



City of Santa Barbara California

PLANNING COMMISSION STAFF REPORT

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PROJECT NAME: *Plan Santa Barbara, Phase III Worksession*
TO: Planning Commission
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I. PROJECT DESCRIPTION

Worksession on *Plan Santa Barbara* focusing on the Housing Element and the Adaptive Management Program.

II. RECOMMENDATION

That the Planning Commission receive a brief presentation, hold a discussion, and provide feedback and direction to staff regarding the Housing Element Update and the Adaptive Management Plan programs.

III. HOUSING ELEMENT

State law requires cities and counties to adequately plan to meet their 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 the State Department of Housing and Community Development (HCD).

As a first step in updating the Housing Element, Government Code Section 65588 requires that the prior housing element be evaluated to assess the progress made in achieving the jurisdictions housing goals and objectives. This step is important in assessing the appropriateness and effectiveness of the City's existing goals, policies and implementation strategies and documenting the results that were achieved during the planning period (2001-2007). The evaluation requires an analysis in three areas:

- ***Effectiveness of the Housing Element:*** A review of the actual results of the goals, policies and implementation strategies. The results should be quantified where possible.

- ***Progress in Implementation of the Housing Element:*** An analysis of the significant difference between what was projected or planned in the previous element and what was achieved.
- ***Appropriateness of goals, policies, and implementation strategies:*** A description of what was learned based on the analysis of progress and effectiveness, and how the goals, policies, implementation strategies would be adjusted or revised to reflect what was learned from the results.

The existing 2004 Housing Element contains seven goals, 35 policies and 213 implementation strategies intended to address the City's housing needs. The majority of the strategies are a continuation of the City's commitment to the production of affordable housing and sound community planning. Many of the programs identified in the 2004 Housing Element are aimed at protecting neighborhoods, quality design, historic preservation, environmental quality, affordable housing and socio-economic diversity.

Exhibit A evaluates the previous Housing Element and provides information, quantified whenever possible, of the City's progress in achieving the housing goals and objectives of the 2004 Housing Element. Overall, good progress has been made in all goal areas of the Housing Element, including the completion of major studies and programs. The following are highlights of notable achievements during the previous planning period (2001-2007):

- ***Goal 1: Housing Opportunities***
 - Amended Municipal Ordinance to include reasonable accommodation provisions for persons with disabilities.
 - Amended Municipal Code to expand locations where overnight RV parking can occur.
 - Funded operation and expansion of year-round bed capacity at Casa Esperanza to 230 beds.
 - Approved and constructed largest affordable housing project in City's history (170 units at St. Vincent's property).
 - Approved and constructed El Carrillo (62 SRO units), Casa de las Fuentes (42 units for downtown workers), Mental Health Association project (51 for mentally ill and low-income homeless).
- ***Goal 2: Conservation and Improvement of Existing Housing***
 - Adopted Demolition Review Ordinance.
 - Adopted Tenant Displacement Assistance Ordinance.
 - Provided \$9.27 million to rehabilitate 61 single-family units and 450 multi-family units.
 - Completed two historic survey areas and created the Lower Riviera Design District.
 - Extended affordability covenants to continue the affordability of 264 units.
- ***Goal 3: Neighborhood Compatibility and Improvement***
 - Updated the Neighborhood Preservation Ordinance.
 - Created the Single Family Design Board and adopted the Single Family Design Guidelines.
 - Adopted Floor Area Ratio (FAR) standards for Single-Family zones.

- **Goal 4: New Housing Development**
 - Adopted Inclusionary Housing Ordinance.
 - Amended Uniform Building Code to change size requirement for affordable efficiency units (SROs).
 - Developed Green Building Program.
 - Adopted Solar Energy Guidelines and Solar Recognition Awards Program.
- **Goal 5: Reduce Governmental Constraints**
 - Created Staff Hearing Officer to improve, simplify and streamline discretionary review process.
 - Expedited plan check process for affordable housing projects.
- **Goal 6: Regional Cooperation and Job/Housing Balance**
 - Participated in the development of a Ten-Year Plan to End Chronic Homelessness.
 - Continued participation in the Joint Affordable Housing Task Group.
 - Worked with County to address affordable housing issues through coordinated efforts such as Mercy Housing and Hillside House.
- **Goal 7: Public Education**
 - Continued to expand awareness of the benefits of creating new affordable housing opportunities, implementing mixed-use/transit oriented policies, and providing shelter and support services to the homeless.
 - Received National and State awards and recognition for Paseo Voluntario (20 unit rental housing project), Casa de Las Fuentes (42 rental units for downtown workers) and Casa Esperanza Shelter and Day Care Center.

Meeting Regional Housing Need

From 2001 to 2007, the City issued building permits for 905 units, including 83 (9%) single-family homes, and 822 (91%) multi-family units. Of the 822 multi-family units, 426 (47%) units were built in the R-2 and the R-3/R-4 zones, and 396 (44%) units were built in commercial zones. Affordable units totaled 411 units and were primarily located in the multi-family and commercial zones. In addition, 61 single family units and 450 multi-family units for low income households were rehabilitated using City funds.

The table below shows the number of units issued building permits by zone and affordability from January 1, 2001 through December 31, 2007.

BUILDING PERMITS ISSUED JANUARY 2001 – DECEMBER 2007

Zone	Number of Units Issued Permits	% Permits by Zone	Affordable Units
Single-Family	83	9%	0
Duplex (R-2)	79	9%	0
Multi-Family (R-3/R-4)	347	38%	205
Commercial	396	44%	206
Total	905 Units	100%	411 (45%)

This building activity illustrates that 45% of the units issued permits were designated affordable units. The majority of the new housing (82%) was built as multi-family units in the commercial zones and neighborhoods in and around the City’s downtown. These projects are classic in-fill and mixed use development, located near transit, jobs, shopping, entertainment and recreation. Such development demonstrates the City’s success in promoting affordable housing through its mixed-use incentives. Approximately 20 mixed-use projects totaling 172 dwelling units were issued building permits or constructed between 2001 and 2007. There are currently 27 pending mixed-use projects, which have the potential to result in 454 additional units.

The results of this evaluation, together with the housing needs assessment, which will also be revised as part of the Housing Element Update, serve to make adjustments or create new policies and implementation strategies for the 2007 Housing Element. As reflected in Exhibit B, approximately 161 of the implementation strategies contained in the existing Housing Element are proposed to be carried forward in the updated 2007 Housing Element. In addition, 17 new strategies developed as part of the *PlanSB* process have been included (shown in italics in Exhibit B) and intended to encourage the development of mixed-use, in-fill and affordable housing, which remain a high priority for the City.

New Housing Policies Proposed by PlanSB Process

The housing policies proposed by the *PlanSB* process aim to increase the provision of affordable housing, retain and increase rental housing, and encourage the production of non-subsidized affordable housing. Protecting and maintaining the small-town character of Santa Barbara and its residential neighborhood continues to be a key objective.

Recent Planning Commission Worksessions related to density and unit size, have indicated support by the Commission to revise the existing variable density standards in order to allow the regulation of residential density based on unit size, rather than number of bedrooms. Such

changes to the existing variable density standards could potentially increase densities in selected areas of the City's multi-family and commercial zones.

The following *PlanSB* housing policies are proposed to be incorporated into the 2007 Housing Element Update as implementation strategies that encourage and promote smaller unit sizes and increased densities in an effort to facilitate additional affordable and workforce housing:

- H2, *Market Rate Residential*;
- H3, *Average Multi-Family Residential Unit Size*;
- H4, *Unit Size and Density*;
- H5, *Incentives for Affordable by Density Units*;
- H6, *Promote Affordable and Workforce Housing Production*;
- H10, *Density Incentives for Sustainable Resource Use*; and
- H13, *Residential Density Standards*

The Planning Commission has also identified the importance of maintaining and encouraging additional rental housing as a priority. *PlanSB* proposed housing policy H12, which would be included as an implementation strategy in the updated Housing Element, directs the development of a rental overlay program to allow increased densities. It also encourages the production of rental housing by providing development standard and discretionary review process incentives.

Mixed-use development continues to be a major aspect of housing development in the commercial zones. In 1996, the Zoning Ordinance was amended to provide additional incentives for mixed-use and housing in commercial zones, including reduced requirements for parking, guest parking and setbacks. In addition, recognizing the built-out nature of the Downtown, flexibility for how parking and open space are provided in mixed-use projects. Proposed *PlanSB* housing policy H11, which is proposed as an implementation strategy in the 2007 Housing Element, promotes and encourages mixed-use development with an emphasis in affordable housing at shopping centers, such as La Cumbre Plaza.

Deleted Existing Housing Element Policies and Implementation Strategies

Four policies and 52 existing implementation strategies are proposed to be deleted for various reasons, including completing or achieving the objective, no longer needed or appropriate, superseded by another policy or implementation strategy, or moved to another element of the General Plan (Exhibit C).

Eleven (11) implementation strategies were completed and therefore would be deleted. Seventeen (17) implementation strategies are proposed to be moved to existing or future General Plan elements, such as the Land Use and Growth Management Element, Historic Resources and Community Design Element, and Environmental Resources Element. Eight (8) implementation strategies are identical or similar to policies or implementation strategies already contained in other element (i.e., Circulation Element).

Eleven (11) implementation strategies would be deleted because they would be superseded by proposed *PlanSB* housing policies, or addressed through the *PlanSB* process. Finally, five (5) strategies are recommended for removal because they were found to be: 1) not viable (2.2.2) as

it would not provide intended results, 2) infeasible due to lack of funding (4.2.4, 4.2.11), 3) already required by State law (4.3.4), and 4) exploring different manner to achieve (6.5.5).

Planning Staff requests comments and direction from the Planning Commission regarding the preliminary draft goals, policies and implementation strategies proposed for the 2007 Housing Element (Exhibit B). It is recognized that further deletions, revisions or additions to the draft goals, policies and implementation strategies will result from the density and unit size dialogue that is currently occurring with the Planning Commission and community.

Next Steps for the Draft 2007 Housing Element

The draft Table of Contents for the 2007 Housing Element Update has been included as Exhibit D to provide more detail of the various components of the document. The next work items to be completed will be the housing needs assessment and land use inventory and opportunity sites analysis (Exhibit E). The housing needs assessment is not expected to require a comprehensive update, as HCD staff has indicated that certain information generally required to be updated as part of the housing needs assessment (i.e., population and employment trends, household and stock characteristics, and special housing needs, etc.) would need minimal updating, since new census information is not yet available.

The land use inventory and opportunity sites analysis must include a more detailed inventory of suitable sites than was required in 2004 Housing Element. The analysis must include a parcel specific land inventory with unique identifiers, such as the Assessors Parcel Number, General Plan Designation, Zoning Designations, size of the parcel, allowable density, realistic unit capacity, infrastructure capacity, a description of the existing use, on-site constraints, and a map showing the location of opportunity sites. In addition, the City will be required to prepare an analysis that demonstrates which identified sites can accommodate the housing needs, by income level, within the planning period of the element. The examination of suitable opportunity sites has already begun with the analysis and resulting map presented in the *Development Trends Report* (March 2008).

IV. ADAPTIVE MANAGEMENT PROGRAM

Preparation of an adaptive management program is progressing in tandem with the Land Use and Growth Management Element, the Land Use Map, and the Housing Element. Exhibit F provides the task list and schedule for the Adaptive Management Program (AMP) project.

Adaptive management is a process for evaluating results and making adjustments in managing a complex system – such as the city – to achieve defined objectives. The program steps include monitoring, evaluation, reporting, and recommending plan amendments. In tracking progress toward the General Plan goals, 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 General Plan amendments, when needed.

These products provide the ability to make mid-course corrections toward the agreed-upon goals of the Plan to maintain its currency and relevance.

Two principle purposes of the AMP are: 1) to monitor Santa Barbara's progress towards becoming a more sustainable community, and 2) to monitor the effectiveness of growth management policies. The evaluation of the monitoring for multiple objectives taken together will provide a holistic picture of Santa Barbara as a sustainable community. Evaluation of the monitoring of specific indicators would allow timely identification of growth trends, and the need for amending policies in order to meet growth management goals. Indicators relating to growth, such as water consumption and new housing units, could be tracked project by project, the implications analyzed, and reported to the Commission on a regular basis similar to what is currently done for affordable housing units.

For more detail on the AMP, Exhibit G provides the revised draft Table of Contents and introductory sections that will eventually be part of the AMP document.

Monitoring

Monitoring is perhaps the most fundamental component of adaptive management, and comprises objectives, indicators, timeframes and data.

Objectives are the 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. Indicators for monitoring the General Plan's policies and implementation methods are identified for each objective.

The objectives proposed in the final *Draft Policy Preference Report, January 2009* have been used as the starting point for the AMP. While the objectives are still evolving, it is unlikely that all of them could be tracked right from the beginning because of the variety of data required. Therefore, staff is focusing on key planning goals and objectives to be included in the first year AMP. Once the benefit of monitoring the initial objectives is demonstrated, the program could be expanded to include additional objectives.

The indicators are a quantifiable measurement used for tracking progress and determining 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 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 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 gage progress toward achieving the stated objectives, and thereby the General Plan goals.

The objectives and indicators proposed for the first year are listed in Exhibit H. Some of the objectives address similar concerns, e.g. fossil fuel use and greenhouse gases, or they address related concerns, e.g. housing/jobs balance, traffic congestion, and open space. The indicators for two or more of the objectives taken together may expand benefits. They could:

- Provide a more dimensional picture for the related objectives;
- More holistically address larger community concerns such as climate change and growth impacts on the quality of life in Santa Barbara; or
- Shed light on related objectives not included in the first year.

The results of monitoring would be evaluated, and conclusions reported to the Planning Commission on a pre-established schedule appropriate for each objective. If evaluation indicates that a particular objective is not being met, the report recommendations would offer options for improving performance.

The materials for discussion today include proposed evaluation sheets for eight objectives (Exhibit I). Originally, five objectives were proposed for the first-year program. Three additional objectives have been included to cover a broader range of objectives to gain a more comprehensive picture of growth and sustainability under the proposed updated General Plan.

The proposed evaluation sheets are still being developed. The draft sheets identify the basics for monitoring and evaluating the indicators for each objective. Staff would appreciate feedback from the Planning Commission on the indicators selected for monitoring progress toward the objectives, and on the evaluation sheets.

A glossary of terms for adaptive management is provided in Exhibit J as a reference.

