



City of Santa Barbara California

PLANNING COMMISSION STAFF REPORT

REPORT DATE: April 29, 2009
AGENDA DATE: May 8, 2009
PROJECT NAME: *Plan Santa Barbara, Phase III Status Report*
TO: Planning Commission
FROM: John Ledbetter, Principal Planner *[Signature]*
 Long Range Planning Team
 Planning Division, (805) 564-5470

I. STAFF RECOMMENDATION

That the Planning Commission receive the status report and provide feedback to the *Plan SB* Team.

II. PLAN SB PHASE III OVERALL STATUS AND TIME FRAME

Council direction on the *Policy Preferences Report* in December 2008 initiated Phase III of the *Plan Santa Barbara (PlanSB)* process with the formal initiation of the EIR and focused efforts on the Land Use Element, Land Use Map, Housing Element, and the Adaptive Management Program. As now scheduled, these efforts will culminate with the certification of the Final EIR and formal adoption of the respective policy components by the summer of 2010.

Staff has created a timeline of these projects which highlights the major milestone products for each of the respective projects including community meetings and public hearings. See attached timeline [Exhibit A.] Staff will review these project milestones with the Planning Commission and the community in "bite size" chunks throughout the summer and into the fall. Full drafts of all project documents, including the draft EIR, are expected to be released to the community at the beginning of 2010. In addition, to assist the Commission in understanding what each project entails, each respective project work plan with its associated timeline and major milestones is also attached. See attached PlanSB Project Work Plans [Exhibit B.].

Staff resources continue to be an issue for the PlanSB process. Unanticipated staff time to develop the parcel-by-parcel land use analysis for the traffic model and the staff reassignment to pursue an alternative Charter Amendment for building heights are two recent examples. Looking forward, budget cuts related to Fiscal Year 2010 will include the loss of a \$50,000 Professional Services contract to assist with the Housing Element. This work will now be conducted in house and although the state deadline of August 2009 will be missed, the Housing Element will be adopted at the time the EIR is certified. A Long Range Planning staff position reduction has now been identified at a contingency level in the budget process.

III. STATUS OF PHASE III PROJECTS

This section provides more detail for five of the projects in Phase III of *Plan Santa Barbara*.

A. GENERAL PLAN DOCUMENT

The Draft Policy Preferences Report accepted in December 2008 by the Council to initiate Phase III and the CEQA process for *Plan Santa Barbara*, is the basis for the proposed updated General Plan. The draft working outline for the General Plan document is attached as Exhibit C. Two assumptions are guiding work on this document as well as the Land Use and Housing elements:

- 1) The updated General Plan will be prepared conceptually as a single document containing all the elements. The General Plan is envisioned as a "three ring binder" with each element forming a separate section. At the end of Phase III the Land Use Element section and the Housing Element section of the Plan will be complete. Other sections of the three ring binder will contain existing elements until they can be updated. However, existing elements will be prefaced with the goals and policies from the sustainability framework reflecting the new overarching sustainability focus of the General Plan.
- 2) The introduction, background and the elements will be focused to provide only the most essential information. Duplication will be minimized by providing background information for all elements in the first part of the General Plan. Even though the introduction and background will only provide a summary of information, the details on various topics will be provided in a set of appendices. Thus any single element will comprise the introductory part of the General Plan, the particular element, and any related appendices.

While the full range of content or the order of some sections in the General Plan are still in process, the working outline serves to guide preparation of other Phase III products. This guidance is particularly useful for the two elements updated in this phase, the Land Use and Housing elements, which share some background information. It will also facilitate cross-referencing complementary goals, policies and implementation methods. This organization is also intended to make the plan more focused for regular users while still providing ample background and explanatory information when needed.

B. LAND USE ELEMENT UPDATE

The overall goal of this effort is to produce the updated Growth Management Land Use Element (GMLU) based on agreed-upon goals, policies, land use designations and neighborhood descriptions. The updated Element will contain implementation measures reflecting the outcomes of the upcoming Density and Unit Size workshop in June 2009 and the draft Environmental Impact Report.

1. Review Of Existing Land Use Designations, Goals, And Policies

Land Use Designations

The organization of the existing Land Use Element is disjointed and not very “user-friendly” with the descriptions of the existing land use designations (as identified on the City’s Land Use Map) interspersed throughout the document. The designations will be updated and organized in the updated Land Use Element, and the Land Use Map will be incorporated into this section. Per State Planning and Zoning Law (section 65302a), the City’s Land Use Element will show the general distribution, location, and extent of land uses for:

- Housing
- Business
- Industry
- Open space (agriculture, natural resources, recreation, enjoyment of scenic beauty)
- Education
- Public buildings and grounds
- Solid and liquid waste disposal facilities and
- Other categories of public and private land uses

The Mobility Oriented Development Area (MODA) overlay as well as land use density policies for inside and outside the MODA will also be included.

Goals and Policies

Goals and policies found in the City’s existing General Plan/Land Use Element were originally adopted in 1964 and updated overtime. The 1990 General Plan Amendment (GPA 1-90) did include a number of goals, policies and implementation strategies to direct growth for the next 20 years. Many of those existing goals and policies are still relevant and will be retained, while others may be obsolete or will be replaced by *PlanSB* policies.

Many of the land use sections of the existing plan contain extensive text describing the City’s goals and intended policy direction, making it difficult to administer or comply with current land use policy. Policy language to be retained will be rewritten as a General Plan policy.

- Example of existing text in the Land Use element: *The character of retailing activities in the downtown district should emphasize the quality specialty-shop sector of the general merchandise market. These facilities (such as El Paseo) should be as easily accessible as possible to the out-of-town visitor and tourist. The establishment and patronage of quality restaurants should be promoted.*

Example of text rewritten as draft policy in new Growth Management Land Use Element: *The character of retail activity in the downtown shall emphasize both quality specialty shops and restaurants as well as locally owned small businesses that are easily accessible to tourists, visitors and local residents.*

- Example of existing text in the Land Use element: *The General Plan supports the reconstruction of the Presidio with the inclusion of the existing Presidio buildings, Caneda Adobe, or Casa del Presidio, and El Cuartel, within the State Park, for historical, cultural, educational, and aesthetic reasons. Traffic on Santa Barbara Street should be rerouted to accommodate this objective. Traffic on Canon Perdido Street should also be rerouted.*

Example of text rewritten to reflect current policy, and to be moved to new Historic Resources and Community Design Element: *Support the Trust for Historic Preservation in its efforts to rebuild the El Presidio for historical, cultural, educational and aesthetic reasons.*

- As a last example, text in the General Plan speaks to an automobile center on the lower west side of downtown. This policy language is out-dated and would be superseded by identification of the auto center in the area of Hope and Hitchcock.

In the coming months, staff will identify those goals and policies that are still relevant and should be retained, those that are no longer applicable, and those that will be redrafted consistent with Land Use and Growth Management policies of the *PlanSB Draft Policy Preferences Report, January 2009*.

