5, LU-10.1.2, LU-10.1.4, LU-10.1.5, LU-10.1.6, LU-10.1.8,
Marketing, outreach and community promotion	LU-1.2.4, LU-2.1.2, LU-2.2.1, LU-4.1.1, LU-5.1.1, LU-5.1.2, LU-7.3.1, LU-7.3.2, LU-8.2.1
Partnerships with other public agencies and nongovernmental organizations	LU-1.1.5, LU-7.1.1, LU-7.3.3, LU-10.1.1, LU-10.1.3, LU-10.1.7
Prepare or update specific plans or area plans	LU-1.2.2, LU-1.3.2, LU-3.1.5, LU-4.1.2, LU-6.1.1, LU-6.1.2
Prepare/update design guidelines	LU-1.1.4, LU-1.1.7, LU-4.2.3, LU-8.2.2, LU-9.1.5
Provide through ongoing City services and departmental programs	LU-1.2.1, LU-1.2.3, LU-2.1.1, LU-3.1.6, LU-4.2.7, LU-5.1.1, LU-9.1.3, LU-9.1.4
Special improvement, assessment, or maintenance districts (e.g. lighting, landscaping, Downtown maintenance, etc.)	LU-2.1.1, LU-3.1.1
Update zoning and subdivision regulations and zoning map	LU-1.1.1, LU-1.1.2, LU-1.1.3, LU-1.1.6, LU-1.1.9, LU-1.1.10, LU-1.3.1, LU-1.3.3, LU-1.4.1, LU-1.4.2, LU-2.1.3, LU-2.1.4, LU-2.2.1, LU-2.2.2, LU-3.1.2, LU-3.1.3, LU-4.1.3, LU-4.2.1, LU-4.2.2, LU-4.2.3, LU-4.2.5, LU-4.2.6, LU-4.2.9, LU-5.1.1, LU-5.1.3, LU-6.1.1, LU-6.1.2, LU-6.1.3, LU-6.1.4, LU-6.1.5, LU-7.1.5, LU-7.2.1, LU-7.2.2, LU-7.2.3, LU-8.1.1, LU-8.1.2, LU-8.1.3, LU-8.1.4, LU-9.1.5, LU-9.1.6, LU-10.1.4

Table 3: Implementation Actions for Growth Management Element

Implementation Actions	Policies
Implement through ongoing planning, coordination and other programs related to Contra Costa Transportation Authority’s growth management program.	GM-1.1.1, GM-1.2.1, GM-1.3.6, GM-1.3.8,
Participate in TRANSPAC planning and Action Plan updates	GM-1.3.5
Implement through development and design review process, including environmental review	GM-1.1.1, GM-1.3.1, GM-1.3.9, GM-1.3.10, GM-2.1.2, GM-2.1.3, GM-4.1.1, GM-3.2.1,
Implement through ongoing City services and departmental programs	GM-1.3.2, GM-1.3.3, GM-1.3.4, GM-1.3.7, GM-1.4.1, GM-1.4.2, GM-2.1.1, GM-3.1.1, GM-3.1.2, GM-3.1.3, GM-3.3.1
Update zoning and subdivision regulations and zoning map	GM-3.1.4
Prepare ballot measure for ULL ratification, consistent with Measure J	GM-4.1.2

Table 4: Implementation Actions for Transportation and Circulation Element

Implementation Actions	Policies
Continue Off-Site Street Improvement Program	T-1.2.2
Continue to work with CCTA, County Connection transit operators, Caltrans, and paratransit organizations to expand transportation alternatives	T-1.1.2, T-1.1.9, T-1.3.4, T-1.4.1, T-1.4.2, T-1.6.3
Coordinate or establish partnerships with other public agencies and nongovernmental organizations	T-1.1.2, T-1.1.10, T-1.3.4, T-1.7.1, T-1.7.2
Create or continue to use special improvement, assessment or maintenance districts (e.g. for lighting, landscaping, Downtown maintenance, etc.)	T-1.5.4
Implement through development review process, including CEQA review	T-1.1.1, T-1.1.4, T-1.1.5, T-1.1.6, T-1.5.1, T-1.5.2, T-1.5.3, T-1.5.4, T-1.6.2, T-1.6.4
Prepare a City Gateways Design Plan	T-1.1.11, T-1.1.13
Prepare a Streets Master Plan	T-1.1.7, T-1.1.12, T-1.1.13
Provide through long-range financial planning and performance budgeting	T-1.2.1, T-1.6.1
Provide through marketing, outreach and community promotion	T-1.8.1
Provide through ongoing City services and departmental programs	T-1.1.3, T-1.1.7, T-1.1.8, T-1.1.14, T-1.6.1
Update 10-Year Capital Improvement Program	T-1.1.3, T-1.1.15, T-1.2.1, T-1.6.1
Update zoning and subdivision regulations and zoning map	T-1.1.5, T-1.3.1, T-1.3.2, T-1.3.3, T-1.5.2, T-1.7.3, T-1.8.2
Work with CCTA on implementing action plans for regional routes under the Countywide Transportation Plan	T-1.1.3, T-1.1.7, T-1.1.9, T-1.8.3