Exhibits:

- A. Evaluation of 2004 Housing Element Table
- B. Draft Housing Element Goals, Policies and Implementation Strategies
- C. Deleted, Moved or Modified Housing Element Policies and Implementation Strategies
- D. Draft Housing Element Table of Contents
- E. Housing Element Work Program and Timeline
- F. Adaptive Management Program Work Program and Timeline
- G. Revised Table of Contents and Draft Introductory Sections of the AMP
- H. Proposed First Year Objectives and Indicators
- I. Draft Objective Evaluation Sheets
- J. Glossary of AMP Terms

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2000-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Promote equal opportunity in housing. (1.1.1–1.1.4) Timing: On-going Responsibility: Housing & Redevelopment Division, Planning Division</p>	<p>Support the Rental Housing Mediation Task Force (RHMTF), publicize equal opportunity provisions and remedies, pursue enforcement against discrimination in housing,</p>	<p>The City funded the RHMTF program, Fair Housing and Legal Aid Foundation. RHMTF assisted 24,241 individuals (averaging 3,000 per year). 111 fair housing enforcement cases were investigated (averaging 14 per year). Legal Aid provided assistance to 2,412 individuals (averaging 345 per year). Fair housing information continues to be distributed through a variety of media sources. Other services were provided through various local programs and organizations.</p>	<p>Continue 1.1.1 thru 1.1.4, to promote equal opportunity in housing</p>
<p>Action: Provide reasonable accommodation in the application of City zoning laws. (1.1.5) Timing: 2004-2005 Responsibility: Planning Division</p>	<p>Amend the Municipal Code to provide persons with disabilities reasonable accommodation in application of City Zoning laws.</p>	<p>In 2007, the City amended the Municipal Code to incorporate reasonable accommodation provisions for persons with disabilities. The Ordinance ensures that persons with disabilities are provided equal access to housing.</p>	<p>Delete 1.1.5, the objective was achieved</p>
<p>Action: Support programs and efforts designed to prevent homelessness. (1.2.1–1.2.7) Timing: Ongoing (1.2.1, 1.2.6, 1.2.7), TBD based on private sector interest (1.2.2–1.2.5) Responsibility: Housing & Redevelopment Division, Planning Division</p>	<p>Implement Consolidated Action Plan's Continuum of Care program, seek funding for homeless prevention programs, continue zoning laws that allow overnight RV parking, work with other entities to locate RV parking</p>	<p>The City implemented its Continuum of Care program for the homeless as established under its Consolidated Plan and annual Action Plans. The City's homeless assistance programs fall into four critical service areas: 1) prevention, 2) emergency shelter, 3) transitional housing, 4) permanent supportive housing. The City annually spent an average of \$271,000 in CDBG funds on social services that fall into the above 4 categories.</p> <p>A Task Force on Vehicle Dwelling Report was submitted to the City Council in June 2002, recommending the following:</p> <ul style="list-style-type: none"> ▪ Creation of an RV park; ▪ Establishment of the RV Safe Parking Program; and ▪ Development of alternative forms of housing (SRO's). <p>The RV Safe Parking Program was formed and the Municipal Code was amended in 2007 to expand locations where overnight RV parking can occur. The Safe Parking Program provides staff to monitor the program and provide outreach services to</p>	<p>Continue 1.2.1, 1.2.2, 1.2.3 to assist in the prevention of homelessness</p> <p>Continue 1.2.4 thru 1.2.7 to support the provision of RV parking areas</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/qualified)	Results/Evaluation	Continue/Modify/Delete
		clients. The City has participated with the County and other local agencies to promote RV parking areas. The program currently has a total of 55 spaces in Santa Barbara. This program has been effective, as demonstrated by the recent increase of parking spaces in City operated parking lots to 25 in order to accommodate the applicant waiting list.	
<p>Action: Support and fund expansion of Cacique Shelter programs for the homeless. (1.3.1, 1.3.2) Timing: 2002-2007 Responsibility: Housing & Redevelopment Division</p>	<p>Expand programs to serve approximately 1,500 persons/year. Offer 200 beds/night (Dec-Apr), and 30 beds/night (Apr-Dec).</p>	<p>The City funded the operation of Casa Esperanza (homeless shelter), which served 7,288 individuals (averaging 1,041 per year). Their conditional use permit was revised to expand their bed capacity year-round. They now offer 200 beds/night from December – March and 100 beds/night from April – November.</p>	<p>Continue 1.3.1, 1.3.2 that support and fund Casa Esperanza services and programs</p>
<p>Action: Support agencies and nonprofits effort to provide shelter/services to the homeless. (1.3.3, 1.3.4) Timing: Ongoing Responsibility: Housing & Redevelopment Division</p>	<p>Continue to provide a wide range of service programs and capital projects that serve the needs of the homeless.</p>	<p>The City funded a wide array of housing, human services, community services and capital projects for the homeless through its CDBG/Human Services funding process. A total of \$2,169,703 was granted (averaging \$271,213 per year).</p>	<p>Continue 1.3.3, 1.3.4 to serve needs of the homeless</p>
<p>Action: Increase the supply and variety of transitional housing opportunities. (1.4.1, 1.4.2) Timing: 2002-2007 Responsibility: Housing & Redevelopment Division</p>	<p>Provide 20 new transitional housing units for very-low income formerly homeless, coordinate Consolidated Plan Continuum of Care programs</p>	<p>The City participates in an annual regional application (different from Plan described in 1.2.1 above), with the County, who is the lead agency responsible for preparing the application for federal (McKinney Act) funds for homeless services that are administered by HUD. Typically, the region receives annual awards of about \$1,000,000 in social services funding plus about \$500,000 in Shelter Plus Care vouchers.</p> <p>For the last two years, the City provided operational funding totaling \$23,000 in CDBG funds to Willbridge, a local nonprofit organization that operates a 12-bed transitional housing program for homeless mentally ill individuals. In addition, RDA provided funds to a transitional housing program that serves 19 individuals.</p>	<p>Continue 1.4.1, 1.4.2 to increase transitional housing opportunities</p>

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Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Seek to ensure the availability of a range of housing opportunities with an emphasis on low-and moderate-income seniors. (1.5.1–1.5.3, 1.5.5) Timing: 2002-2007 Responsibility: Housing & Redevelopment Division</p>	<p>Construct 95 new housing units affordable to low income seniors. Coordinate with private sector to expand senior housing (over 100+ affordable housing units). Continue to work with the Ombudsman's Program and Area Agency on Aging.</p>	<p>Construction was completed on an 11-unit senior rental housing project (Laguna Cottages). Additionally, a 95-unit senior rental housing project (St. Vincent's Villa Caridad) was issued a building permit in 2004, with construction completed in 2008.</p> <p>The City also provided funding for rehabilitation of three existing senior housing facilities (SHIFCO, Laguna Cottages and Pilgrim Terrace) for a total of 235 units.</p> <p>The City has provided about \$23,000 annually in operational funding (CDBG funds) to the Long Term Care Ombudsman Program, a nonprofit organization that monitors conditions and investigates complaints in State-licensed residential facilities that provide elderly care. The City continued to support the Long Term Care Ombudsman Program.</p>	<p>Continue 1.5.1, 1.5.2, 1.5.3, 1.5.5 to promote housing opportunities for low- and moderate-income seniors</p>
<p>Action: Seek to ensure the availability of housing opportunities for the low and moderate income disabled population. (1.6.1, 1.6.4) Timing: Ongoing Responsibility: Housing and Redevelopment Division, Planning Division</p>	<p>Construct 50 new units for very-low income disabled persons. Work with community service providers to expand services that include housing through construction or acquisition/rehab.</p>	<p>One project with 62 units was constructed in 2007 for very low-income homeless & mentally disabled persons (El Carrillo). Another project with 39 units reserved for mentally disabled persons (MHA's Building Hope) was issued a building permit in 2006 and construction was completed in 2008.</p>	<p>Continue 1.6.1, 1.6.4 to promote housing opportunities for disabled individuals</p>
<p>Action: Increase housing opportunities for disabled persons. (1.6.6–1.6.8) Timing: 2002-2007 Responsibility: Housing & Redevelopment Division</p>	<p>Encourage Housing Authority to continue giving priority status to disabled with greatest housing need. Explore funding of accessibility improvements for units made available to disabled persons</p>	<p>The City's Housing Authority continues to give priority status on their waiting list to the disabled with the greatest housing need. In addition, the Housing Authority has 100 Section 8 vouchers reserved for disabled persons, known as Mainstream Vouchers.</p> <p>Several HRLP rehabilitation projects includes accessibility improvements as part of the scope of work – benefiting an estimated 20 single family homes and 350</p>	<p>Continue 1.6.6, to encourage priority status to disabled persons.</p> <p>Continue 1.6.7, to provide funding for accessibility</p>

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PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
	eligible for HUD Section 8 certificates.	multi-family units. The City used State Workforce Housing funds to improve accessibility at the Franklin Center and as part of the new curbs, gutters and sidewalks on Punta Gorda Street. The City worked hard to extend affordability controls on all projects with expiring covenants.	improvements Continue 1.6.8 to increase housing opportunities to disabled individuals
Action: strongly encourage accessibility for the disabled in new units and units to be rehabilitated. (1.7.1, 1.7.3) Timing: Ongoing Responsibility: Planning Division, Building & Safety Division	Continue review of residential development plans for accessibility. Adhere to the Fair Housing Accessibility Guidelines.	The City continues to review accessible dwelling units as required by State and Federal Accessibility laws. City staff continues to provide guidance to builders, as needed, to ensure compliance with Federal and State laws.	Continue 1.7.1 and 1.7.3, as required by State and Federal Accessibility laws. Continue 1.7.2 to encourage accessible units
Action: Support the creation of new programs to help the disabled secure accessible housing. (1.8.1-1.8.3) Timing: TBD Responsibility: Housing & Redevelopment Division, Planning Division, Building & Safety Division	Increase programs and units for disabled by implementing policies that give incentives for disabled accessible units, seeking funds to create technical assistance programs for builders that construct or convert housing for disabled, and seeking funds for case managers to support disabled in independent living situations.	To provide incentives as well as remove constraints, the Municipal Code has been amended to allow modifications to any zoning standard when necessary to make an existing residential unit accessible to persons with disabilities. The City has provided funds annually to the Independent Resource Center (totaling \$129,000), where caseworkers help disabled persons live independently. The City's Housing Authority and PathPoint (a local social service provider) secured mental health services funding from the County for 2 full-time on-site caseworkers at the El Carrillo project. For another City-funded housing project under construction (MHA's Building Hope) funding for on-site caseworkers is being sought. Implementation Strategy 1.8.2 to create technical assistance programs for builders was not undertaken due to staffing and funding constraints.	Continue 1.8.1, 1.8.2, 1.8.3 to help in obtaining accessible housing for the disabled

EVALUATION OF PREVIOUS HOUSING ELEMENT

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Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Continue to expand voluntary housing rehabilitation programs. (2.1.1, 2.1.2, 2.1.4, 2.1.5, 2.1.7) Timing: 2002-2007 Responsibility: Housing and Redevelopment Division</p>	<p>Fund approximately \$5.7 million to rehabilitate 37 single-family and 54 multi-family units, including 42 very low, 42 low and 7 moderate-income households.</p>	<p>City funds totaling \$9.27 million were committed to rehabilitate 61 single-family units and 450 multifamily units for low-income households under the City's Housing Rehabilitation Loan Program (HRLP).</p> <p>Considerable outreach was conducted for HRLP in the form of newspaper advertisements, spots on community access television, water bill inserts, and direct mailings and flyer distribution in targeted neighborhoods. Staff also provided information about HRLP to the Social Security Administration, Veteran's Administration, Rehabilitation Institute, various senior expos and resource directories, and numerous local nonprofits. Complete information on HRLP is readily accessible on the City's website.</p> <p>Staff also worked closely with the City's inter- departmental Neighborhood Improvement Task Force that conducted neighborhood surveys and devised strategies to improve neighborhoods in need.</p>	<p>Continue 2.1.1, 2.1.4, 2.1.7 to provide rehab loans</p> <p>Continue 2.1.2 to provide outreach</p> <p>Continue 2.1.5 to work with Neighborhood Improvement Task Force</p>
<p>Action: Review and Evaluate the objectives of the HRLP for consistency with the 2003 Housing Element goals. (2.1.3) Timing: Ongoing Responsibility: Housing & Redevelopment Division</p>	<p>Evaluate the program and make adjustments through the budget process.</p>	<p>In reviewing and evaluating HRLP, a decline was noted in the number of applicants residing in single-family homes, and an increase was noted in the number of applicants owning affordable multifamily units. Funding levels remained consistent, but there was a decline in the number of HRLP loans processed. Accordingly, HRLP staff has been reduced from 2.5 persons to 1 person.</p>	<p>Continue 2.1.3, to evaluate HRLP and make adjustments</p>
<p>Action: Protect and preserve existing housing in all parts of the City to the extent feasible under State Law. (2.2.1-2.2.3) Timing: 2004-2006 Responsibility: Planning Division</p>	<p>Amend Municipal Code to include a Demolition Review Ordinance to protect historic residential resources. Amend Municipal Code to prohibit hotel development in</p>	<p>A Demolition Review Ordinance was adopted in 2004. A Tenant Displacement Assistance Ordinance was adopted in 2006 to provide tenant protection measures to residents displaced by demolition, renovation, or conversion of their rental unit.</p>	<p>Delete 2.2.1 and 2.2.3, ordinances related to demolition and tenant displacement have been prepared and</p>

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Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
	residential zones. Amend Municipal Code to provide tenant protection in connection with demolition of rental units.	Amendments to the Municipal Code that would prohibit hotel development west of Downtown and in the Lower Westside neighborhood, except in the Coastal Zone were not undertaken due to other high priority workload items and staffing constraints. In addition, such amendments are not expected to generate much housing.	implemented Delete 2.2.2, amendments are not expected to provide much benefit to housing production
Action: Research legal ways to preserve rental units and allow the removal of substandard housing. (2.2.4, 2.2.5) Timing: Ongoing Responsibility: Planning Division, Building & Safety Division	Research legal and feasible ways to regulate projects which propose to demolish rental units and re-build condominiums. Continue to allow the appropriate demolition of substandard housing.	In 2007, amendments to the Condominium Conversion Ordinance were explored with the City's Housing Policy Steering Committee to address the demolition of rentals and re-building of condominiums, however due to legal concerns and staffing constraints, amendments to the ordinance were not undertaken. Proposed Housing Element Policy H12 would provide incentives to encourage the production of rental units. The City continues to allow the demolition of substandard housing so long as it adheres to all applicable codes.	Delete 2.2.4, superseded by proposed Housing Element Policy H12 Continue 2.2.5 to allow appropriate demolition of substandard housing
Action: Encourage residential property owners to improve the conditions of their properties to a level that exceeds the minimum standards of the Uniform Building Code and the Uniform Housing Code. (2.3.1–2.3.4, 2.3.8) Timing: Ongoing Responsibility: Planning Division, Building & Safety Division	Continue to focus enforcement efforts on substandard housing. Look for opportunities to acquire larger, substandard apartment complexes. Continue to provide bilingual ombudsperson for tenants in substandard housing. Continue to require Zoning Information Reports (ZIR), approximately 1,000 ZIRs and 400 enforcement cases per year	The City continues its enforcement efforts on substandard housing through a multi-department team, which conduct inspections and generate reports that are used by the City Attorney's Office to bring properties into compliance with applicable codes. Approximately, 400 enforcement cases are processed on an annual basis. Bilingual staff that can assist with tenant complaints and issues are available in most City Departments. The City continues to require ZIRs when dwelling units change ownership. Between	Continue 2.3.1, 2.3.2, 2.3.8 to assist in improving the condition of substandard units and/or properties Continue 2.3.3 to assist with housing complaints of non-English speaking tenants Continue 2.3.4 to ensure code compliance