2. Update of Neighborhood Descriptions

The existing Land Use Element section of the General Plan includes a description of 32 neighborhoods that were developed from the *Santa Barbara Impacts of Growth, Neighborhood Fact Book*. While the neighborhood designations may still be appropriate, the descriptions and boundaries will be reviewed and updated where needed.

The goal of this effort is to rewrite the description of each of the neighborhood areas to include an accurate, contemporary characterization, some basic demographic facts, photos, potential issues or constraints, development potential as relevant and applicable Sustainable Neighborhood Plan issues.

While the actual Sustainable Neighborhood Plans recommended as part of *PlanSB* will not be initiated during this phase of updating the Land Use Element, *PlanSB* sustainability goals will be integrated into the individual neighborhood descriptions where feasible.

C. LAND USE MAP

A General Plan Land Use map is required by state planning law and the City's current map has not been comprehensively updated since 1975. To date, the current map has been digitized and conceptual land use designation changes have been identified. The primary land use designation change will be the creation of the Mobility Oriented Development Area (MODA) to encourage a better links between higher density residential use, smaller units, commercial uses, transit, walking and bicycling. In order to effect this change, residential development will be encouraged within the MODA,

through adjustments to variable density and parking standards. Similarly, adjustments to variable density will be made outside the MODA to assure there is no "net increase" to the overall potential for residential development citywide.

For the ease of understanding, the five existing residential density designations have been consolidated to three designations: low (1-5 du/ac); medium (12-16 du/acre); high (variable density - TBD). Each of these designations will be defined in the General Plan policy document, particularly, for low density which will continue to include the three single family density standards consistent with existing zoning designations.

Other land use designation recommendations will include: the replacement of the institutional overlay with specific institutional sites; clarification of the open space and hillside designations relative to residential use; and more accurate definition and location of commercial mixed-use, office mixed-use and industrial mixed-use. Staff will present a concept map at the Planning Commission meeting on May 8, 2009 to highlight some of these recommendations.

The next step in this process will be to analyze the existing land use map, the current zoning map, and recent General Plan amendments to identify inconsistencies and recommended changes. Given the number of potential changes, staff suggests one or two work sessions with the Planning Commission Sub Committee to review these recommendations, prior to the detailed public review that will be necessary at the full Commission.

D. HOUSING ELEMENT UPDATE

1. 2007-2014 Housing Element

The State Department of Housing and Community Development (HCD) certified the City's current Housing Element in February 2005, which plans for the community's housing needs for the 2001-2007 planning cycle. Revisions to the Housing Element to address the 2007-2014 planning cycle are underway and are due to HCD by August 31, 2009.

State law requires cities and counties to adequately plan to meet the existing and projected housing needs in the Housing Element of the General Plan. This includes planning to meet a fair share of the regional housing needs for all economic segments of the community. Unlike other elements of the General Plan, the Housing Element is required to be updated every five years, has very specific content requirements, and includes a mandatory review by HCD.

Because the issue of future housing growth is a key part of the *Plan SB* process, the 2009 Housing Element Update (HEU) will be prepared concurrently with other *Plan SB* documents including the EIR. The City's Regional Housing Needs Allocation for the 2007-2014 planning period is 4,388 units, which is beyond the current General Plan build-out estimate of 40,005 residential units. The *PlanSB Development Trends Report, March, 2008* indicated that existing zoning could allow for this number of additional units. However, whether the City has the resources to accommodate this many

additional units have not yet been determined. The *Plan SB* EIR, which is expected to be completed in 2010, will analyze these capacity issues.

Environmental review of the HEU is required before the document can be submitted to HCD for certification. Given the timing of the *Plan SB* EIR, which is providing the environmental review for the proposed Housing Element's goals and policies, completion and adoption of the HEU would not meet the State mandated August 2009 deadline.

HCD has acknowledged the timing conflict and offered to review portions of the draft HEU to be submitted for review prior to certification of the *Plan SB* EIR. These early submittals allow HCD to review draft HEU sections for compliance with statutory requirements prior to formally submitting the completed draft document. It is also intended to reduce the time of review by the HCD upon submittal of the HEU in the summer of 2010.

A non-compliant Housing Element would render the City ineligible for certain housing, community development and infrastructure funding programs. In the past, the City has received funding through the Workforce Housing Reward (WFH) Program, which awards financial incentives to jurisdictions that issue building permits for new housing affordable to very low or low-income households and can be used for a wide range of capital asset projects.

The most recent award in 2007 was \$142,572 for the installation of bus shelters. However due to the state budget crisis, there are currently no state funds available for this program.

2. Recent Statutory Changes

Since the adoption of the City's 2004 Housing Element, several statutory changes have occurred that must be addressed by the HEU. Among the most significant are the following requirements:

Emergency Shelters & Transitional Housing

State law was changed in 2007 to strengthen provisions for addressing the housing needs of the homeless. Housing Elements are required to demonstrate the availability of sites, with appropriate zoning, that encourage and facilitate a variety of housing types, including emergency shelters and transitional housing. The law requires that a zone be identified where emergency shelters are allowed as a permitted use without a conditional use permit or other discretionary permit. Jurisdictions must identify zoning with sufficient capacity to allow at least one year-round shelter regardless of need.

Currently, the City has a number of emergency shelter facilities located in various zones that provide both seasonal and year-round shelter for the homeless. Most of these facilities operate with a Conditional Use Permit. The identification of zones that would allow emergency shelters as permitted uses and the assessment of capacity will be undertaken as part of the needs assessment and land/site inventory of the HEU.

Land Inventory/Analysis

Since 2004, Housing Elements are required to provide a more detailed inventory of suitable sites to accommodate the jurisdiction's projected housing need. The Housing Element must include a parcel specific land inventory with unique identifiers, including the Assessor Parcel Number, General Plan Designation, Zoning Designation, size of the parcel, allowable density, realistic unit capacity, infrastructure capacity, a description of the existing use, any on-site constraints, and a map showing the locations of opportunity sites.

In addition, local governments must prepare an analysis that demonstrates which identified sites can accommodate the housing needs, by income level, within the planning period of the element. The analysis and resulting map presented in the *Development Trends Report* (March 2008) will be the basis for this inventory.

3. Housing Element Review

In the coming months the work effort on the HEU will focus on completing required chapters related to the evaluation of the 2004 Housing Element, assessing the community's housing needs, identifying resources and constraints, and analyzing suitable opportunity sites for the land inventory. These chapters are necessary to assess the achievements of the previous planning period and develop goals, policies and programs that are effective in addressing the City's housing demand and need for the 2007-2014 planning cycle. Review of these chapters by the Planning Commission is projected for July 2009.

It is expected that the Planning Commission will continue to play an integral role in the development of the HEU goals, policies and implementation strategies and 5-Year Work Program. The process of formulating these major components of the HEU will also provide opportunities for other Boards and Commissions, as well as the public, to actively participate in this process.

Staff anticipates returning to the Planning Commission for review and consideration of the draft goals and policies and the 5-Year Work Program in the fall of 2009. Comments from the Planning Commission, City Boards and Commission, and other public agencies would be considered and incorporated into the draft HEU as appropriate. Review and approval of the completed HEU by the Planning Commission and City Council is projected to occur in the summer of 2010, after certification of the Plan SB EIR. Once approved, the HEU would be submitted to HCD for their formal review and certification.