Table 5: Implementation Actions for Parks, Open Space, and Conservation Element

Implementation Actions	Policies
Create or continue to use special improvement, assessment or maintenance districts (e.g. landscaping, maintenance)	POS-3.4.3
Implement through development review process	POS-1.1.6, POS-1.2.2, POS-2.2.3, POS-2.2.4, POS-3.4.1, POS-3.4.2, POS-3.4.3, POS-3.4.4, POS-3.5.5, POS-3.6.1
Prepare a Citywide Parks Master Plan	POS-1.1.1
Provide through coordinate or partnerships with other public agencies and nongovernmental organizations on joint planning and joint use of facilities	POS-1.3.2, POS-2.1.1, POS-3.1.7, POS-3.3.1
Provide through long-range financial planning and performance budgeting	POS-1.1.6, POS-3.1.4
Provide through ongoing City services and departmental programs	POS-1.1.2, POS-1.1.4, POS-1.1.5, POS-1.2.1, POS-1.3.1, POS-2.2.1, POS-3.1.1, POS-3.1.4, POS-3.3.2, POS-3.4.4, POS-3.4.5, POS-3.4.6, POS-3.4.7
Review, update, and implement Trails Master Plan	POS-2.1.3
Update 10-Year Capital Improvement Program	POS-1.1.3, POS-1.1.6
Update zoning and subdivision regulations and zoning map	POS-2.2.5, POS-3.1.2, POS-3.1.3, POS-3.1.5, POS-3.1.6, POS-3.2.1, POS-3.2.2, POS-3.4.4, POS-3.5.2, POS-3.5.3, POS-3.5.4

Table 6: Implementation Actions for Safety and Noise Element

Implementation Actions	Policies
Coordinate with other public agencies and nongovernmental organizations	S-1.1.5, S-1.1.9, S-1.2.2, S-1.2.3, S-1.2.5, S-3.1.5, S-4.1.3, S-5.1.1, S-5.1.2, S-7.1.2, S-7.1.3, S-8.1.2, S-8.1.3
Education, outreach and community promotion	S-1.2.1
Implement through development review	S-1.1.2, S-1.1.3, S-1.1.4, S-1.1.7, S-1.2.2, S-1.3.4, S-2.1.1, S-2.1.2, S-2.1.3, S-2.2.4, S-2.2.5, S-3.1.1, S-3.1.2, S-5.1.1, S-5.1.2, S-5.1.4, S-5.1.5
Provide through long-range financial planning and performance budgeting	S-1.2.3, S-7.1.1, S-7.1.2, S-7.1.3
Provide through ongoing City services and departmental programs	S-1.1.1, S-2.2.2, S-3.1.4, S-3.2.4, S-3.2.5, S-7.1.1, S-7.1.2, S-7.1.3
Update 10-Year Capital Improvement Program	S-1.1.1
Update zoning and subdivision regulations and zoning map	S-1.3.1, S-1.3.2, S-1.3.3, S-2.2.2, S-2.2.3, S-2.2.4, S-2.2.5, S-3.1.1, S-3.1.3, S-6.1.1, S-6.1.2

Table 7: Implementation Actions for Public Facilities and Utilities Element

Implementation Actions	Policies
Coordinate with other public agencies and nongovernmental organizations	PF-1.1.1, PF-1.1.3, PF-1.2.3, PF-2.1.1, PF-2.1.2, PF-2.1.3, PF-2.1.4, PF-2.1.5, PF-2.2.1, PF-2.2.2, PF-2.2.5
Create or continue to use special improvement, assessment or maintenance districts (e.g. lighting, landscaping, Downtown maintenance, etc.)	PF-1.3.3, PF-1.3.4
Educational and technical assistance, including Best Practices Manuals	PF-1.1.3, PF-1.5.1, PF-1.5.2, PF-1.5.3
Implement through development review process	PF-1.2.3, PF-1.3.1, PF-1.3.2, PF-1.3.4, PF-2.2.4
Provide through long-range financial planning and performance budgeting	PF-1.2.1
Provide through marketing, outreach and community promotion	PF-1.1.2, PF-1.5.1, PF-1.5.1, PF-1.5.2, PF-1.5.3, PF-1.5.4
Provide through ongoing City services and departmental programs	PF-1.1.1, PF-1.1.2, PF-1.2.1, PF-1.3.3, PF-1.3.4, PF-1.5.1
Review and update building code standards for water conservation and fire flow standards; prepare Best Practices Manuals	PF-1.1.2
Review and update engineering design standards for public works	PF-1.3.3
Update 10-Year Capital Improvement Program	PF-1.2.1, PF-1.3.2
Update zoning and subdivision regulations and zoning map	PF-1.3.1, PF-1.3.5, PF-1.4.1

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