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Preserve structures which are either architecturally significant, historically important or both. (2.4.1, 2.4.2) Timing: Ongoing (2.4.1), TBD (2.4.2) Responsibility: Planning Division</p>	<p>Complete architectural and historic resource surveys for 2-3 neighborhoods in 5 years. Use surveys as tool to identify and protect historic resources.</p>	<p>2001 and 2007, the City processed approximately 5,515 ZIRs, an average of 788 ZIRs per year.</p> <p>Two historic resource survey areas were completed during the planning period. Further progress could have been made with additional funds to hire consultants to complete the surveys.</p> <p>Implementation Strategy 2.4.2 has been mostly achieved. Completed surveys served to:</p> <ul style="list-style-type: none"> ▪ To identify landmark and structure of merit worthy buildings and structures. ▪ Assist with environmental review of proposed projects. ▪ Create the Lower Riviera Special Design District in 2006 to protect the bungalow character of this neighborhood. Citywide Historic Districting Plan is proposed and underway. ▪ Assisted in proper planning of public projects, such as the Cabrillo Blvd. Historic Sidewalk Improvement Plan Project and Mission Creek Flood Control Improvement Project. 	<p>Delete 2.4.1, 2.4.2, and move to the proposed PlanSB Historic and Cultural Resources Policies section or Conservation Element.</p>
<p>Action: Maintain the affordability of existing low- and moderate-income dwelling units. (2.5.1, 2.5.2, 2.5.4) Timing: 2002-2007 Responsibility: Housing & Redevelopment Division</p>	<p>Preserve the affordability of 180 units, including the recordation of new affordability control covenants on single-family units being sold to new buyers.</p>	<p>Expiring covenants in 5 affordable housing projects with 264 units were extended for time periods ranging from 30 to 99 years. New covenants on single-family units totaled 115.</p> <p>The Presidio Park Apartments project has remained affordable. The owner has continued, on an annual basis, the project-based Section 8 contract. The City will continue to monitor whether owner decides to opt out of future Section 8 contracts. The City is aware of its option to purchase the project in 2018 and is considering financing options.</p>	<p>Continue 2.5.1, 2.5.2, to preserve the affordability of units</p> <p>Continue 2.5.4, to ensure that Presidio Park Apartments remain affordable</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Improve neighborhood services and infrastructure to support additional infill development. (3.1.1, 3.1.3, 3.1.4) Timing: 2004-2007 Responsibility: All City Departments</p>	<p>Develop Neighborhood Improvement Plan and Implementation Program to protect and improve the quality of life. Develop or upgrade public improvements and neighborhood facilities. Provide funding for infrastructure and community improvements.</p>	<p>The City has committed funds to neighborhood capital improvement projects in areas serving low-income residents. Projects include street and pedestrian lighting, new curbs, gutters and sidewalks, park expansions and clean-up, graffiti removal and fencing along railroad tracks. The sidewalk infill program has been funded at approximately \$400,000 per year. Approximately nine lineal miles of missing sidewalk links have been installed since 1999. The program has been successful in making pedestrian access more convenient and accessible.</p> <p>The City Target Area Neighborhood Improvement Program (CTANIP) was formed to help foster communication between the City and low and moderate-income neighborhoods regarding neighborhood concerns. Under this program, the City completed eight projects using CDBG funds totaling \$1,109,375.</p> <p>Additionally, the City's Redevelopment Agency has spent a total of \$57,585,587 on infrastructure and community improvement projects. Also, the City has completed or committed State Workforce Housing Funds totaling \$772,500 for various neighborhood capital improvements</p> <p>The above activities served to improve neighborhood services and infrastructure and helped support infill development.</p>	<p>Continue 3.1.1, 3.1.3, 3.1.4, to encourage additional infill development.</p>
<p>Action: Programmatically address neighborhood traffic and circulation issues. One neighborhood every two years. (3.1.5, 3.1.6) Timing: 2004-2007 Responsibility: Public Works Department, Planning Division</p>	<p>Continue to implement the Neighborhood Traffic Management Program. Implement traffic calming in interior areas of neighborhoods.</p>	<p>The City continues to implement the Neighborhood Traffic Management Program to provide education, enforcement and engineering solutions to address concerns about how traffic affects quality of life on residential streets. The program has been effective in increasing awareness of City resources and successful in developing several traffic calming and more accessible street crossing projects requested by the community.</p>	<p>Delete 3.1.5, 3.1.6, similar strategies are contained in the Circulation Element 12.1.1, 12.1.2</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Protect and preserve the character and quality of life of single-family zoned neighborhoods. (3.2.1, 3.2.2) Timing: 2004-2006 Responsibility: Planning Division</p>	<p>Amend Municipal Code to update Neighborhood Preservation Ordinance (NPO) and implement means to control "mansionization" in single-family zones.</p>	<p>The NPO Update was completed in 2007. The Single Family Design Board (SFDB) was formed; New Single Family Design Guidelines were also adopted to address neighborhood character, quality of life, and residential development issues. Two-year Post NPO evaluation is currently in progress. Evaluation is expected to confirm that the amendments to the NPO have been effective in:</p> <ul style="list-style-type: none"> ▪ Multi-story home proposals reduced in floor area size. ▪ Second story additions proposed at smaller scale. ▪ Less "big and tall" proposals. ▪ More public input provided at public hearings. ▪ Less appeals being filed. ▪ Good neighbor policies working. <p>New FAR's in single family neighborhoods were adopted as ordinance standards in 2007 and maximum size guidelines for homes have discouraged "mansionization" proposals from being submitted.</p>	<p>Delete, 3.2.1 3.2.2 were completed.</p>
<p>Action: Ensure new development in or adjacent to residential neighborhoods are compatible in terms of scale, size and design with established neighborhood. (3.3.1-3.3.3) Timing: 2005-2007 (3.3.2), TBD (3.3.1, 3.3.3) Responsibility: Planning Division</p>	<p>Allow small-scale neighborhood serving commercial uses in residential areas. Provide more clear direction to applicants and design review boards regarding size, bulk, scale and neighborhood compatibility findings for new multi-family infill development. Consider allowing increased densities along transit corridors.</p>	<p>Currently, neighborhood serving commercial uses are allowed in residential areas with a Conditional Use Permit. As such, not many have been proposed in residential areas of the City. However, proposed policy LG15 of the City's General Plan Update would strengthen policy 3.3.1 by encouraging neighborhood serving commercial uses in residential areas throughout the City.</p> <p>The Multi-Family Design Guidelines have not yet been created. However, compatibility analysis ordinances were adopted in 2008 to allow for additional consideration by the design review boards when reviewing larger/taller commercial and mixed-use projects. Proposed policy CH11 directs the development of Multi-Family guidelines and standards to address size, bulk and scale, unit size, and site planning.</p> <p>Proposed policies LG4 and LG9 promote increased densities along transit corridors</p>	<p>Delete 3.3.1, implementation strategy contained in Circulation Element (13.5.1) and supported by proposed Policy LG15</p> <p>Delete 3.3.2, superseded by proposed PlanSB Policy CH11</p> <p>Delete 3.3.3, increased</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
		within the Mobility Oriented Development Area (MODA).	density along transit and transportation corridors is directed by proposed PlanSB Policies LG4 and LG9
<p>Action: Pursue all opportunities to construct new housing units that are affordable to low- and moderate-income owners and renters. (4.1.1 – 4.1.6, 4.1.8 – 4.1.11) Timing: 2002-2007 Responsibility: Housing & Redevelopment Division</p>	<p>Provide approx. \$13 million to fund construction of approximately 265 units restricted for rental and for sale at affordable rates. 165 of these units to be affordable to very-low income households, 95 to low income, and 7 moderate income.</p>	<p>The City and its Redevelopment Agency provided a total of \$38,993,529 to fund the construction of 20 affordable housing projects with 562 units and 1 homeless shelter with 230 beds. Of the 562 units, 33 are for moderate-income persons, and the balance are for low and very-low income persons.</p>	<p>Continue 4.1.1 thru 4.1.6, 4.1.8 thru 4.1.11, to promote housing opportunities for low and moderate-income housing.</p>
<p>Action: Conserve At-Risk units and pursue land banking for future development of affordable income housing. (4.1.7, 4.1.12) Timing: Ongoing Responsibility: Housing & Redevelopment Division, Planning Division</p>	<p>Preserve affordable housing covenants before they expire. Inventory and acquire land owned by County, State, & Federal government, school districts and public utilities for low & moderate-income housing.</p>	<p>Expiring covenants in 5 affordable housing projects with 264 units were extended for time periods ranging from 30 to 99 years.</p> <p>The City and its Redevelopment Agency provided funds to developers for site acquisition, enabling them to land-bank sites for future development, resulting in 5 new affordable housing projects with 116 units.</p>	<p>Continue 4.1.7, to preserve affordability covenants</p> <p>Continue 4.1.12, to pursue land banking opportunities</p>
<p>Action: Pursue additional new housing opportunities. (4.1.13, 4.1.14) Timing: TBD Responsibility: Planning Division</p>	<p>Pursue housing opportunities by relocating National Guard and Army Reserve facility, using city owned land or locating housing over private and public parking lots.</p>	<p>The City Council has held discussions related to the relocation of the Nation Guard and Army Reserve facilities, and is currently in active negotiations with both properties.</p> <p>The City funded a consultant to study the feasibility of utilizing existing surface parking lots owned by the City for affordable housing. One such project (Casas Las Granadas) includes 12 affordable rental housing units developed in conjunction with a new parking structure built on the site of an existing surface lot. Another project</p>	<p>Continue 4.1.13, to pursue additional housing opportunities</p> <p>Continue 4.1.14, to encourage locating housing over private and public parking</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Apply for, or support others in applying for, all available public and private funding and financial assistance for affordable housing projects. (4.2.1, 4.2.2, 4.2.6-4.2.12)</p> <p>Timing: 2002-2007</p> <p>Responsibility: Housing and Redevelopment Division</p>	<p>Continue use of tax increment funding. Identify potential SRO projects and assist in obtaining funding. Use CDBG funds for site improvements to assist production of low and moderate housing. Assist developers in applying for state, federal and private funds for affordable housing. Expand loans and grants for predevelopment costs. Designate staff person to pursue Prop. 46 funding. Issue bonds against future RDA Tax Increment Revenues. Implement State & City Density Bonus Programs.</p>	<p>(MHA's Building Hope, with 51 units) constructed in 2008 where the City's Redevelopment Agency transferred ownership of a parking lot in return for an equal number of parking spaces in the new building's parking garage. The City also collaborated with MTD to develop a predominately-housing project in conjunction with a new Transit Center on Public Parking Lot 3. However, due to fiscal restrictions MTD is not able to pursue the project.</p>	
		<p>A total of \$29,837,449 in RDA funds was provided to 12 affordable housing projects and 1 homeless shelter with 230 beds. RDA funds were provided above and beyond the statutory 20% Housing Set-Aside.</p>	Continue 4.2.1, to use tax increment funds for affordable housing
		<p>One SRO project with 62 units was constructed for very low-income homeless & mentally disabled persons. Two existing SRO projects (109 units) received rehabilitation grants.</p>	Continue 4.2.2, to encourage SRO projects
		<p>CDBG funds were not used specifically for site improvements, due to needs for rehabilitation of existing affordable housing and for support of social services in the community.</p>	Continue 4.2.6, to help fund site improvements
		<p>City staff assisted several developers with their funding applications. The most productive results were with federal programs, such as 7 projects (276 units) receiving tax credit awards and 1 project (95 units) receiving HUD 202 funding.</p>	Continue 4.2.7, to help developers with funding applications
		<p>The City successfully used CalHFA HELP funds to establish a revolving loan fund for predevelopment of housing for downtown workers, totaling 163 affordable rental housing units.</p>	Continue 4.2.8, promote grants and loans for predevelopment Costs
		<p>City staff secured State Workforce Housing Funds totaling \$772,500 for various neighborhood capital improvements. Staff worked with nonprofit developers to consider utilizing other Prop 46 programs, such as MHP, however deep income targeting</p>	Continue 4.2.9, 4.2.10 to seek State funding for affordable housing

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
		requirements created difficulties.	
		The City's Redevelopment Agency issued a \$7,000,000 bond against future RDA tax increment revenues to be used for the development of two large projects on the St. Vincent's site totaling 170 affordable rental housing units.	Delete 4.2.11, RDA can no longer issue debt.
		State & City Density Bonus programs were implemented, resulting in 42 new affordable housing units.	Continue 4.2.12, to continue the density bonus programs
Action: Continue support of cooperative conversion projects and encourage affordable housing lending programs. (4.2.3, 4.2.5) Timing: On-going Responsibility: Housing and Redevelopment, Planning Division	Support limited and non-equity cooperatives with funding and technical assistance. Support local financial institution lending programs for affordable housing.	No cooperative conversion opportunities arose during the reporting period, as local developers of affordable housing have not pursued this form of ownership.	Continue 4.2.3, to support cooperative conversion projects
		The City supports the participation of local financial institutions in developing affordable housing in Santa Barbara. Nearly all of the 20 affordable rental housing projects funded involved local financial institution participation.	Continue 4.2.5, to encourage the participation of local financial institutions
Action: Support tenant purchase of mobile home parks. (4.2.4) Timing: TBD Responsibility: Planning Division	Identify and support projects in applying for funding for tenant purchase of mobile home parks.	No opportunities arose for tenant acquisition of mobile home parks during the reporting period.	Delete 4.2.4, state funding for this purpose no longer exists
Action: Promote housing on vacant infill sites and redevelopment of opportunity sites in commercial and residential zones with priority for commercial and mixed-use development. Timing: 2003-2007 (4.3.6), Ongoing (4.3.1 – 4.3.3) Responsibility: Planning Division	Offer and encourage predevelopment consultations, property profile services, train staff to encourage residential infill opportunities and mixed use in commercial zones. (54 units/year) Develop zoning standards for live/work	The City continues to offer predevelopment consultations, either through early meetings with City staff or through the more formal Pre-Application Review Team (PRT) process. All subdivision and condominium projects are required to go through the PRT process. Property profiles are also prepared upon request. The City continues to encourage residential in-fill and mixed-used project in commercial zones. Approximately 27 mixed-use projects, resulting in 172 residential units were issued building permits or constructed.	Continue 4.3.1, 4.3.2, 4.3.3, to promote in-fill and mixed-use development