E. ADAPTIVE MANAGEMENT PROGRAM

The concept of an Adaptive Management Program (AMP) as a feedback mechanism for the General Plan policies evolved through the *Plan Santa Barbara* process, and specifically from Planning Commission input. Adaptive management, in general, is a process for evaluating results and making adjustments in managing a complex system – such as the city – to achieve

defined objectives. That is, the Adaptive Management Program will evaluate the results of policy implementation to track progress toward the General Plan goals. Exhibit D contains a working outline for the structure of the AMP.

The purpose of the Adaptive Management Program is two-fold: 1) to monitor Santa Barbara's progress towards becoming a more sustainable community, and 2) to monitor the effectiveness of growth management policies. The AMP would provide: periodic snapshots of what the city looks like under the policies of the updated General Plan; the identification of trends to evaluate the relevancy of objectives or the effectiveness of policies; and recommendations for amendments, when needed.

The AMP will provide the ability to make mid-course corrections toward the agreed-upon goals of the Plan and maintain its currency. Clearly, a key use of the AMP will be to monitor growth to determine the effectiveness of growth management policies in the plan. Monitoring would allow timely identification of growth trends, and thus amendment of policies in order to meet growth management goals.

A set of objectives is a first component of the AMP for tracking progress toward meeting the goals of the Updated General Plan. The objectives translate the goals into *attainable* statements that lend themselves to *measurement*, and set a target date for attainment. Once the objectives are drafted, indicators for monitoring the General Plan's policies and implementation methods can be identified for each objective.

The indicators are generally a quantifiable measurement used for tracking progress and determine if and when an objective has been attained. For example:

- For Objective C-III, *Traffic congestion has not increased or is less than the 2008 baseline study by the year 2020*, useful indicators could include the number of vehicles per hour at key intersections and street traffic volumes.
- For Objective LG-I, *Sufficient or surplus resources and infrastructure capacity relative to demand*, indicators could include regular comparison of the amount of water consumed to water supply, or the amount of wastewater treated to treatment plant capacity.

By monitoring indicators such as these on a regular and on-going basis, the City would be able to gauge progress toward achieving the stated objectives, and thereby, the General Plan goals.

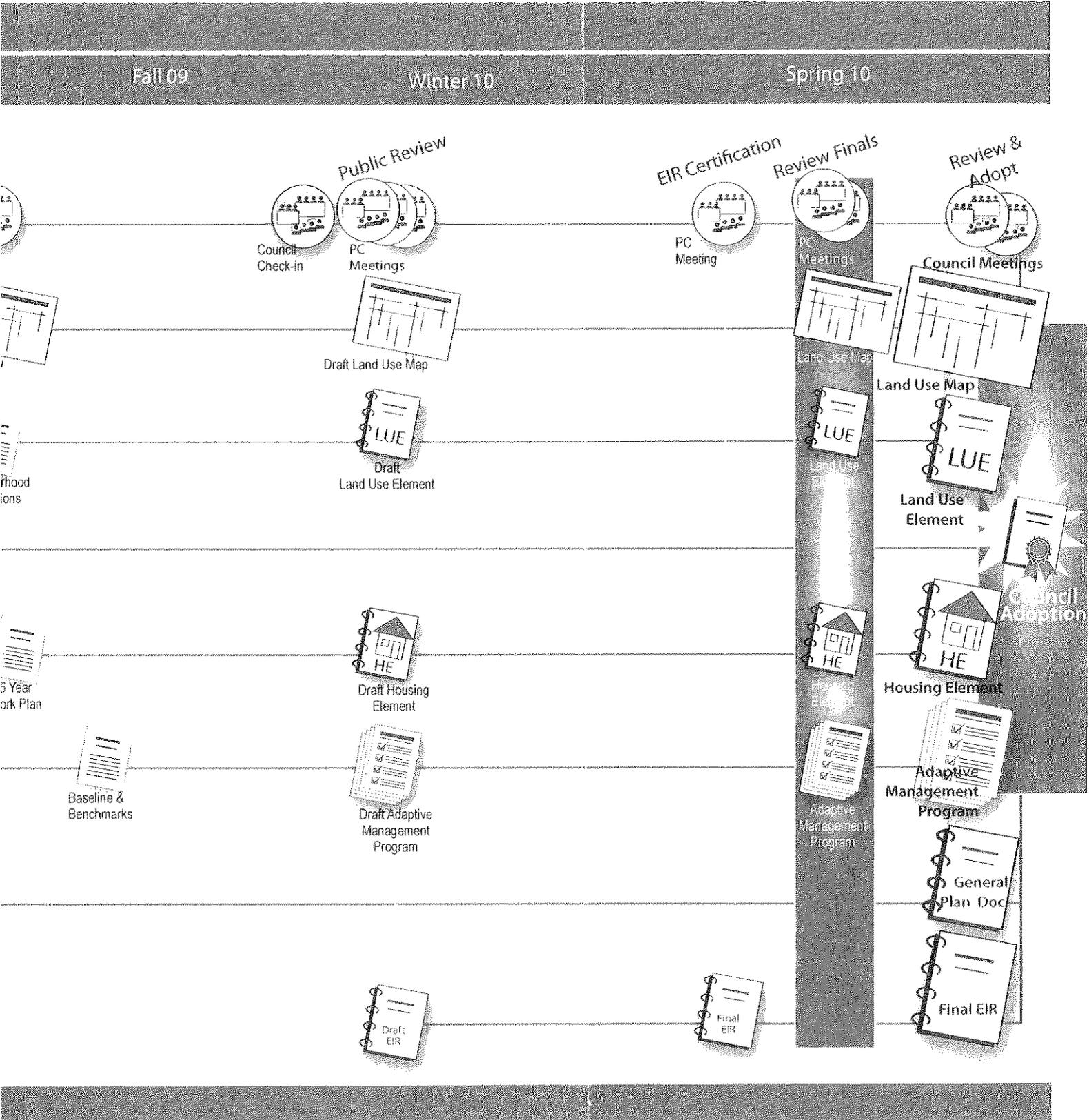
The objectives proposed in the final *Draft Policy Preference Report, January 2009* have been used as the starting point for the AMP. At the moment, there are about 25 proposed objectives. While both the number and/or content of the objectives will continue to evolve, it is unlikely the City would be able to track progress for all of them, at least initially. One option is to focus on the most critical planning goals and AMP objectives to include in a pilot program for City Council's consideration. Once the benefit of monitoring these objectives has been demonstrated, the program could be expanded to include additional objectives. In Exhibit E, suggested critical objectives have been highlighted, though others are equally important.

Staff would like to hear back from the Commissioners as to: 1) which objectives (suggest around five) should be given priority in a pilot AMP; and 2) how can these objectives be improved to lend themselves to measurement?