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
	developments in commercial zones.	Development standards for live/work projects in commercials have not yet been created. However, proposed <i>PlanSB</i> Policy LG13 supports the provision of live/work opportunities throughout the City and directs the creation of a live/work land use category.	Delete 4.3.6, superseded by LG13 which promotes live/work opportunities
<p>Action: Continue efforts to encourage and facilitate mixed use and residential developments in commercial zones. (4.3.4, 4.3.5) Timing: TBD Responsibility: Planning Division, Building & Safety Division</p>	Research ways to meet UBC requirements for mixed use projects. Study possible reuse of existing nonresidential buildings for housing.	2007 California Building Code expanded opportunities for mixed-use projects, and live/work situations.	Delete 4.3.4, all applicable UBC requirements are applied as required.
<p>Action: Increase development of small, rental units and units affordable to middle income households. (4.4.1-4.4.3) Timing: 2004-2006 Responsibility: Planning Division</p>	Review and evaluate development standards in R-3/R-4 and commercial zones to reduce minimum unit size, establish minimum densities, increase densities for smaller, rental units, change variable density provisions to discourage large, high-end units, and develop incentives for "rental combination units". Consider adopting an inclusionary housing program to meet the housing needs of those not served by the RDA. Develop zoning standards to encourage SRO and/or Efficiency Units. (54 units/year)	<p>Proposed Housing Element Policy H3 would establish standards for average unit sizes, Policy H4 would establish residential density standards for multi-family and commercial zones that to encourage smaller units, Policy H6 would revise existing variable residential density standards to increase affordable and rental housing, and Policy H12 would provide rental housing incentives.</p> <p>The Inclusionary Housing Ordinance (IHO) to assist with the production of affordable housing was adopted in 2004. Four units affordable to middle income households were constructed between 2004 and 2007. Proposed Housing Policy H9 would consider changing inclusionary housing requirements from 15% to 25% to promote additional affordable housing.</p> <p>The Uniform Building Code was amended in 2004 to change size requirements for affordable efficiency units from 400 sf to 220 sf. In addition, 81 SRO units at the Faulding Hotel were rehabilitated with new electrical service and windows. In 2006, a 61 efficiency unit development (El Carrillo) was constructed to serve downtown workers and the near homeless. Proposed Policy LG11 promotes the provision of affordable housing, including SROs.</p>	<p>Delete 4.4.1, superseded by proposed Housing Policies H3, H4, H6 and H12.</p> <p>Delete 4.4.2, the IHO was adopted in 2004. Proposed policy H9 considers changes to the IHO.</p> <p>Continue 4.4.3, to encourage SRO units</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Continue mixed use development. (4.4.4) Timing: Ongoing Responsibility: Planning Division</p>	<p>Identify and pursue new strategies to encourage the development of mixed-use projects. (54 units/year)</p>	<p>Approximately 20 mixed-use developments, totaling 172 residential units were issued building permits or constructed. There are currently, 27 pending mixed-use projects, which when approved and constructed would add approximately 454 housing units. Proposed Policy CH8 requires the development of new mixed-use standards or guidelines to promote more affordable housing.</p>	<p>Delete 4.4.4, same strategy contained in Circulation Element 13.3.2 and superseded by proposed <i>PlanSB</i> policy CH8</p>
<p>Action: Continue to encourage and facilitate mixed-use development. (4.4.5, 4.4.6, 4.4.7) Timing: TBD Responsibility: Planning Division</p>	<p>Assist in the development of mixed-use projects through land use policies, modified dev. standards, public/private partnerships. Allow residential parking in public parking lots.</p>	<p>The City continues to encourage the development of mixed-use projects. Approximately 20 mixed-use developments, totaling 172 residential units were issued building permits or constructed. Additionally, proposed Policy CH8 requires the development of new mixed-use standards or guidelines to promote more affordable housing.</p> <p>The City continues to allow residential parking in public parking lots, on a case-by-case basis.</p>	<p>Delete 4.4.5, same strategy contained in Circulation Element 13.3.3 and superseded by proposed <i>PlanSB</i> policy CH8</p> <p>Delete 4.4.6, 4.4.7 same strategies contained in Circulation Element 8.5.2, 8.5.3</p>
<p>Action: Promote housing for senior and disabled persons. (4.5.1, 4.5.2) Timing: 2002-2007 Responsibility: Planning Division</p>	<p>Increase housing units affordable to very low-income seniors. Reduce parking requirements for projects containing senior and disabled housing units.</p>	<p>Construction was completed on 11-unit senior rental housing project (Laguna Cottages). A 95-unit senior rental housing project (St. Vincent's Villa Caridad) was issued a building permit in 2004, with construction completed in 2008.</p> <p>The City continues to allow parking incentives for senior and disabled units.</p>	<p>Continue 4.5.1, to promote housing to very-low-income seniors</p> <p>Continue 4.5.2, to promote housing for senior and the disabled</p>
<p>Action: Promote housing for senior and disabled persons. (4.5.3) Timing: TBD Responsibility: Planning Division</p>	<p>Adopt site and unit design guidelines for senior and disabled units.</p>	<p>This strategy was not completed.</p>	<p>Continue 4.5.3, to encourage housing for senior and the disabled</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Encourage energy conservation in new rehabilitated residential developments and mixed use projects. (4.6.1–4.6.3, 4.6.6, 4.6.15, 4.6.16) Timing: 2004-2006 Responsibility: Planning Division, Housing & Redevelopment Division</p>	<p>Encourage use of green building materials by developing a Green Building Program. Hold annual training for staff and design review boards on energy conservation. Establish a Green Building Review Committee, and develop an incentive program for use of green building and energy conservation strategies.</p>	<p>In 2005, the City formed the “Green Team” designed to promote sustainability practices within City Departments. In addition, the City has facilitated the LEED accreditation of numerous staff. Further, the City is partners with the SB Contractor’s Association Built Green Program, which serves to promote green building techniques and practices. As part of the City’s Sustainability Program, various training and workshops have been held with staff and design review boards related to green design and energy conservation. The SB Built Green Program has been adopted as a City standard rating that provides incentives for priority plan check. In addition, homes in excess of 4,000 sf must be designed to achieve a two-star “Built Green” or equivalent rating.</p>	<p>Delete 4.6.1 – 4.6.3, 4.6.6, and move to <i>PlanSB</i> Energy Conservation policies of the proposed Environmental Resources Element</p> <p>Delete 4.6.15, 4.6.16, achieved with the adoption of the “Green Building” Program.</p>
<p>Action: Increase awareness of energy and resource conservation measures. (4.6.4, 4.6.5, 4.6.9–4.6.14) Timing: Ongoing Responsibility: Planning Division, Building & Safety Division</p>	<p>Update design guidelines. Fund energy efficient improvements for affordable housing. Provide information regarding energy conservation and solar energy design. Distribute the City’s Solar Design Guidelines. Implement strategies of the Integrated Waste Management Plan. Support the parade of Green Buildings,</p>	<p>Solar Design Guidelines have been included in the Single Family Residential Design Guidelines to promote energy efficient design and practices.</p> <p>The City continues to fund energy efficiency improvements with several loans and grants made under its Housing Rehabilitation Loan Program, improving energy efficiency in 50 single-family homes 260 multi-family rental units. Additionally, new affordable housing projects receiving City funds all have strong energy efficiency components in terms of design, materials, and fixtures, plus many new projects feature alternative energy sources, such as solar.</p> <p>A standard condition of approval requiring the reuse and recycling of building and construction materials is applied to larger projects.</p> <p>The City makes available at the public counter and public events, informational handouts regarding the City’s Solar Energy Guidelines and Solar Recognition Awards Program. Additionally, the Solar Design Guidelines are routinely updated and published for circulation.</p>	<p>Delete 4.6.4, 4.6.5, 4.6.9 thru 4.6.14, and to <i>PlanSB</i> Energy Conservation policies of proposed Environmental Resources Element</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
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<p>Action: Promote a green building conference and encourage energy conservation and retrofit. (4.6.7, 4.6.8)) Timing: TBD Responsibility: Planning Division, Building & Safety Division</p>	<p>Co-sponsor a joint conference or symposium on green building materials and practices with other jurisdictions and organizations. Encourage energy conservation and solar retrofits in the existing housing stock.</p>	<p>The City continues to support the parade of Green Building.</p> <p>Jointly sponsored seminars have been held locally on green building materials and practices. In 2006, the City adopted Solar Energy Guidelines and Solar Recognition Award Program, that encourage the installation of solar energy systems and publicly recognize high-performance, aesthetically designed solar systems. In 2007, 35 Solar Energy Systems Awards were given out in the City. Additionally, the City participates in the Federal Million Solar Roofs Initiative, which has a goal to install solar panels on one million US roofs by 2010. The City is partners with the Community Environmental Council, local solar energy systems installers, and Southern California Edison. Since 2005, approximately 240 systems have been installed, exceeding the City goal of 187 systems.</p>	<p>Continue 4.6.7, 4.6.8, to promote green building practices</p>
<p>Action: Monitor housing development and progress toward achieving housing goals. (4.7.1) Timing: Annually, 2002-2007 Responsibility: Planning Division, Housing & Redevelopment Division</p>	<p>Monitor and annually report to City officials and public the number of residential units constructed, converted and demolished.</p>	<p>The City continues to track residential development and provides an annual report documenting the number of housing units (affordable and market rate) constructed, converted and demolished within the City's Redevelopment Area. The report also indicates the number of affordable housing units constructed, converted and demolished within City's limits, but outside the Redevelopment Area. This report is presented annually to the Planning Commission and City Council and submitted to the State Department of Housing and Community Development.</p>	<p>Continue 4.7.1 to monitor housing development</p>
<p>Action: Identify new housing strategies that should be considered in the General Update Process. (4.8.1-4.8.6) Timing: TBD Responsibility: Planning Division</p>	<p>Encourage new ideas and concepts during the General Plan Update to promote additional housing opportunities.</p>	<p>Numerous goals and policies proposed as part of the General Plan Update (PlanSB) recognize the importance of affordable housing. Policy LG1 identifies affordable housing as a priority over all other development. Policy LG4 would allow increased residential development, especially affordable and workforce housing within the designated Mobility Oriented</p>	<p>Delete, 4.8.1, 4.8.2, 4.8.6, achieved through <i>PlanSB</i> process. Incorporate proposed Housing Element policies</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
		Development Areas. Additionally, proposed Housing Policies H3 thru H 8, H10, H12, H13 are intended to establish increased densities in multi-family and commercial zones based on unit size, provide incentives for affordable, workforce, employee, rental and affordable by design units.	that promote additional housing opportunities.
<p>Action: Expedite affordable housing projects by reducing time and cost associated with development review process. (5.1.1-5.1.7) Timing: 2005-2007, Ongoing (5.1.7) Responsibility: Housing & Redevelopment Division, Planning Division, Building & Safety Division</p>	<p>Give priority to affordable housing projects on development review agendas, provide a staff-level affordable housing facilitator, develop guidelines for small (1-3 units) infill projects and allow review on Consent agenda or administrative approvals, revise policy to allow new apartments to be served by one water meter, and work with Boards & Commissions to expedite review.</p>	<p>The City continues to give priority to affordable housing projects on agendas and provides expedited plan checks for affordable housing projects. Between 2001 and 2007, approximately 411 affordable units were permitted. The Housing & Redevelopment Manager or his designee serves as an affordable housing facilitator. The City continues to use the CEQA infill exemption for affordable housing project, as appropriate.</p> <p>In 2005, the City created a Staff Hearing Officer program to improve, simplify and streamline the discretionary review process for smaller projects that do not involve major land use policy considerations. The program has been effective in expediting the permitting process and reducing costs for small in-fill projects.</p>	<p>Continue 5.1.1, 5.1.2, 5.1.3, 5.1.7, to promote affordable housing</p> <p>Continue 5.1.4, 5.1.5, to expedite the discretionary review process</p>
<p>Action: Improve the design review process. (5.2.4) Responsibility: Planning Division Timing: 2005-2007</p>	<p>Adopt Multi-Family Housing Design Guidelines. Address coordination issues between boards and commissions. Give staff authority to grant administrative approvals.</p>	<p>Although, the policy has not been revised to allow new apartments to be served by a single water meter, current practice allows a single water meter on a case-by-case basis.</p> <p>Multi-Family Housing Design Guidelines have not been adopted. Proposed PlanSB policy C11 requires the development of such guidelines.</p>	<p>Modify 5.1.6, to allow single water meter if appropriate</p> <p>Modify 5.2.4, to remove the MF Housing Design Guidelines requirement. Proposed PlanSB policy C11 directs the development of Multi-Family Residential Guidelines & Standards</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Evaluate and Improve the development review process. (5.2.8) Timing: Annually as part of the budget process Responsibility: Land Development Team</p>	<p>On an annual basis, evaluate the current development review process and make recommendations for improvements.</p>	<p>The City continues to evaluate the current development review process and recommend improvements on a regular basis, with input from the Planning Commission, the public and staff.</p>	<p>Continue 5.2.8, to continue review and improvement of the development review process</p>
<p>Action: Continue to improve the development review process. (5.2.1–5.2.3, 5.2.5–5.2.7) Timing: TBD Responsibility: Land Development Team</p>	<p>Amend development standards related to parking, open space, setbacks, and noise in order to promote rental and affordable housing.</p>	<p>Development standards were amended to provide allow flexibility related to parking, setbacks, private outdoor living space, and open space requirements in the R-3/R-4 and commercial zones.</p> <p>The Staff Hearing Officer program gives staff the authority to make discretionary decisions on certain small scale projects</p> <p>Noise Element exterior standards in commercial areas were not changed to 65 dB(A). However, proposed <i>PlanSB</i> Policy ER37 would require update of the Noise Element to establish 65 dB(A) as the appropriate maximum outdoor noise level for residential land uses.</p>	<p>Continue 5.2.1, 5.2.3, to promote rental and affordable housing</p> <p>Delete 5.2.2, same strategy is contained in Circulation Element 13.2.2</p> <p>Delete 5.2.5, Staff Hearing Officer created</p> <p>Delete 5.2.6 superseded by proposed <i>PlanSB</i> Policy ER37</p>
<p>Agenda: Review the Secondary Dwelling Unit Ordinance (SDU) for consistency with housing needs and preservation of neighborhoods. (5.3.1–5.3.3) Timing: TBD Responsibility: Planning Division</p>	<p>Study effectiveness of ordinance in achieving housing needs. Amend the ordinance to provide more flexibility in site planning and affordable by design concepts. Consider a SDU Loan Program.</p>	<p>The Secondary Dwelling Unit Ordinance was not amended. Proposed <i>PlanSB</i> Housing Policy H16 provides incentives to second units located within transit corridors by reducing or eliminating certain development standards and developing an amnesty program for illegal second units.</p>	<p>Continue 5.3.1, 5.3.2, 5.3.3, to encourage secondary dwelling units</p>
<p>Action: Continue working with neighboring jurisdictions and private sector to address regional</p>	<p>Participate in Joint Cities/County Affordable Housing Task Group, SBCAG</p>	<p>Since its inception, the City has participated in the Joint Affordable Housing Task Group, with membership including the County of Santa Barbara and all</p>	<p>Continue 6.1.1, 6.1.2, 6.1.4, to address regional housing issues</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
housing issues. (6.1.1– 6.1.4, 6.1.7–6.1.11) Timing: Ongoing Responsibility: Planning Division	Jobs/Housing Project, Coastal Housing Partnership & Economic Community Project. Explore housing opportunities w/other Cities and County. Coordinate w/County to maintain uniform affordability criteria and MTD to provide public transportation for new housing. Support farmworker housing & affordable workforce housing	municipalities of the region (South Coast). Meetings are held quarterly where potential opportunities for coordinating regional housing efforts are discussed.	Delete, 6.1.3, 6.1.8, the Jobs/Housing Project and Economic Community Project were completed
		The SBCAG Jobs/Housing Project was completed.	
		The Economic Community Project was completed.	
Action: Develop new strategies to coordinate and further collaborate regional planning efforts. (6.1.5, 6.1.6, 6.1.12, 6.1.13) Timing: TBD Responsibility: Planning Division	Consider establishing liaisons between City PC and PCs of other jurisdictions, & host an annual meeting of south coast PCs. Explore ways to expand role of Coastal Housing Partnership. Encourage loans to add small affordable rental units to existing properties	The City continues to coordinate with MTD for the provision of public transportation to new housing developments. Supports the County's effort to address special housing needs for farmworkers. Continues to work with groups that support affordable and workforce housing.	Continue 6.1.7, 6.1.9, 6.1.10, to address regional housing needs
		The City continues to be an active member in the Coastal Housing Partnership, a regional partnership of 50 businesses, nonprofit organizations, and government agencies that provides financial assistance programs and educational services that assist employees in acquiring homes in Santa Barbara and Ventura Counties	Continue 6.1.11, to support Coastal Housing Partnership
		Unfortunately, due to staffing and economic constraints, the City did not achieve implementation strategies 6.1.5, 6.1.6, and 6.1.12.	Continue 6.1.5, 6.1.6, 6.1.12, to coordinate regional housing efforts
		The Housing Trust Fund of Santa Barbara County did not establish a bridge loan program for homeowners seeking to build secondary dwelling units on their property. However, the Housing Trust Fund did provide 2 bridge loans totaling \$1,200,000 for the construction of 66 affordable dwelling units and committed additional funds for 2 new projects with 178 affordable units that are in predevelopment	Continue 6.1.13, to encourage bridge loans