Exhibits:

- A. *PlanSB* Phase III Process Timeline
- B. *PlanSB* Project Work Program Outlines (7)
- C. Working Outline for the General Plan Update Document
- D. Working Outline for the Adaptive Management Program
- E. Proposed Adaptive Management Objectives





Plan SB Work Plan 2009-10

General Plan Update Document

TASKS	2009							2010								
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
I Document structure																
II PC status rpt/feedback																
III General info chapters																
IV Sustainability frmwk.																
V HE and LUE Bkgrd.																
VI Layout/produce draft																
VII Public & PC review																
VIII Respd to PC/Public																
IX CC adoption																

Tasks

I. DOCUMENT STRUCTURE AND FORMAT

- A. Review state requirements and other jurisdiction general plans.
- B. Determine if and where Climate Action Plan will be housed and timetable for preparation.
- C. Research different "looks" for pages, cover, dividers, etc.
- D. Prepare draft document outline as a table of contents.
- E. Team and management review.

II. P C STATUS REPORT/FEEDBACK

- A. PC Report.
- B. Notice.
- C. Power Point.
- D. Attend PC hearing, present, take notes.
- E. Revise as needed.

III. GENERAL INFORMATION CHAPTERS

- A. Review general info chapters in existing elements.
- B. Revise Outline/Table of Contents as needed.
- C. Determine priority needs for HE and LUE.
- D. Prepare general background chapters or section, e.g. general plan history, city demographics.
- E. Review definitions in existing elements and ordinances.

- F. Compile single list with emphasis on terms for Framework, Housing and Land Use elements.
- G. Prepare graphics and maps for D. and do page layouts.
- H. Team and management review, and revise as needed.

IV. FINAL PROPOSED SUSTAINABILITY FRAMEWORK

- A. Reformat sustainability framework and flesh out text as needed.
- B. Prepare graphics, photos, maps (layers), and do page layouts.
- C. Team review, and revise as needed.

V. BACKGROUND FOR HOUSING AND LAND USE ELEMENTS

- A. Incorporate chapters for housing and land use elements.
- B. Prepare graphics, photos and maps and do page layouts.
- C. Team review, and revise as needed.
- D. Management review and revise as needed.

VI. DRAFT GPU DOCUMENT LAYOUT/PRODUCTION

- A. Develop and decide document layout and appearance.
- B. Prepare final document ready for printing
- C. Determine number of hard copies needed.
- D. Organize and send copy to printers.
- E. Receive printed documents, confirm done correctly.
- F. Prepare feature news item for website and post.

- D. Review document to determine if any corrections or revisions are needed.
- E. Complete production

IX. CITY COUNCIL ADOPTION

- A. Council Adoption Report.
- B. Notice.
- C. Power Point.
- D. Attend CC hearing, present, take notes.
- E. Revise as needed.

VII. PUBLIC AND PLANNING COMMISSION REVIEW

- A. PC Report.
- B. Notice.
- C. Power Point.
- D. Attend PC hearing, present, take notes.
- E. Revise as needed.

VIII. RESPOND TO PC/PUBLIC COMMENTS; FINALIZE GPU

- A. Propose revisions
- B. Team review and revise as needed
- C. Submit for final production and printing

NOTES: This task focuses on (1) producing the physical General Plan Update document, (2) preparing content to complete the sustainability framework, or content supportive of more than one element in the General Plan, and (3) including all background content needed in support of the HE and LUE. If it becomes necessary to prepare the Climate Change Action Plan or even a detailed outline of the action plan in Phase III, either an additional subtask will need to be included here, or a separate Phase III project defined. Tasks III through VI need to be coordinated with production of the final HE and LUE for decision.

Plan SB Work Plan 2009-10

Land Use Element

TASKS	2009						2010									
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
I. LUE content for GPU																
II. Update (E) Goals & Policies																
III. PC Status - Goals & Policies																
IV. Neighborhood Descriptions				(Out 3 wks)												
V. PC Status - Neighborhoods																
VI. Draft LUE & Imp Measures																
VII. Layout/ Production of Draft																
VIII. Public/Agency Review of Doc. (45 days)																
IX. Response to comments/Finalize																
X. PC Recommendation on Draft																
XI. Council Adoption																

Tasks

I. ASSESSMENT AND DISPOSITION OF EXISTING GP CONTENT

- A. Review and identify material in the LUE that can be transferred to the General Plan Update Document, e.g. history, economy, population, parks (or other elements).
- B. Review other elements for policies or information to include in the updated LUE.

II. REVIEW AND UPDATE EXISTING LUE GOALS, POLICIES, AND LU DESIGNATIONS

- A. Review existing LUE goals and policies which should remain unchanged, be removed or edited, with work group.
- B. Create policies from text where relevant.
- C. Update existing Land Use Designations.
- D. Meet with Dev. Rev. Staff to go over policy changes.
- E. Internal consistency review.
- F. Discussion with PC subcommittee; revise as needed.

III. PC REVIEW OF GOALS, POLICIES AND LU DESIGNATIONS

- A. Prepare PC Staff Report.
- B. Prepare notices.
- C. Submit legal notice.
- D. Display ad, if needed.

- E. Power point presentation.
- F. Attend PC hearing, present, take notes.
- G. Respond as needed.

IV.

UPDATE OF NEIGHBORHOOD DESCRIPTIONS

- A. Brainstorm with staff approach for neighborhoods.
- B. Currently 32 neighborhoods in LU Element.
- C. Rewrite neighborhood descriptions.
- D. Gather photos of each neighborhood.
- E. Submit for review by others.
- F. Improved neighborhood maps (with MODA overlaid).

V. PC REVIEW OF NEIGHBORHOOD DESCRIPTIONS

- A. Prepare PC Staff Report.
- B. Prepare notices.
- C. Submit legal notice.
- D. Display ad, if needed.
- E. Power point presentation.
- F. Attend PC hearing, present, take notes.
- G. Respond as needed.

VI. REVISED LU ELEMENT

- A. Revise and update introductory sections that will remain in the LUE and integrate any material from other elements.

- B. Identify existing implementation measures and others for retained and/or revised policies.
- C. Identify implementation measures from Draft EIR mitigation measures.
- D. Prepare graphics, photos, diagrams, maps to accompany text.
- E. Team review of draft LUE.
- F. Review and input from other departments of draft LUE
- G. Revise as needed.

IX. INCORPORATE RELEVANT CHANGES IN RESPONSE TO AGENCIES AND PUBLIC

- A. Review comments
- B. Revise as needed
- C. Team review and make any further revisions necessary

X. PC RECOMMENDATION ON DRAFT

- A. Prepare staff report and presentation
- B. Notice and post on website
- C. Attend hearing
- D. Make revisions as necessary

XI. COUNCIL ADOPTION

- A. Prepare staff report and presentation
- B. Notice and post on website
- C. Attend hearing
- D. Make any final changes required

VII. LAY OUT AND PRODUCTION

- A. Prepare materials using the GPU document format
- B. Prepare graphics, photos and maps for inclusion with text
- C. Team review and revise as needed
- D. Submit for production with GPU document

VIII. PUBLIC AND AGENCY REVIEW

- A. Send to required agencies (including CA Coastal Comm.)
- B. Send to Boards and Commissions
- C. 45 day review period

Plan SB Work Plan 2009-10

Land Use Map

TASKS	2009							2010								
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
II Digitize Existing Map																
III LU Designations																
IV PC Review																
V Overlay Zoning																
VI Identify Corrections																
VII Add GP Amendments																
VIII PC Review																
IX Map Revisions																
X Public Review																
XI Final Production																
XII PC Recommendation																
XIII CC Adopts Final Map																

Tasks

I. REVIEW EXAMPLES [Complete]

- A. Identify and review other's GP maps.
- B. Decide features to put on hard-copy map.
- C. Decide "look" to use for new hard-copy LU map.