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Continue to participate and encourage collaborative inter-jurisdictional housing funding and construction. (6.2.1, 6.2.2, 6.2.4, 6.2.5) Timing: Ongoing Responsibility: Housing & Redevelopment Division, Planning Division</p>	<p>Explore opportunities for joint City/County applications for Federal & State housing funds. Pursue joint projects, including annexations. Encourage Housing Trust Fund & Trust for Public Lands to identify new funding for affordable housing. Encourage City & County Housing Authorities to purchase sites and/or construct affordable housing.</p>	<p>The affordable housing under construction at the St. Vincent's site is an example of inter-jurisdictional housing funding. When the City first got involved with planning the project, the site was located just outside the City limits. During the course of predevelopment, the developer determined for several reasons that it would better serve the project if it were located within the City of Santa Barbara. The City worked to annex the property, and the City and County jointly funded the project. City staff also assists the City of Carpinteria with their affordable homeownership programs.</p>	<p>Continue 6.2.1, 6.2.2, 6.2.4, 6.2.5, to promote inter-jurisdictional collaboration in provide affordable housing</p>
<p>Action: Develop new regional strategies to fund and construct affordable housing. (6.2.3, 6.2.6, 6.2.7) Timing: TBD Responsibility: Housing & Redevelopment Division, Planning Division</p>	<p>Find opportunities to use City funds & staff for affordable housing projects outside the City. Consider allowing TDR from open space or environ. sensitive areas to urban areas. Consider TDR for residential zones with severe site constraints.</p>	<p>The St Vincent's site, originally located outside City limits, was annexed by the City and developed as one of the largest affordable housing projects (170 units) in the City's history. Currently, the City is processing a development application for the Hillside House project site located in the County, and proposed to be annexed to the City as part of the approval. 121 residential units are proposed, including 12 very-low income rentals, 28 low-income rentals, 11 inclusionary middle-income ownership units, and 70 market rate units. The City continues to collaborate with the County Housing Authority and County Planning Department to promote housing opportunities.</p> <p>The City is participating with the County to develop a County TDR ordinance. In addition, Proposed PlanSB Policy LG6, encourages transfer of development from rural lands and important urban open space to urban in-fill sites to provide housing opportunities.</p>	<p>Continue 6.2.3, to promote affordable housing</p> <p>Delete 6.2.6, 6.2.7, and move to Land Use and Growth Management Element</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Provide opportunities for the development of moderate and middle-income housing. (6.3.1–6.3.4)</p> <p>Timing: Ongoing, TBD (6.3.3)</p> <p>Responsibility: Housing & Redevelopment Division, Planning Division, Finance & Administrator's Office</p>	<p>Encourage affordable housing for first time buyers. Improve the Homebuyer's Assistance Program for City employees. Encourage large employers to mitigate housing impacts consistent with CEQA. Hold a Workforce Housing Summit w/public & private decision-makers.</p>	<p>The City strongly encourages affordable housing for first time homebuyers. Affordable ownership units are mostly created by private developers through the City's Bonus Density and Inclusionary Housing programs. Extensive outreach is conducted by the developers and is monitored by City staff. Ample information is also readily accessible on the City's website. The City also maintains a mailing list of interested homebuyers. The City conducts lotteries and reviews buyers' qualifications. During the reporting period, 30 new ownership units were sold in this way and 113 existing ownership units were resold. Of the total 143 ownership units sold, 90-95% were sold to first time homebuyers. Annually, City staff monitors each of the City's 346 ownership units for compliance with the terms of their affordability covenant, a recorded document covering a period of 45-90 years from the date of purchase.</p>	<p>Continue 6.3.1, to encourage affordable housing for first time home buyers</p>
		<p>The Employee Mortgage Loan Assistance Program was created in 2001 to assist City employees who qualify as "first-time" homebuyers. The program has assisted 46 employees (loans totaling \$5,342,925) with the purchase of their first home.</p>	<p>Continue 6.3.2, to continue the City's EMLAP</p>
		<p>Although a Workforce Housing Summit was not held, City staff have met individually with all the public and private sector decision-makers identified in the Housing Element.</p>	<p>Continue 6.3.3, to working with public/private decision-makers</p>
		<p>In 2006, Santa Barbara Cottage Hospital, one of the City's largest employer, was granted City approval to construct 115 units for hospital employees, 81 units are affordable.</p>	<p>Continue 6.3.4, to encourage large employers to provide employee housing</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Actively pursue regional transportation solutions. (6.4.1–6.4.4) Timing: Ongoing Responsibility: Community Development & Public Works Departments</p>	<p>Participate on SBCAG Jobs/Housing Balance Project. Work w/SBCAG to determine transportation needs in tri-county areas. Work with MTD to provide local & regional transportation solutions. Participate in Hwy 101 Implementation Plan to address housing, transportation & land use issues.</p>	<p>The Job/Housing Balance Project was completed.</p> <p>City staff worked with SBCAG to formulate a tri-county survey of travel behavior and needs in order to determine the extent of transportation needs in tri-county areas. Collaborative work with MTD has resulted in the Valley Express Bus that provides service between Santa Barbara, Solvang and Buellton. City staff continues to participate in the Highway 101 Implementation Plan, which is on-going with various freeway expansion efforts. The High Occupancy Vehicle lane, Coastal Express Bus, and On-TRAC are examples of its success.</p>	<p>Delete 6.4.1, strategy completed</p> <p>Continue 6.4.2, 6.4.5, 6.4.5, to pursue regional solutions</p>
<p>Action: Ensure that developments generating new employment from outside South Coast be in balance with housing resources affordable to the projected new employees. (6.5.5) Timing: 2002-2007 Responsibility: Housing & Redevelopment Division, Planning Division</p>	<p>Develop new commercial development Housing Mitigation Ordinance that accommodates economic downturns or high housing vacancy rates.</p>	<p>A new commercial development Housing Mitigation Ordinance has been studied, but not adopted given the complexities of creating an equitable nexus between housing need and a mitigation fee. The City is exploring a citywide fee program to support affordable housing programs, particularly Redevelopment Agency funding, as the RDA draws to a possible close in 2015.</p>	<p>Delete 6.5.5, other ways of generating affordable housing are being explored</p>
<p>Action: Continue to participate in regional programs and solutions. (6.5.1–6.5.3, 6.5.4) Timing: Ongoing, TBD (6.5.3) Responsibility: Community Development Department</p>	<p>Encourage major employers to provide housing or housing incentives to their employees. Monitor and encourage UCSB to meet their existing and new housing demand. Participate in the UCSB Long Range Development Plan. Encourage SBCC to address their housing needs.</p>	<p>As a major employer, the City of Santa Barbara has granted 46 mortgage assistance loans to City employees buying their first home in the Santa Barbara area. As well, Santa Barbara Cottage Hospital, another large employer, is pursuing the construction of 115 units for hospital employees, 81 of the units to be sold at affordable prices.</p> <p>The City participates in the review of the UCSB Long Range Development Plan on an ongoing basis.</p>	<p>Continue 6.5.1, to encourage large employers provide employee housing</p> <p>Continue 6.5.2, 6.5.3, to review UCSB LRDP to meet housing needs</p>

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
		<p>The City participated in a joint meeting with the SBCC Board of Trustees and City Council to discuss housing opportunities for City College.</p>	Continue 6.5.4, to address SBCC housing needs
<p>Action: Pursue a legislative platform to achieve regional housing solutions in the South Coast. (6.6.1–6.6.4, 6.6.6–6.6.11) Timing: 2002-2007, TBD (6.6.5) Responsibility: City Administrator's Office, Planning Division, Housing & Redevelopment Division</p>	<p>Support Federal & State legislative changes to encourage incentives for rental housing, resolve condominium construction liability, create CEQA exemption for Affordable Housing, expand housing opportunities for the disabled, provide Section 8 Voucher assistance, etc. Pursue a time extension for the RDA's CCRP via state legislation.</p>	<p>The City regularly monitors State and Federal legislation and prepares a platform and strategy for supporting, opposing or amending legislation in order to support the creation of affordable housing in all forms. The City's Legislative Platform supports the following:</p> <ul style="list-style-type: none"> ▪ Legislation that would assist in funding affordable housing and associated infrastructure. ▪ Federal funding of CDBG and HOME programs, HOPE IV, Section 202, Section 811 for disabled, and McKinney Act homeless assistance grants. ▪ Preservation of Section 8 Program funding. <p>The City also monitors and supports efforts to extend the collection of 20% Housing Set-Aside Funds in communities with expiring redevelopment project areas.</p>	Continue 6.6.1 – 6.6.4, 6.6.6 – 6.6.11, to achieve regional housing solutions
<p>Action: Inform the public of housing needs and resources that exist in the community. (7.1.1, 7.1.3, 7.1.5–7.1.7) Timing: Ongoing Responsibility: Housing & Redevelopment Division</p>	<p>Continue to provide public information on housing needs and programs Use public access TV to provide information. Provide information to developers about need for large affordable rental units. Publicize affordable housing achievements.</p>	<p>The City continues to provide the community with information related to housing and used a variety of media forms to communicate information about affordable housing opportunities, resources and activities. Staff presented reports to City Council, which are repeatedly aired on local public access television, and articles appeared regularly in local newspapers and on newsblogs. Readily accessible information also appeared on the City's website. The City received broad public media coverage of completed projects and received several prestigious awards for its projects from state and national organizations.</p>	Continue 7.1.1, 7.1.3, 7.1.5, 7.1.6, 7.1.7 to help inform the public of housing needs and resources

EVALUATION OF PREVIOUS HOUSING ELEMENT

PROGRESS TOWARD MEETING 2001-2007 HOUSING ELEMENT GOALS AND OBJECTIVES			
Policy/Program	Objective (quantified/ qualified)	Results/Evaluation	Continue/ Modify/ Delete
<p>Action: Inform the public of opportunities that exist in the community through forums and publications. (7.2.2, 7.2.3) Timing: Ongoing Responsibility: Housing & Redevelopment Division</p>	<p>Publish a resource guide regarding available housing opportunities & programs. Provide information & technical assistance related to Title 24 regulations compliance</p>	<p>The City prepared and distributed a guide listing all of the affordable housing managers and developers active in the South Coast region.</p> <p>The City continues to provide information and code requirements related to Title 24 to property owners and developers. Building and Safety staff also conduct pre-case meetings with individuals on a case by case basis.</p>	<p>Continue 7.2..2, 7.2.3, to promote public education</p>
<p>Action: Increase awareness of tax programs for the disabled. (7.2.1) Timing: TBD Responsibility: Housing & Redevelopment Division</p>	<p>Publicize the availability of income tax deductions to persons rehabilitating property for handicapped access.</p>	<p>There appears to be no California income tax deduction program for residential rehabilitation involving handicapped access. The City will continue to inform the public about tax incentive programs that relate to housing, such as those for energy efficiency improvements.</p>	<p>Continue 7.2.1, to provide awareness of tax programs</p>

9/14/09

**DRAFT 2007 HOUSING ELEMENT
GOALS, POLICIES AND IMPLEMENTATION
STRATEGIES**



GOAL 1: HOUSING OPPORTUNITIES

Ensure a full range of housing opportunities for all persons regardless of economic group, race, religion, sex, marital status, sexual orientation, ancestry, national origin or color. The City will base the enforcement of equal opportunity on provisions of State and Federal constitutions and fair housing laws, with emphasis on the protection of the housing rights of families with children. The City shall place special emphasis on providing housing opportunities for low income, moderate income and special needs households.

Policy 1.1: Promote equal opportunity in housing.

Implementation Strategies

- 1.1.1 Continue to fund, staff and support the Rental Housing Mediation Task Force.
- 1.1.2 Continue to publicize the services of the Rental Housing Mediation Task Force and information on tenant and landlord rights including evictions, terminations and fair housing issues.
- 1.1.3 Continue using CDBG funds to promote equal opportunity provisions and remedies under state and federal law. This will continue to be accomplished through a range of programs. Fair housing information is disseminated via radio, television, the City's web page and pamphlets. The Rental Housing Mediation Task Force gives outreach presentations in the community throughout the year. Fair housing services are also provided throughout the City's Fair Housing Enforcement Program, Legal Aid Foundations' Fair Housing Center and Senior Citizens Legal Assistance, the Community Mediation Clinic, California Rural Legal Assistance, the S.B. Rental Property Association and the Housing Authority.
- 1.1.4 If budget constraints allow, develop adequate staffing and funding to pursue and to assist the State Department of Fair Employment and Housing staff in pursuing enforcement actions against discrimination in housing under Civil Code Section 52 (c) with emphasis on discrimination against families with children in rental housing.