II. DIGITIZE EXISTING MAP

- A. Set up templates for digitizing.
- B. Identify split parcels.
- C. Review digitizing.
- D. Make changes as needed.

III. MODA AND LAND USE DESIGNATIONS

- A. Coordinate with Land Use planner to identify, evaluate and recommend proposed designations.
- B. Digitize proposed revision.
- C. Review internally and revise as needed.

IV. PC REVIEW

- A. Prepare staff report.
- B. Review report and revise as needed.
- C. Prepare powerpoint.
- D. Attend, present, take notes at PC hearing.
- E. Revise map as needed.

V. OVERLAY ZONING

- E. Add zoning overlay to LU map.
- F. Identify inconsistencies between zoning and land use.
- G. Decide what changes are needed.

VI. IDENTIFY CORRECTIONS ON EXISTING MAP

- A. Identify corrections.
- B. Digitize corrections.
- C. Review.
- D. Make changes as needed.

VII. ADD GP AMENDMENTS

- A. Identify amendments from list.

- B. Digitize amendments.
- C. Review.
- D. Make changes as needed.
- E. **Digitized current LU Map complete!**

- E. Team and management review.
- F. Revise as needed.

XI. PREPARATION AND PRODUCTION OF PROPOSED LAND USE MAP

- A. Incorporate all remaining changes.
- B. Final internal review and revisions as needed.
- C. Produce copies for PC and CC hearing process.

XII. PC REVIEW

- A. Prepare staff report.
- B. Review report and revise as needed.
- C. Prepare powerpoint.
- D. Attend, present, take notes at PC hearing.
- E. Revise map as needed.

XIII. CC ADOPTION OF LAND USE MAP

- A. Prepare staff report.
- B. Notification.
- C. Post on website.
- D. Power point presentation.
- E. Attend, present, take notes at CC hearing.
- F. Revise as needed.

VIII. PC REVIEW

- A. Prepare staff report.
- B. Review report and revise as needed.
- C. Prepare powerpoint.
- D. Attend, present, take notes at PC hearing.
- E. Revise map as needed.

IX. MAP REVISIONS

- A. Determine changes required by new policies.
- B. Digitize changes.
- C. Complete legend and formatting.
- D. Team, management review.
- E. Revise as needed.

X. PUBLIC AND LANDOWNER REVIEW

- A. Discuss and decide on public process.
- B. Conduct public review process.
- C. Prepare recommendations for responding to public comments.
- D. Determine map changes and digitize.

Plan SB Work Plan 2009-10

Density and Unit Size

TASKS	2009							2010									
	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
I Economic Study																	
II Density/Unit Size Options																	
III PC Status/Feedback																	
IV Public Involvement																	
V Form. Recommendation																	
VI PC Status/Feedback																	

Tasks

I. ECONOMIC STUDY

- A. Density & Unit Size Financial Feasibility
- B. Density & Unit Size Workshops
- C. Demographic & Economic Background
- D. Growth Scenarios Analysis

II. DENSITY AND UNIT SIZE OPTIONS FOR LUE AND MAP UPDATES

- A. Brainstorm with Staff approach to density and unit sizes.
- B. Develop options for density.
- C. Team/management review; revise as needed.
- D. Review with PC sub-committee; revise as needed.

III. PLANNING COMMISSION STATUS REPORT/FEEDBACK

- A. Notice.
- B. Post on Web.
- C. PC Report.
- D. PPoint.
- E. Attend PC hearing, present, take notes.
- F. Revise as needed.

IV. PUBLIC INVOLVEMENT PROCESS

- A. Develop approach for public involvement.
- B. Resource needs, location, date, time.
- C. Develop outreach materials and format of meetings and expectations.
- D. Include design review boards.
- E. Outreach materials, noticing, web, display ad, LDT bulletin.
- F. Hold workshop/charette (may be more than one)

V. FORMULATE RECOMMENDATION

- A. Analyze input received through public involvement.
- B. Prepare recommended policies.
- C. Prepare graphics to accompany text.
- D. Team and management review.
- E. Revise as needed for inclusion in the HE/LUE.

VI. PLANNING COMMISSION STATUS REPORT/FEEDBACK

- A. Notice.
- B. Post on Web.
- C. PC Report.
- D. PPoint.
- E. Attend PC hearing, present, take notes.
- F. Revise as needed.

Plan SB Work Plan 2009-10

Housing Element Update

TASKS	2009												2010				
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	
I Eval Previous HEU																	
II Needs Assessment																	
III Constrains																	
IV PC Review																	
V Land Use Inventory																	
VI 5-yr. Workplan																	
VII PC Review Policies																	
VIII Prepare Draft HEU																	
IX Public Review HEU																	
X PC Recommendation																	
XI CC Adoption																	

Tasks

I. EVALUATE PREVIOUS HOUSING ELEMENT

- A. Coordinate research and evaluation of previous HEU
- B. Analyze research and identify conclusions of research
- C. Evaluate and summarize achievements/effectiveness of existing HE programs and policies
- D. Prepare draft chapter
- E. Coordinate review of chapter
- F. Revise chapter as needed

II. NEEDS ASSESSMENT/COMMUNITY PROFILE

- A. Research, analyze and update community demographics, households, housing stock, market conditions, at-risk assisted units, housing needs, etc.
- B. Determine and prepare maps and graphics
- C. Prepare draft chapter
- D. Coordinate review of draft chapter
- E. Revise chapter as needed

III. CONSTRAINTS

- A. Identify governmental and non-governmental constraints on housing

- B. Analysis of potential constraints (i.e., development fees, permitting requirements, design review, construction costs, financing, etc.)
- C. Determine and prepare maps and graphics
- D. Prepare draft chapter
- E. Coordinate review of draft chapter
- F. Revise draft chapter as needed

IV. PC REVIEW OF NEEDS ASSESSMENT & CONSTRAINTS CHAPTERS

- A. Prepare Notice
- B. Prepare staff report and PowerPoint presentation
- C. Hold PC public hearings
- D. Revise Chapters as needed

V. LAND USE INVENTORY/HOUSING PRODUCTION

- A. Identify and inventory land suitable for housing
- B. Identify opportunity sites in MODA
- C. Assess environmental constraints and infrastructure
- D. Determine & prepare maps and graphics
- E. Prepare draft chapter
- F. Coordinate LRPSS and other Staff review of draft chapter
- G. Edit Chapter accordingly

VI. DEVELOP GOALS AND POLICIES/5 YR. HOUSING WORKPLAN

- A. Evaluate and incorporate policies from other GP documents that are relevant to HEU or visa versa. Remove completed, superseded or infeasible policies
- B. Identify policies, implementing strategies, etc., associated with Plan SB (i.e., density and unit size)
- C. Identify and develop new goals and policies with Staff
- D. Prepare draft goals and policies chapter
- E. LRPSS and management review of chapter

VII. PC REVIEW OF LAND USE INVENTORY AND 5 YR. HOUSING WORKPLAN

- A. Prepare Draft Goals & Policies/5 Year Work Plan
- B. Prepare Notice
- C. Prepare staff report and PowerPoint presentation
- D. Hold PC public hearings &/or workshops
- E. Revise 5 Year Workplan as needed

VIII. PREPARE DRAFT HEU INCLUDING FORMAT/LAYOUT

- A. Prepare draft intro and history chapters including info on public outreach and participation, information sources and GP consistency
- B. review draft intro and history chapters
- C. Revise draft chapters as needed

- D. Coordinate portions of intro and history chapter that can be incorporated into GP
- E. Finalize Draft HEU document
- F. Coordinate HEU format and appearance of chapters with PB

IX. PUBLIC & AGENCY REVIEW (45 days)

- A. Release Draft HEU to required Agencies for 45 day review
- B. Submit Draft HEU to HCD for Review
- C. Review by City Boards and Commissions

X. PC REVIEW AND RECOMMENDATION TO CC

- A. Notice public hearings
- B. Prepare staff report and PowerPoint presentation
- C. Hold public hearings with PC

XI. CC REVIEW AND RECOMMENDATION TO HCD

- A. Notice Public Hearing
- B. Prepare Staff Report and PowerPoint Presentation
- C. Hold public hearing with CC
- D. Revise draft HEU as needed

XII. SUBMIT DRAFT HEU TO HCD

- A. Submit draft HEU to HCD for review (60 days)
- B. Allow for revisions and adoption of HEU (90 days)

NOTES: We will not meet the August 2009 submittal deadline to HCD.

Plan SB Work Plan 2009-10

Adaptive Management – 1st Year

TASKS	2009												2010				
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	
I AMP Structure (complete)																	
II Objectives (complete)																	
III PC Status Rpt/Feedback																	
IV Indicators, Data																	
V Measurements/Methods																	
VI PC Status Rpt/Feedback																	
VII Mitigation Measures																	
VIII Baseline/Benchmarks																	
IX Draft AMP Report																	
X Public Feedback																	
XI Planning Commission																	
XII City Council																	

Tasks

I. AM PROGRAM STRUCTURE [Complete]

- A. Identify and research other organizations' AM/Indicator programs.
- B. Identify key components of AM.
- C. Prepare a conceptual AM program for the City.
- D. Team and management review and agreement on concept and structure; revise as needed.

II. REFINED OBJECTIVES [Complete]

- A. Review goals and objectives for framework.
- B. Establish characteristics for objectives.
- C. Revise existing and/or develop new objectives.
- D. Team review; revise as needed.

III. PC STATUS REPORT/FEEDBACK, May09 – (Comp)

- A. PC Report.
- B. Post on Web.
- C. Notice.

D. PPoint.

E. Attend PC hearing, present, take notes.

F. Revise as needed.

IV. INDICATORS & DATA

- A. Research indicators.
- B. Review current City monitoring programs.
- C. Determine what existing measures and monitoring address objectives and could be part of the AM program.
- D. Identify data sources and data gaps for indicators.
- E. Determine what additional data may be needed.
- F. Prepare preliminary set of indicators.
- G. Team review; revise as needed.

V. MEASUREMENTS & ALTERNATIVE APPROACHES

- A. Research various alternative measurement approaches and sources of data.
- B. Determine which methodologies are suitable for the different indicators.

- C. Determine needs for research or development of data and/or measurement methodologies.
- D. Determine if possible to partner with community organizations, e.g. ECP.
- E. Draft measurement methodology for the AMP.
- F. Team review; revise as needed.

VI. PC STATUS REPORT/FEEDBACK

- A. PC Report.
- B. Post on Web.
- C. Notice.
- D. PPoint.
- E. Attend PC hearing, present, take notes.
- F. Revise as needed.

VII. COORDINATE WITH EIR MITIGATION MEASURES

- A. Exchange information with EIR preparers.
- B. Coordinate AMP indicators and monitoring process with EIR mitigation measures.

VIII. BASELINE INFORMATION & BENCHMARKS

- A. Collect, review existing city baseline data as needed.
- B. Identify data gaps.
- C. Research other possible sources and collect data.
- D. Prepare draft benchmarks for indicators.
- E. Team review; revise as needed.

IX. 1st YEAR AM PROGRAM REPORT

- A. Prepare report documenting the AM program and identifying subsequent work to be done.

- B. Team and management review.
- C. Revise as needed.

X. PUBLIC FEEDBACK ON BASIC AMP COMPONENTS

- A. Develop public feedback mechanism.
- B. Prepare materials for public review.
- C. Prepare noticing and promotional pieces.
- D. Conduct public feedback.
- E. Analyze and summarize results.
- F. Revise indicators and measures as needed.

XI. PLANNING COMMISSION

- A. Prepare staff report.
- B. Prepare notices and ads.
- C. Post staff and DAMP reports to web.
- D. Distribute staff and DAMP reports.
- E. Prepare power point presentation.
- F. Attend, present, take notes at PC hearing.
- G. Follow-up as needed.

XII. CITY COUNCIL

- A. Prepare staff report.
- B. Prepare notices and ads.
- C. Post staff and AMP reports to web.
- D. Distribute CAR and AMP reports.
- E. Prepare power point presentation.
- F. Attend, present, take notes at CC hearing.
- G. Follow-up as needed.

Plan SB Work Plan 2009-10

Environmental Impact Report

TASKS	2009						2010									
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
I. Scoping/Contract Refinement																
II. MEA Baseline Information																
III. Project Description/ LU Data Bases /EIR Assumptions																
IV. EIR Document Organization																
V. EIR Setting																
VI. PC Status Report																
VII. Travel Demand Model																
VIII. DEIR Preparation																
IX. DEIR Public Review																
X. FEIR Preparation																
XI. FEIR PC Certification																
XII. City Council																

Tasks

I. EIR SCOPING/CONTRACT REFINEMENTS

- A. Review public scoping comments
- B. Identify refinements to EIR scope of analysis
- C. Process consultant contract amendment

II. MEA BASELINE INFORMATION

- A. URS Geology, Biology, Noise, Air Quality, Visual MEA completion
- B. GIS coordination with URS
- C. In-house Base Map, Visual, Transportation, Air Quality, Natural Hazards, Manmade Hazards, Noise, Watersheds & Drainages, Fire & Police, Schools & Public Bldgs, Water & Wastewater, Utilities, Recreation, Archaeology, Historical Resources Maps

III.