(Remove existing strategy 1.1.5, Municipal Code amended to provide reasonable accommodation provisions)

Policy 1.2: Support programs and efforts designed to prevent homelessness.

Implementation Strategies

- 1.2.1 Continue to implement the Consolidated Action Plan's Continuum of Care program in conjunction with adjacent jurisdictions and community-based organizations.
- 1.2.2 Seek funding for homeless prevention programs, such as a program to provide short-term financial assistance to households threatened by eviction due to an inability to pay rent.

- 1.2.3 Support the conversion of existing hotels and motels to residential hotels, Single Room Occupancy (SRO) projects, or apartments in areas outside of the Coastal Zone.
- 1.2.4 Consider providing financial support for a Recreational Vehicle (RV) park project if an application is submitted by a competent sponsor/developer.
- 1.2.5 Help to facilitate application for an RV park through the City's permitting process.
- 1.2.6 Continue zoning provisions for churches and non-profits to allow overnight RV parking under limited conditions.
- 1.2.7 Work with the County and other local agencies to locate RV parks.

Policy 1.3: Support other agencies and nonprofit organizations in their efforts to provide shelter and services for the homeless.

Implementation Strategies

- 1.3.1 Continue to fund and support the Cacique Homeless Shelter.
- 1.3.2 Support the efforts of the Coalition to Provide Shelter and Support for the Homeless to expand the Cacique Shelter and services to year-round programming.
- 1.3.3 Continue to fund a wide range of housing, human and community service programs and capital projects that strive to meet the needs of children, families, seniors, disabled persons, homeless, victims of domestic violence, and others.
- 1.3.4 Support the operational and service needs (such as child care and job training) of homeless shelter and service providers. Provide financing when possible.

Policy 1.4: Increase the supply and variety of transitional housing opportunities.

Implementation Strategies

- 1.4.1 Continue to fund community-based non-profit agencies, such as Transition House, to provide a range of transitional housing opportunities.
- 1.4.2 Coordinate with the County of Santa Barbara and the cities of Carpinteria and Goleta to develop, update and implement the Consolidated Plan's Continuum of Care programs.

Policy 1.5: Seek to ensure the availability of a range of housing opportunities with an emphasis on low- and moderate-income seniors.

Implementation Strategies

- 1.5.1 Encourage the development of a full range of senior living situations, available at market and affordable rates.
- 1.5.2 Continue to promote and assist in the acquisition and rehabilitation of existing dwelling units for use as affordable senior housing.

- 1.5.3 Continue to facilitate private sector efforts to upgrade existing senior housing facilities in to provide a range of new senior housing opportunities.
- 1.5.4 Encourage small, non-institutional facilities that meet the needs of the older senior population (75+).
- 1.5.5 Continue to work with the Ombudsman's Program and Area Agency on Aging.
- 1.5.6 Encourage the expansion of support services such as house cleaning, cooking, shopping and financial advising in order to meet the needs of the older, independent senior population.

Policy 1.6: The City shall seek to ensure the availability of housing opportunities for the low and moderate income disabled population.

Implementation Strategies

- 1.6.1 Promote and assist the development and processing of new congregate housing opportunities or board and care facilities for the low- and moderate-income, and physically and mentally disabled persons.
- 1.6.2 Explore the creation of a program to support and assist landlords in accepting mentally disabled tenants.
- 1.6.3 Encourage the faith-based community to create special needs housing.
- 1.6.4 Work with community service providers to expand their scope of services to include housing through new construction or acquisition and rehabilitation of existing dwelling units.
- 1.6.5 Encourage development industry professionals to serve on the boards of local non-profit service providers in order to assist them in providing housing for special needs households.
- 1.6.6 Encourage the Housing Authority of the City of Santa Barbara to continue to give priority status to disabled with the greatest housing needs.
- 1.6.7 Explore ways to fund accessibility improvements for dwelling units that will be made available for disabled persons who are eligible to receive HUD Section 8 certificates.
- 1.6.8 Take measures to ensure that affordable units occupied by disabled tenants at risk of converting to market rates are maintained as affordable, to the extent feasible.

Policy 1.7: Accessibility for the disabled shall be strongly encouraged in new residential development and in housing to be rehabilitated.

Implementation Strategies

- 1.7.1 Continue the ongoing review of residential development plans for accessibility for the disabled.

- 1.7.2 Distribute guidelines to builders that explain Federal and State laws regarding accessible units. Provide specific ideas and examples (such as no steps, wider doors and hallways and larger bathroom areas).
- 1.7.3 Adhere to the Fair Housing Accessibility Guidelines in order to comply with the Federal Fair Housing Act.

Policy 1.8: The City shall support the creation of new programs to aid the disabled to secure accessible housing.

Implementation Strategies

- 1.8.1 Investigate and implement policies that give incentives for disabled accessible units to be included in projects.
- 1.8.2 Seek funding to create and fund technical assistance programs for builders wishing to construct or convert housing for the disabled. Programs could include free architectural services to rental property owners and developers, as well as construction loans or grants for the development of accessible housing affordable to low- or moderate-income households.
- 1.8.3 Seek funding for case managers to support the disabled in independent living situations.

GOAL 2: CONSERVATION AND IMPROVEMENT OF EXISTING HOUSING

Conserve the City's existing housing stock and improve its condition while accomplishing the following:

- *Minimizing displacement;*
- *Maintaining housing affordable to all economic groups with special emphasis on low income, moderate income, middle income and special needs households*
- *Preventing future blight or deterioration while allowing appropriate rehabilitation.*

Policy 2.1: The City shall continue to expand its voluntary housing rehabilitation programs.

Implementation Strategies

- 2.1.1 Continue to provide rehabilitation loans to low- and moderate-income owner households in neighborhoods displaying the greatest need for rehabilitation.
- 2.1.2 Increase outreach efforts to encourage homeowners and apartment owners to participate in the City's Housing Rehabilitation Loan Program (HRLP).
- 2.1.3 Review and evaluate the objectives of the HRLP for consistency with the 2007 Housing Element goals.
- 2.1.4 Continue to provide low interest rehabilitation loans for housing sponsors to rehabilitate multifamily structures.
- 2.1.5 Continue to survey neighborhoods that have the highest number and concentration of units in need of rehabilitation.
- 2.1.6 Investigate rehabilitation loan programs for the rehabilitation of mobile home park infrastructure.
- 2.1.7 Continue the City's Home Rehabilitation Loan Program's efforts to remove architectural barriers in the homes of disabled citizens.

Policy 2.2: The City shall protect and preserve existing housing in all parts of the City to the extent feasible under State Law.

Implementation Strategies

- 2.2.1 Research legal and feasible ways to regulate projects which propose to demolish rental units and re-build condominiums.
- 2.2.2 Continue to allow the appropriate demolition of substandard housing.

(Delete existing strategy 2.2.1 - Demolition Review Ordinance adopted, delete existing strategy 2.2.2 - will result in minimal benefit to housing production, delete existing strategy 2.2.3 - Tenant Displacement Assistance Ordinance adopted)

Policy 2.3: The City shall encourage residential property owners to improve the conditions of their property (ies) to a level that exceeds the minimum standards of the Uniform Building Code and the Uniform Housing Code.

Implementation Strategies

- 2.3.1 Continue to focus building and zoning enforcement efforts on property owners who are chronic, repeat offenders with emphasis on multi-departmental inspections and abatement orders, and prosecution of violators through the court system.
- 2.3.2 Look for opportunities to acquire larger, substandard apartment complexes in cooperation with the Housing Authority, Peoples' Self Help Housing or other community-based organization in order to correct health and safety problems and to provide ongoing management services.
- 2.3.3 Continue to provide a bilingual ombudsperson for tenants in substandard units who wish to file a housing complaint.
- 2.3.4 Continue to require Zoning Information Reports when residential units change ownership.
- 2.3.5 Consider ways to legalize illegal dwelling units in accordance with the requirements of the Zoning Ordinance.
- 2.3.6 Consider intensifying enforcement of the requirements of the Zoning Ordinance, the Uniform Building Code and the Uniform Housing Code only if adequate protection measures and relocation assistance are available for tenants who may be displaced by such enforcement activities.
- 2.3.7 Consider implementing a program that would require owners of buildings found by the City's Building and Safety Division to be substandard to assume the financial burden of relocating their tenants to habitable units.
- 2.3.8 Continue to utilize the processes of Sections 17274 and 24436.5 of the *State Revenue and Taxation Code* which prohibits a taxpayer who derives rental income from substandard housing from receiving income tax deductions for interest, taxes, depreciation or amortization paid or incurred with respect to the substandard housing.

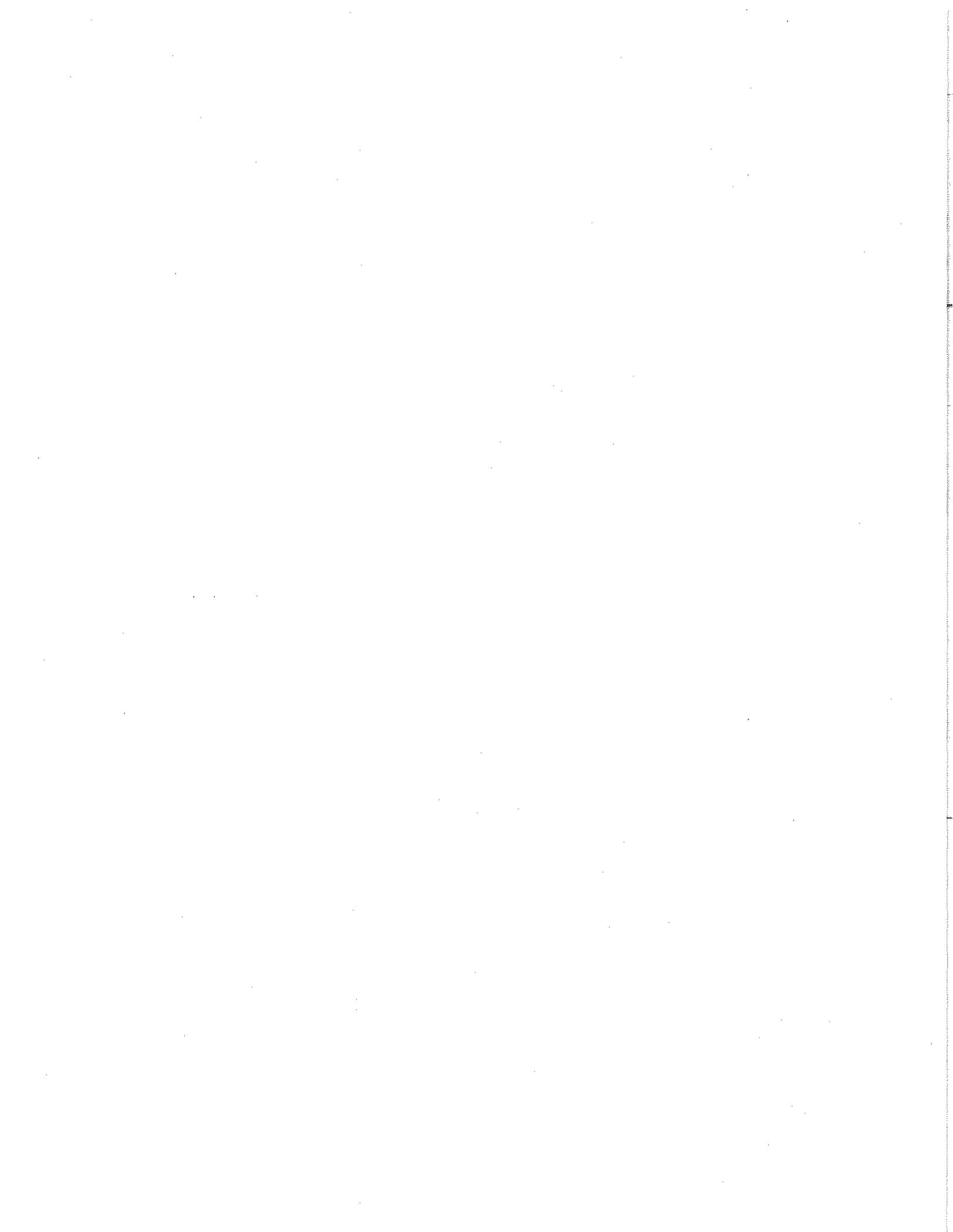
Policy 2.4: Every effort shall be made to preserve those structures which are either architecturally significant, historically important or both. These buildings contribute to the atmosphere of historic Santa Barbara giving the neighborhoods a sense of history, character and variety.

(Move existing Policy 2.4, including strategies 2.4.1 and 2.4.2 to proposed Historic Resources & Community Design Element or Conservation Element)

Policy 2.5: Maintain the affordability of existing low- and moderate-income dwelling units.

Implementation Strategies

- 2.5.1 Continue to encourage the Housing Authority and nonprofit organizations to acquire and manage units whose affordability requirements are due to expire.
- 2.5.2 For projects with expiring affordability provisions:
 - Make a determination as to whether longer affordability is feasible under existing financing;
 - Explore options for refinancing first mortgage bond;
 - Explore potential for sale of project to nonprofit or the Housing Authority;
 - Require additional affordability as condition of subordination of an existing City loan against the property.
- 2.5.3 Identify and pursue new programs that retain and support social, economic and ethnic diversity.
- 2.5.4 Ensure that Presidio Park Apartments remain affordable in the interim between when their Section 8 contract expires (2004) and when the City has option to purchase (2018).
- 2.5.5 Develop a financial plan to purchase Presidio Park Apartments as long term affordable in 2018.



GOAL 3: NEIGHBORHOOD COMPATIBILITY AND IMPROVEMENT

Protect existing neighborhood character while encouraging compatible infill development.

Policy 3.1: Establish programs to address infrastructure and service needs while continuing to encourage infill development.

Implementation Strategies

- 3.1.1 Develop a comprehensive, citywide, Neighborhood Improvement Plan and Implementation Program to protect and improve the quality of life. The plan would address infrastructure and services needs in neighborhoods including the following:
- Parks and Recreational Opportunities
 - Open Space
 - Landscaping / Trees
 - Street Lighting
 - Code Enforcement
 - City Service Delivery Improvements
 - Community Centers
 - Child Care Facilities
 - Transportation and Circulation Patterns
 - On and Off Street Parking
 - Missing Pedestrian Links and New Walking Opportunities as identified in the Pedestrian Master Plan
 - Schools
 - Environmental Resources
- 3.1.2 Establish new neighborhood groups and strengthen existing ones that are committed to neighborhood-based efforts such as coordinated clean-up / beautification activities, street and median maintenance.
- 3.1.3 The City shall concentrate efforts to develop or upgrade public improvements and neighborhood facilities in those neighborhoods requiring revitalization and where new development or redevelopment is anticipated.
- 3.1.4 Provide Community Development Block Grant and Redevelopment Agency funding in areas eligible to receive such funding for the creation of neighborhood centers, sidewalk and street light repairs and neighborhood clean up programs.
- 3.1.5 Preserve existing small scale, neighborhood oriented conveniences and services.