PROJECT & ALTERNATIVES DESCRIPTIONS, LAND USE DATA BASES; EIR ASSUMPTIONS

- A. Prepare future land use data bases for Project, Alternative Policies 1, Alternative Policies 2, and Extended Range
- B. Existing land use data sort and projects for PW water demand study
- C. Existing and future land use data bases for PW wastewater pipeline modeling
- D. Written descriptions for Project, No Project, Alternative Policies 1, Alternative Policies 2
- E. EIR assumptions for policy analysis
- F. Graphic representative of Project & Alternatives

IV. EIR ORGANIZATION

- A. EIR outline
- B. EIR format guidelines

V. EIR SETTING

- A. Existing Conditions Descriptions & Review for Air Quality, Biology, Geology, Hazards, Heritage Resources, Hydrology/Flooding/Water Quality, Noise, Water/Wastewater/Solid Waste; Recreation/Open Space; Fire/Police/Schools/Other Services; Transportation, Visual Aesthetics, Climate Change, Population/Housing/Employment/Land Use

- B. Existing policy summaries for above topics
- C. Impact significance guidelines for above topics

VI. PC STATUS REPORT

- A. Schedule meeting; prepare and obtain review/approval for agenda wording, notice, staff report and exhibits, web site, power point presentation, minutes.
- B. PC Meeting presentation.

VII. TRAVEL DEMAND MODEL DEVELOPMENT AND ANALYSIS

- A. Transportation performance measures
- B. Impact analysis
- C. Transportation report & EIR appendix

VIII. DRAFT EIR PREPARATION

- A. Draft EIR preparation and City approval
- B. Draft EIR reproduction

IX. DRAFT EIR PUBLIC REVIEW PERIOD (45 or 60 days)

- A. Noticing; PC staff report; power point preparation
- B. PC DEIR public hearings
- C. Organize and distribute comments

X. FINAL EIR & RESPONSES TO COMMENTS PREPARATION

- A. FEIR preparation and City approval
- B. Prepare findings for EIR certification
- C. Proposed FEIR reproduction

XI. FINAL EIR CERTIFICATION

- A. Noticing
- B. PC staff report, findings, power point presentation
- C. PC FEIR certification hearing

XII. CITY COUNCIL - PLANSB ADOPTION

- A. Prepare City Council CEQA findings
- B. City Council *PlansB* adoption hearing

WORKING OUTLINE

[Table of Contents]

RESOLUTION OF ADOPTION

TABLE OF CONTENTS

TABLES

FIGURES

PART I: INTRODUCTION

PLAN SANTA BARBARA PURPOSE AND NEED CONDITIONS, TRENDS AND POLICY DRIVERS

CONDITIONS, TRENDS AND ISSUES

City Profile [Brief physical, demographic (§65583(a)), cultural and economic descriptions.
Include Fast fact sheet at beginning]

Historic Context [Overview of City's history with reference to Appendix.]

State and Regional Context

Trends 1990 to 2008

Development and Growth Issues [Need to include something about sustainability as
over-arching issue addressed in next section.]

POLICY DRIVERS

Growth Management (Charter Section 1508 sunsets in 2010)

Energy and Climate Change

Historic and Community Character

Economic and Fiscal Health

Public Health

SUSTAINABILITY FRAMEWORK

SANTA BARBARA AS A SUSTAINABLE COMMUNITY

A VISION OF A SUSTAINABLE SANTA BARBARA

SUSTAINABILITY PRINCIPLES

Equity

Environment

Economy

SUSTAINABILITY AND RESOURCE CAPACITY

SUSTAINABILITY FRAMEWORK

ADAPTIVE MANAGEMENT

Adaptive Management Policies

HISTORY OF THE GENERAL PLAN SINCE 1964

FROM THE 1964 PLAN TO 2005

GROWTH MANAGEMENT HISTORY

THE CURRENT PROCESS [Brief overview with reference to appendix.]

WHAT IS IN THIS PLAN UPDATE; WHAT COMES NEXT?

THE LAND USE ELEMENT AND MAP – UPDATED

THE 2009-13 HOUSING ELEMENT

OTHER ELEMENTS

Sustainability Goals and Policies

Future Updates

PART II: ELEMENTS

LAND USE AND GROWTH MANAGEMENT ELEMENT

INTRODUCTION

Planning Principles, Assumptions and Approach [E.g. Live within resources, priorities for resources, MODA, density along transit corridors; balance of residential growth with open space.]

Content of Land Use and Growth Management Element and Where to Find Things

Relationship and Consistency with Other General Plan Elements

LAND USE DESIGNATIONS AND THE LAND USE MAP

SUSTAINABILITY GOALS

GROWTH MANAGEMENT POLICIES

Policy Context [Brief paragraph]

Policies

Implementation

LAND USE POLICIES

Policy Context [Brief paragraph]

Policies

Implementation

NEIGHBORHOODS POLICY

Policy Context [Brief paragraph]

Description of Neighborhoods [Include: City-wide map of neighborhoods; 1-page neighborhood profiles with neighborhood map, and one or two pictures of neighborhood; brief characterization; fast facts (demographics); trends/changes (bullets); issues or potential SNP topics (bullets).]

Policies

Implementation

IMPLEMENTATION SUMMARY [Include summary matrix table cross-tabbing goals and policies with implementation options.]

OPEN SPACE ELEMENT [Amended only. To be updated in a later phase.]

SUSTAINABILITY GOAL

POLICIES

IMPLEMENTATION [To Be Determined]

EXISTING OPEN SPACE ELEMENT

PARKS AND RECREATION ELEMENT [Amended only. To be updated in a later phase.]

SUSTAINABILITY GOALS

POLICIES

IMPLEMENTATION [To Be Determined]

EXISTING PARKS AND RECREATION ELEMENT

SCENIC HIGHWAYS ELEMENT [Amended only. To be updated in a later phase.]

SUSTAINABILITY GOALS

POLICIES

IMPLEMENTATION [To Be Determined]

EXISTING SCENIC HIGHWAYS ELEMENT

ECONOMY AND FISCAL HEALTH ELEMENT [To be prepared in a later phase.]

SUSTAINABILITY GOALS

LOCAL ECONOMY POLICIES

IMPLEMENTATION [To Be Determined]

REGIONAL ECONOMY POLICIES

ENVIRONMENTAL RESOURCES ELEMENT [To be prepared in a later phase.]

SUSTAINABILITY GOALS

CLIMATE CHANGE POLICIES

ENERGY CONSERVATION POLICIES

AIR QUALITY POLICIES

BIOLOGICAL RESOURCES POLICIES
GEOLOGY POLICIES
HYDROLOGY, WATER QUALITY AND FLOODING POLICIES
FOOD AND AGRICULTURE POLICIES
AESTHETICS AND VISUAL RESOURCES POLICIES
IMPLEMENTATION [To Be Determined]
EXISTING CONSERVATION ELEMENT [Amended only. To be updated in a later phase.]

HISTORICAL RESOURCES AND COMMUNITY DESIGN ELEMENT [To be prepared in a later phase.]