(Delete existing strategies 3.1.6 and 3.1.7 related to the Neighborhood Traffic Management Program, similar strategies are contained in the Circulation Element 12.1.1, 12.1.2)

Policy 3.2: The character and quality of life of single-family zoned neighborhoods should be protected and preserved.

(Delete Policy 3.2, existing strategy 3.2.1, NPO Update and 3.2.2, adoption of FAR standards, both strategies have been completed)

Policy 3.3: New development in or adjacent to existing residential neighborhoods must be compatible in terms of scale, size, and design with the prevailing character of the established neighborhood.

(Delete Policy 3.3, addressed in proposed Community Design Policies)

(Delete 3.3.1, same strategy is contained in Circulation Element 13.5.1 and supported by proposed Land Use and Growth Management Policy LG15)

(Delete 3.3.2, superseded by proposed Community Design Policy CH11)

(Delete 3.3.3, superseded by proposed Land Use and Growth Management Policies LG4 and LG9)

GOAL 4: NEW HOUSING DEVELOPMENT

Through the public and private sector, assist in the production of new housing opportunities which vary sufficiently in type and affordability to meet the needs of all economic and social groups, with special emphasis on housing that meets the needs of very low, low, and moderate income and special needs households.

Policy 4.1: Pursue all opportunities to construct new housing units that are affordable to low- and moderate-income owners and renters.

Implementation Strategies

- 4.1.1 Continue to solicit proposals for low- and moderate-income projects from private sponsors and develop programs to assist in their implementation.
- 4.1.2 Continue to provide bonus density units above levels required by State law, to be reviewed on a case-by-case basis.
- 4.1.3 Continue to assist the development of infill housing including financial and management incentives in cooperation with the Housing Authority and private developers to use underutilized and small vacant parcels of land for new low and moderate income housing opportunities.
- 4.1.4 Continue to support special procedures for development, permitting, construction and early occupancy of "sweat equity" projects.
- 4.1.5 Encourage the construction of three bedroom and larger rental and ownership units for low- and moderate-income families.
- 4.1.6 Support the Housing Authority in efforts to develop and/or acquire three+ bedroom units.
- 4.1.7 Continue to preserve affordable housing covenants before they expire.
- 4.1.8 Continue to implement the Municipal Code's Condominium Conversion Ordinance to provide an opportunity for entry-level home ownership in a variety of locations while maintaining a supply of rental housing for low and moderate income persons.
- 4.1.9 Encourage the construction of rental housing at affordable rental rates.
- 4.1.10 Support the development of infill residential projects in the City.
- 4.1.11 *Assist, coordinate or partner with builders for the development of affordable housing projects by identifying in-fill and opportunity sites in the commercial zones, on public lands and under-developed R-2, R-3 and R-4 sites. (Proposed Housing Policy HI)*
- 4.1.12 Inventory all land in the City owned by County, State and Federal governments, the Santa Barbara School and High School Districts and public utilities and actively pursue acquisition, preferably through dedication of said land for development of low and moderate income housing.

- 4.1.13 Pursue relocation of the National Guard and Army Reserve in order to obtain and for housing, park, school or other public benefits.
- 4.1.14 Look for housing opportunities on City-owned land or over private and public parking lots.

(Delete existing strategy 4.1.11 related to opportunity sites, superseded by proposed Housing Policy HI).

Policy 4.2: Apply for, or support others in applying for, all available public and private funding and financial assistance for affordable housing projects.

Implementation Strategies

- 4.2.1 Continue the use of Redevelopment Agency tax increment funds to assist sponsors in developing low and moderate income housing opportunities which will benefit the Redevelopment Project Area or the City. When possible, increase the portion of the Redevelopment Agency's annual tax increment funds earmarked for affordable housing.
- 4.2.2 Identify potential Single Room Occupancy (SRO) projects and assist in obtaining funding. Pursue financing through the Redevelopment Agency for any project in the Redevelopment Area or benefiting the Redevelopment Agency area.
- 4.2.3 Continue support for limited and non-equity cooperative conversion projects through available funding sources and by coordinating technical assistance to private sponsors interested in such conversions.
- 4.2.4 Continue to support and encourage the affordable housing real estate lending programs of local financial institutions.
- 4.2.5 Continue the use of Community Development Block Grant funds to share in paying for costly site improvements when this will assist a developer to produce low and moderate-income housing.
- 4.2.6 Identify and support developers in applying for State, Federal and private foundation resources to finance affordable housing.
- 4.2.7 Expand loans and grants for predevelopment costs (including City application fees, architect and engineer's fees, site acquisition, technical studies) and public improvement costs of affordable housing projects.
- 4.2.8 Create a staff team / designate a staff person to pursue all possible funding opportunities through Proposition 46.
- 4.2.9 Encourage and support community-based organizations and developers to apply for and receive funding from Proposition 46 programs.
- 4.2.10 Continue to pursue opportunities to implement the State and City Density Bonus Programs.
- 4.2.11 *Preserve non-subsidized affordable rental housing. Explore ways to avoid condominium conversions, or alternatively, the possibility of cooperative tenant*

ownership of previous rentals, such as the use of public funding to provide mortgage or down-payment loans. Such funds could also fund new affordable rental development. **(Proposed Housing Policy H15)**

4.2.12 Increase property transfer tax to provide funding for price-restricted affordable and workforce housing, in order to broaden the funding base. **(Proposed Housing Policy H16)**

4.2.13 Continue to explore and pursue potential legislative amendments or other opportunities for extension or replacement of the Redevelopment Project Area and its funding mechanism for affordable housing and other community benefit projects. **(Proposed Housing Policy H17)**

(Delete existing strategy 4.2.4 related to purchase of mobile home parks, state funding for this purpose no longer exists)

(Delete existing strategy 4.2.11 related to issuing bonds against RDA tax increment revenues, the RDA can no longer issue debt)

Policy 4.3: Given limited remaining land resources, the City shall concentrate efforts to develop housing on vacant infill sites and redevelopment of opportunity sites in commercial and residential zones with priority for commercial and mixed-use development.

Implementation Strategies

4.3.1 Continue to offer and encourage early staff predevelopment consultations for opportunity sites and mixed use projects.

4.3.2 Continue to offer property profile services in the Planning Division that explain development potential and constraints for parcels in the City.

4.3.3 Continue to train and advise Planning and Zoning staff to encourage property owners and agents to take advantage of residential infill opportunities and mixed use.

4.3.4 Study the potential for possible residential reuse of existing nonresidential buildings for housing.

(Delete existing strategy 4.3.4, UBC requirements for mixed-use projects are applied as required)

(Delete existing strategy 4.3.6 related to live/work projects, superseded by proposed PlanSB Policy LG13)

Policy 4.4: Ensure that new market-rate residential development is consistent with City housing goals.

Implementation Strategies

4.4.1 Develop zoning standards to encourage Single Room Occupancy and / or Efficiency Units.

4.4.2 *A market-level housing project in the R-2, multi-family or commercial zones (including mixed-use) shall:*

- *Provide unit sizes calculated using maximums set out under the City's redefined variable density provisions; and*
- *Have access to adequate public open space within a 1/2-mile radius, a dedication of sufficient useable open on-site, a contribution is made toward future parks through in-lieu fees, or a combination of any of these. (Proposed Housing Policy H2)*

(Delete existing strategy 4.4.1 related to development standards in the multi-family and commercial zones, superseded by proposed Housing Policies H3, H4, H6 and H12)

(Delete existing strategy 4.4.2, Inclusionary Housing Ordinance adopted)

(Delete existing strategies 4.4.4, 4.4.5, 4.4.6, and 4.4.7, same strategies contained in the Circulation Element)

Policy 4.5: Promote the development of housing for seniors and the disabled.

Implementation Strategies

- 4.5.1 Encourage the development of senior apartments that are affordable to very low-income seniors.
- 4.5.2 Continue to provide reduced parking incentives for senior housing projects in combination with bonus densities to encourage the development of small senior and disabled apartment projects including efficiencies and congregate care in the R-3 and R-4 zones.
- 4.5.3 Adopt site and unit design guidelines for senior and disabled units, which incorporate all relevant federal, state and local laws, as well as recommendations from the Access Advisory Committee (AAC).

Policy 4.6: Encourage resource conservation measures in new and rehabilitated residential developments and mixed use projects

(Move Policy 4.6, and strategies 4.6.1 thru 4.6.14 to the Energy Conservation Policies of the Proposed Environmental Resources Element)

(Delete existing strategies 4.6.15 and 4.6.16, achieved with the adoption of the "Green Building Program")

Policy 4.7: The City shall monitor housing development and progress toward achieving housing goals.

Implementation Strategies

- 4.7.1 Monitor and report annually to the Planning Commission, City Council and public the number of dwelling units which are being constructed (including bonus density units), converted to commercial and demolished and not replaced.

Policy 4.8: Given that the expiration of the City's commercial growth restriction will require a General Plan Update prior to 2010, begin to identify new housing strategies that should be considered in that process.

Implementation Strategies

- 4.8.1 Explore alternative sources of revenue for Affordable Housing to replace the Central City Redevelopment Project (CCRP) area tax increment financing when it expires in 2012.
- 4.8.2 During the GPU, identify essential characteristics of neighborhoods that make them livable or special with an emphasis on characteristics or physical development patterns that should be replicated and those that should not.
- 4.8.3 Consider the use of Program EIRs to examine the cumulative effects of new development.
- 4.8.4 *Promote and encourage the development of mixed-use housing with an emphasis on affordability at shopping centers such as La Cumbre Plaza shopping center, by coordinating and/or partnering with property owners and housing developers. (Proposed Housing Policy H11)*
- 4.8.5 *Establish standards for average unit sizes. Average unit sizes may use the LEED for homes average home size adjustment for multifamily building or be based on standards set by the City under revisions to the City variable density provisions. (Proposed Housing Policy H3)*
- 4.8.6 *Establish base residential density standards for multi-family and commercial zones, and create a two tier maximum unit size system so if larger size units are built the density is lower than for building smaller units. (Proposed Housing Policy H4)*
- 4.8.7 *Prepare design standards and codify incentives for market rate developers to build smaller, "affordable-by-design " residential units that better meet the needs of our community. Incentives could include higher allowable densities, less required parking, etc. (Proposed Housing Policy H5)*
- 4.8.8 *Explore options to promote affordable and workforce housing, such as:*
 - a. *Revise the variable density ordinance provisions to increase affordable housing (e.g., limit unit size, require a term of affordability, reduce parking standards with tenant restrictions);*
 - b. *Increase the allowed density the R-2, R-3 and R-4 zones for rental housing developments. (Proposed Housing Policy H6)*
- 4.8.9 *Explore requiring a percentage higher than 15% (consider 25%) for the provision of inclusionary affordable housing in new residential ownership developments. Consider low/moderate and middle income requirements for affordable housing to accommodate low/moderate and workforce (middle) income earners, and people with disabilities. Consider in-lieu fee structure based on market sales price. (Proposed Housing Policy H9)*

- 4.8.10 *Establish criteria and standards for resource use in relation to density in the project review process, to encourage reduced resource footprint projects. Residential projects that exhibit a significantly lower resource per capita footprint would be allowed bonus density providing the building remains smaller than allowed by zoning. (Proposed Housing Policy H10)*
- 4.8.11 *Develop programs such as a rental overlay to allow for greater density for rental units and encourage the production of rental housing projects by providing incentives such as reduced parking requirements, preferential processing, fee waivers, or deferrals. (Proposed Housing Policy H12)*
- 4.8.12 *Develop density standards that permit greater densities for projects that provide a greater percentage of price-restricted ownership units than required by the inclusionary housing ordinance. Programs to increase density can be combined with programs to reduce density such as changes to the variable density ordinance provisions or rezoning historic districts or special design districts. (Proposed Housing Policy H13)*

(Delete existing strategies 4.8.1, 4.8.2, 4.8.6 related to housing strategies for the General Plan Update, achieved through proposed Housing Policies)

GOAL 5: REDUCE GOVERNMENTAL CONSTRAINTS

Where appropriate and legally possible, reduce or remove governmental constraints to the maintenance, improvement, and development of housing.

Policy 5.1: Assist affordable housing sponsors to produce affordable housing by reducing the time and cost associated with the development review process while maintaining the City's commitment to high quality planning, environmental protection and urban design.

Implementation Strategies

- 5.1.1 Continue to give priority to affordable housing projects on Staff, Committee and Commission agendas.
- 5.1.2 Continue to have a Staff-level Affordable Housing Facilitator with clearly established roles and responsibilities as defined by City Council.
- 5.1.3 Continue to use the CEQA infill exemption for Affordable Housing projects as appropriate.
- 5.1.4 Work with AIA, ABR and HLC members to develop guidelines and examples for small infill projects (adding 1-3 units). Consider allowing projects consistent with the guidelines to be reviewed as Consent items when appropriate.
- 5.1.5 Develop a list of administrative approvals for small infill projects that would include, but not be limited to the following:
 - 4 Paint color
 - 5 Window changes
 - 6 Water heater enclosures
 - 7 Room additions
 - 8 Additions of less than 250 s.f.
 - 9 Small infill projects consistent with adopted design prototypes
- 5.1.6 Allow new apartment developments to be served by a single water meter for interior uses with on-line meters for each unit, as appropriate.
- 5.1.7 Work with the Architectural Board of Review (ABR) and the Historic Landmarks Commission (HLC) to expedite the review of Affordable Housing Projects. As appropriate, establish joint sub-committees of design review boards and Planning Commission to offer early, consistent and timely input and problem solving during the review process.

(Modify existing strategy 5.1.6 to allow a single water meter, as appropriate)

Policy 5.2: Implement changes to development standards to be more flexible for housing projects, especially rental or affordable housing projects, where appropriate.