SUSTAINABILITY GOALS
HISTORICAL AND ARCHAEOLOGICAL RESOURCES POLICIES
COMMUNITY DESIGN POLICIES
IMPLEMENTATION [To Be Determined]

HOUSING ELEMENT

INTRODUCTION

Planning Principles, Assumptions and Approach
Contents of this Housing Element and Where to Find Things
Relationship and Consistency with Other General Plan Elements (§65583(c))

EVALUATION OF 2004 HOUSING ELEMENT (§65588)

HOUSING RESOURCE AND NEEDS ASSESSMENT

Population and Employment Trends
Household Characteristics
Housing Stock Characteristics
Special Housing Needs Assessment
Assisted Units at Risk (§65583(c)(6))
Housing Needs (RHNA, §65584)
Constraints

LAND INVENTORY AND HOUSING OPPORTUNITIES (§65583(c)(1))

SUSTAINABLE HOUSING GOALS

HOUSING POLICIES

IMPLEMENTATION – 5-YEAR HOUSING STRATEGY [Include summary matrix table cross-tabbing goals and policies with implementation options.]

CIRCULATION ELEMENT [Amended only. To be updated in a later phase.]

SUSTAINABILITY GOALS

CIRCULATION POLICIES
PARKING POLICIES
DEVELOPMENT POLICIES
EXISTING CIRCULATION ELEMENT
IMPLEMENTATION [To Be Determined]

PUBLIC SERVICES AND SAFETY ELEMENT [To be prepared in a later phase.]

SUSTAINABILITY GOALS
WATER SUPPLY POLICIES
WASTEWATER POLICIES
WASTE MANAGEMENT AND RECYCLING POLICIES
UTILITIES POLICIES
NOISE POLICIES
POLICE AND FIRE SERVICES POLICIES
GEOLOGICAL HAZARDS POLICIES
EMERGENCY PREPAREDNESS POLICIES
IMPLEMENTATION [To Be Determined]
EXISTING SEISMIC SAFETY & SAFETY ELEMENT [Amended only. To be updated in a later phase.]
EXISTING NOISE ELEMENT [Amended only. To be updated in a later phase.]

GLOSSARY

REFERENCES

PART III: APPENDICES

APPENDIX A: *PLAN SANTA BARBARA PROCESS*
APPENDIX B: CITY HISTORY
APPENDIX C: DEMOGRAPHIC DETAILS
APPENDIX D:

PLAN SANTA BARBARA ADAPTIVE MANAGEMENT PROGRAM

[DRAFT STRUCTURE]

- I. INTRODUCING ADAPTIVE MANAGEMENT FOR THE GENERAL PLAN
 - A. What is it?
 - B. What is the Adaptive Management Program?
 - C. Relationship to the General Plan
 - D. How do we determine success?

- II. COMPONENTS OF MONITORING
 - A. Objectives (ref. Appendix A)
 - B. Indicators (ref. Appendix A)
 - C. Data sources and data issues
 - D. Monitoring methods, frequency, timeframes (short and long term)

- III. EVALUATION OF POLICY EFFECTIVENESS
 - A. Establishing the baseline
 - B. Comparison of indicators to baseline
 - C. Developing trends
 - D. Interpreting the data

- IV. REPORTING CONCLUSIONS AND POLICY RECOMMENDATIONS
 - A. Annual reports – format and content
 - B. Relationship of snapshots and trends to objectives
 - C. Recommendations for changes to policies or implementation

- V. RESOURCES AND COSTS FOR AMP

Next Steps – AMP Year 2: preliminary workplan and schedule

APPENDICES

- Appendix A: Objectives and Indicators
- Appendix B: Indicators and Potential Data Sources
- Appendix C: Glossary
- Appendix D: References

Revised: 4/15/09

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PLAN SANTA BARBARA

Adaptive Management Program

PROPOSED OBJECTIVES

LAND USE AND GROWTH MANAGEMENT

LG-I: Sufficient or surplus resources and infrastructure capacity relative to demand. (See also Objective PS-II)

LG-II: The balance between the supply of affordable and attainable housing relative to jobs has improved by the year 2020.

LG-III: A majority of neighborhoods have Sustainable Neighborhood Plans by the year 2020.

LG-IV: Use of alternative transportation modes relative to single occupancy vehicle use has increased by 2015. (See also Objective C-II)

ECONOMY AND FISCAL HEALTH

EF-I a: The diversity of the city's economic sectors (e.g., tourism, retail, health, education, "green" businesses) is stable or has expanded by 2015.

EF-I b: City revenues from commercial sources are stable or have increased by 2015.

EF-II: A greater proportion of local jobs are filled by local residents by the year 2015.

EF-III: Regional cooperation has increased and progress is being made on a regional blueprint for land use, housing and transportation, and on a regional economic strategy that addresses the jobs/housing balance, by the year 2015.

EF-IV: An increased proportion of new hires are graduates of local schools, colleges and universities by 2015.

ENVIRONMENTAL RESOURCES

ER-I: A City-wide reduction of 50% in fossil fuel use for buildings by the year 2020, and carbon neutrality for buildings by the year 2030.

ER-II: Natural areas along creeks and elsewhere within the City have been retained or expanded in area, and their quality preserved or enhanced.

ER-III: Opportunities for residents and students to get fresh locally-grown produce have increased by the year 2015.

ER-IV: In response to AB32 and SB375, a reduction of green house gas emissions from light vehicles and trucks to 1990 levels by the year 2020.

ER-V: The quality of our natural resources, such as water, air and habitat, is maintained or has improved by the year 2015.

HERITAGE RESOURCES AND COMMUNITY DESIGN

HC-Ia: The distinctive character of the City's districts and neighborhoods has been retained or enhanced.

HC-Ib: The City's public places (including streets and paseos) have been retained, enhanced or new ones created.

HC-II: Designations of historic resources identified by the City have increased by the year 2015.

HC-III: By the year 2012, planning decisions involving community design include consideration of effects on public health.

HOUSING

H-I: Increased housing is available for all levels of affordability (very low, low, moderate, middle-income), for the local workforce, and for special needs populations by the year 2020.

H-II: An expanded range of housing types (e.g., Single Family Residential, clustered, zero lot line, townhouse, mixed-use) is available to accommodate different types of households, and different lifestyles or life stages, by the year 2020.

CIRCULATION

C-I: Public transit service and facilities, and miles of sidewalks, trails, bicycle paths and lanes have increased and/or been upgraded, and convenient links between the various modes are available by the year 2015.

C-II: A 50/50 split in mode share between the single occupant vehicle and all other modes of travel within the City is achieved by the year 2020. (See LG-IV.)

C-III: Traffic congestion has not increased or is less than the 2008 baseline study by the year 2020.

PUBLIC SERVICES AND SAFETY

PS-I: Long range plans for essential infrastructure, services and emergency preparedness are up to date, consistent with the General Plan and one another, and are incorporated in the City's capital improvement programs and/or policy documents by the year 2015.

PS-II: City infrastructure, facilities and services have capacity to meet existing and foreseeable demand. (See also Objective LG-I)

PS-III: Conservation and management practices for City services and facilities are maintained and/or improved.