Implementation Strategies

- 5.2.1 Consider incremental changes to the Zoning Ordinance parking requirements

such as:

- Allowing tandem parking
 - Providing more flexibility for constrained sites (e.g., allowing for more than one maneuver, use of car stacking devices or other space saving measures)
 - Eliminating guest parking requirements for housing in Downtown commercial area
 - Rounding down when calculating parking requirements.
- 5.2.2 Consistent with the Circulation Element Strategy 13.2.2 (b), consider amending the Zoning Ordinance to reduce parking requirements for properties near major transit corridors if it can be demonstrated that a negative impact will not occur.
- 5.2.3 Consider amending the Zoning Ordinance to change how, where and the extent of outdoor living space, yard and setback requirements for housing in commercial zones.
- 5.2.4 Address issues of coordination between the Architectural Board of Review (ABR), the Historic Landmarks Commission (HLC) and the Planning Commission (PC). Identify areas where additional staff authority could be given for administrative approvals.
- 5.2.5 Change the Noise Element exterior standards in commercial areas to 65 dba.
- 5.2.6 Develop and maintain a system for use of the City's *Master Environmental Assessment Document* as a means of expediting the environmental review process consistent with State law regarding housing.
- 5.2.7 On an ongoing basis, evaluate the current development review system and make recommendations for methods of improvement.

(Delete existing strategy 5.2.2 related to parking requirements, same strategy is contained in the Circulation Element 13.2.2)

(Modify 5.2.4, to remove reference to Multi-Family Housing Design Guidelines, guidelines required by PlanSB proposed Policy CH11)

(Delete existing strategy 5.2.5, Staff Hearing Officer was created in 2005)

(Delete existing strategy 5.2.6 related to exterior noise standards, superseded by proposed Policy ER37)

Policy 5.3: Review the City's Secondary Dwelling Unit Ordinance for consistency with the community's housing needs and neighborhood preservation goals.

Implementation Strategies

- 5.3.1 Study the effectiveness of the Secondary Dwelling Unit Ordinance in achieving the community's housing needs and neighborhood preservation goals.
- 5.3.2 Consider amending the Secondary Dwelling Unit Ordinance to provide more site planning flexibility and affordable-by-design concepts by:

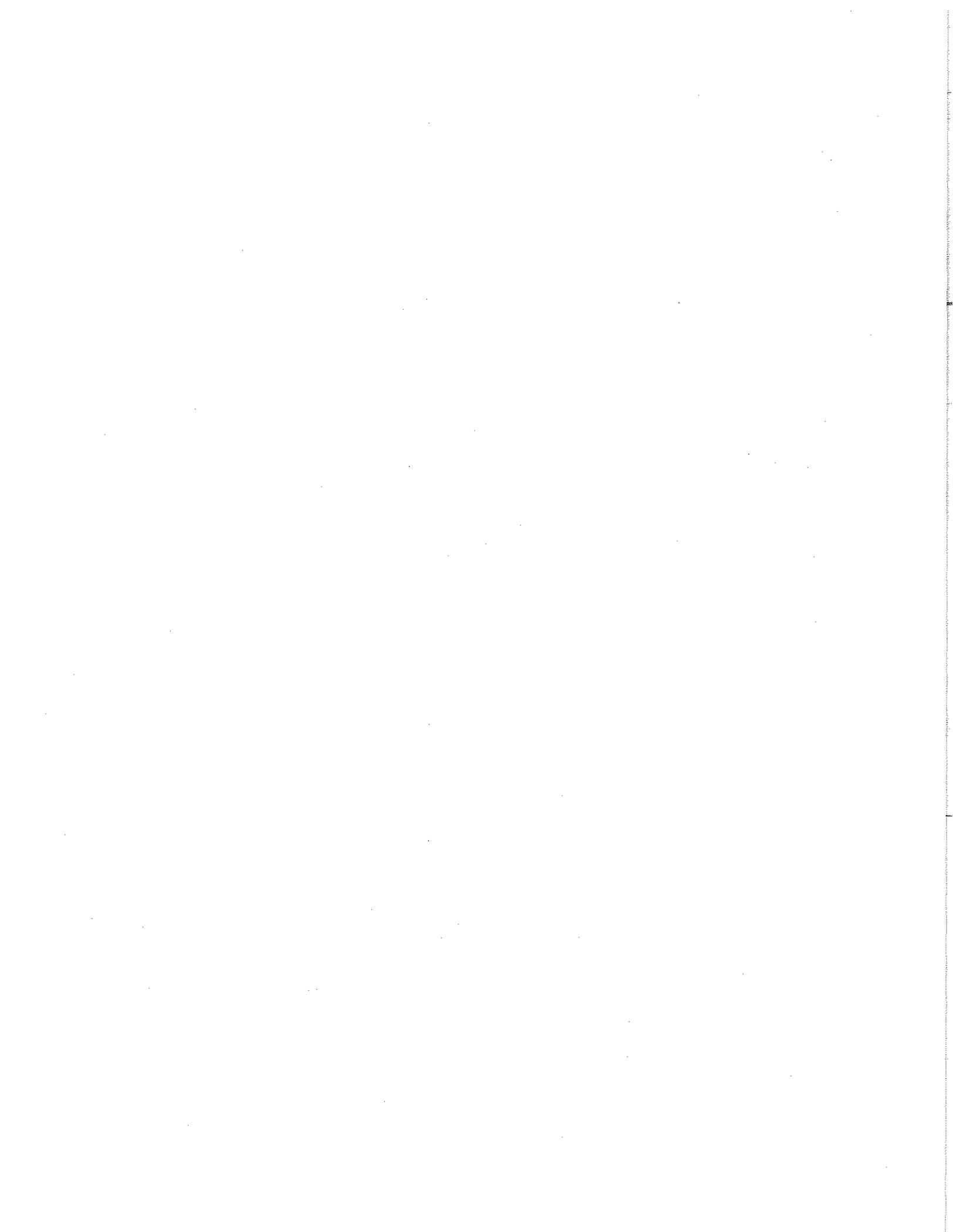
- Changing the existing size limitations to remove percentage of unit size and allowable addition requirements and allowing a unit size range (300 – 700 s.f.);
- Changing the minimum lot size standard
- Allowing units to be detached;
- Removing the requirements to provide separate water meters for units;
- Eliminating or adjusting affordability requirements;
- Allowing tandem parking and ease other parking requirements on a case-by-case basis; and
- Developing guidelines and prototypes of innovative design solutions.

5.3.3 Consider a Secondary Dwelling Unit Loan Program for R-2 rental units and in single-family zones during periods of high interest rates. Low interest loans would be provided in exchange for affordable rents for 15 years or the life of the loan.

5.3.4 *Second units in single family neighborhoods shall be:*

- *Encouraged where located within the MODA;*
- *Allowed where located outside of the MODA; and*
- *Restricted in the High Fire Zone.*

Second units (granny units) that are within 10-minutes waling distance from a main transit corridor and bus stop will be encouraged by providing incentives, such as revised development standards for second units (e.g., eliminating the parking requirements for second units, eliminating the attached unit requirement, reducing development costs by allowing one water, gas and electric meter and a single sewer line, developing an amnesty program for illegal second units located within the MODA. (Proposed Housing Policy H14)



GOAL 6: REGIONAL COOPERATION & JOBS/HOUSING BALANCE

Coordinate City efforts with those of surrounding communities towards balancing jobs and housing in recognition of the regional nature of Santa Barbara's housing market.

Policy 6.1: Acknowledge that housing problems are regional in nature and make a commitment to work with neighboring jurisdictions and the private sector to solve them in a regional manner.

Implementation Strategies

- 6.1.1 Continue to support and participate on the Joint Cities / County Affordable Housing Task Group.
- 6.1.2 Explore joint housing development opportunities, with the County of Santa Barbara and the cities of Carpinteria and Goleta.
- 6.1.3 Continue coordination with the County to maintain uniform affordability criteria.
- 6.1.4 Consider establishing liaisons between the City's Planning Commission and the Planning Commissions of other jurisdictions.
- 6.1.5 Host an annual meeting of South Coast Planning Commissions.
- 6.1.6 Coordinate with the Metropolitan Transit District (MTD) for the provision of public transportation to new housing developments.
- 6.1.7 Encourage and support the County's efforts to address the special housing needs of farmworkers.
- 6.1.8 Continue to work with community groups such as the South Coast Livable Communities project and the League of Women Voters in support of Affordable and "Workforce" housing on the South Coast.
- 6.1.9 Continue to participate and support the Coastal Housing Partnership.
- 6.1.10 Explore ways to expand the role and reach of the Coastal Housing Partnership.
- 6.1.11 Encourage the Community Housing Trust Fund to explore the feasibility of providing "bridge loans" to existing property owners to add small rental units (including "granny units") to their property. The bridge loan would be for the construction period. In exchange, the rental units would be required to be affordable for a reasonable year period of time.

(Delete existing strategy 6.1.3 SBCAG Jobs/Housing Project has been completed)

(Delete existing strategy 6.1.8 the Economic Community Project's Regional Impacts of Growth Study has been completed)

Policy 6.2: Develop regional strategies to fund and construct Affordable Housing within urban growth limits.

Implementation Strategies

- 6.2.1 Explore opportunities for joint City/County applications for Federal and State

housing assistance programs.

- 6.2.2 At the request of the County and community, pursue joint projects, including annexations, similar to the Mercy Housing / St. Vincent's project.
- 6.2.3 Look for opportunities to use City funding and staffing resource for affordable projects outside the City limits as requested and appropriate.
- 6.2.4 Encourage the community-based Housing Trust Fund and the Trust for Public Lands to work together in efforts to identify new funding sources for affordable housing projects.
- 6.2.5 Encourage the City and County Housing Authorities to work together to purchase sites and/or construct affordable housing.

(Delete existing strategy 6.2.6 related to a regional Transfer of Development Rights program, superseded by proposed PlanSB Policy LG6)

(Move existing strategy 6.2.7 related to a residential Transfer of Development Rights program to Land Use and Growth Management Element)

Policy 6.3: Provide incentives for the private sector development of new housing opportunities for households earning more than 120% of the Area Median Income.

Implementation Strategies

- 6.3.1 Encourage the development of housing for first time home buyers, including moderate and middle-income households.
- 6.3.2 Expand and improve the existing Homebuyer's Assistance Programs for City employees.
- 6.3.3 Hold a Workforce Housing Summit with public and private sector decision-makers including:
 - Santa Barbara City College Board of Trustees and President
 - UCSB Chancellor and representative of Regents
 - Cottage Hospital Administrator's
 - County Board of Supervisor's South Coast
 - Santa Barbara School Board Members
 - Medical Centers and Hospitals
 - Churches, Faith-based Coalitions
 - Other large employers
- 6.3.4 Encourage large employers to mitigate housing impacts consistent with CEQA.

Policy 6.4: Actively pursue regional transportation solutions.

Implementation Strategies

- 6.4.1 Participate and provide leadership on the SBCAG Jobs/Housing Balance Project.

- 6.4.2 Work with the ECP Regional Impacts of Growth Study and SBCAG to determine the extent of transportation needs in the tri-county areas.
- 6.4.3 Work cooperatively with the MTD to foster both local and regional transportation solutions.
- 6.4.4 Support and participate in the Highway 101 Implementation Plan to address transportation, land use and housing issues. In particular, actively participate in all efforts to address the transportation needs of commuters from Ventura and San Luis Obispo counties including multi-modal and rail-commuting systems.

Policy 6.5: In accordance with Charter Section 1508, developments generating new employment from outside the South Coast area shall be in balance with available housing resources at prices affordable to the projected new employees who will be moving into the area.

Implementation Strategies

- 6.5.1 Continue coordination with major employers and organizations such as the Coastal Housing Partnership, and encourage them to provide housing or housing incentives for their employees.
- 6.5.2 Monitor and encourage UCSB to implement its Long Range Development Plan goals and policies to meet the existing and new demand for its students, faculty and staff.
- 6.5.3 Participate in any update of the UCSB Long Range Development Plan.
- 6.5.4 *Provide incentives for employers throughout the South Coast to provide employee housing on-site or close-by off-site and establish or expand programs for encouraging employers to provide other housing benefits or financial assistance programs, such as down payments, closing costs and rental move-in fees for employers. (Proposed Housing Policy H7)*
- 6.5.5 *Encourage UCSB and Santa Barbara City College to address affordable student, faculty and staff housing on campus and at close-by off-site opportunity sites. (Propose Housing Policy H8)*

(Delete existing strategy 6.5.4 related to SBCC housing needs, superseded by proposed Housing Policy H8)

(Delete existing strategy 6.5.5 related to a new Housing Mitigation Ordinance, other ways to achieve this objective are being explored)

Policy 6.6: Pursue joint legislative platform to achieve regional housing solutions for the South Coast.

Implementation Strategies

- 6.6.1 Encourage the passage of legislation that provides incentives for the construction of rental housing.

- 6.6.2 Encourage the passage of legislation that would resolve the condominium construction defect liability crisis.
- 6.6.3 Support State legislation to create a CEQA statutory exemption for Affordable Housing.
- 6.6.4 Support State legislation that would expand housing opportunities for the disabled.
- 6.6.5 Pursue State legislation to extend the life of the RDA's CCRP.
- 6.6.6 Encourage the federal and state governments to establish policies and expand programs that will assist in the production and financing of residential development including the following:
- Adopt legislation or regulatory changes that will result in an expanded secondary mortgage market for mixed use and affordable housing developments.
 - Revise the tax code to provide incentives for the construction and ownership of rental housing, such as accelerated depreciation.
 - Increase funding for affordable housing programs.
 - Amend the Community Reinvestment Act to require banks and savings associations to provide more financing for the production of affordable housing.
 - Adopt legislation that will facilitate the use of Mortgage Credit Certificates and tax exempt bond financing for affordable housing in higher cost areas.
- 6.6.7 Oppose any legislation that would reduce funding for the Section 8 Housing Voucher Program, including the block granting of the program to the states.
- 6.6.8 Support legislation that provides new incremental units of Section 8 Voucher assistance nationwide, particularly in high cost areas like Santa Barbara where the need is greatest.
- 6.6.9 Support legislation that ensures adequate Section 8 Voucher renewal funding so that the number of low-income families presently served are not reduced.
- 6.6.10 Support legislation to create a National Housing Trust Fund.
- 6.6.11 Support a new federal affordable housing production program as recommended by the Millennial Housing Commission.

GOAL 7: PUBLIC EDUCATION

Expand public education regarding affordable housing to: 1) increase the public's awareness of the housing needs of low income, moderate income and special needs households; and 2) inform the public about existing affordable housing opportunities, available resources and programs.

Policy 7.1: The City shall inform the public of housing needs and resources that exist in the community.

Implementation Strategies

- 7.1.1 Encourage broad based support in the community for the siting and permitting of affordable housing projects, senior housing, homeless shelters, and group homes for persons with disabilities or terminal illnesses.
- 7.1.2 Cosponsor a workshop with housing and shelter providers that focuses on the emotional and structural attitudes that limit and prohibit the production of affordable housing, senior housing, homeless shelters, and group homes for persons with disabilities or terminal illnesses.
- 7.1.3 Use public access television to provide information on affordable housing: what it is, who it is for, why it is necessary, and how NIMBYism affects its production.
- 7.1.4 Provide information to potential developers regarding the need for large (3+ bedroom) rental units affordable to very low and low income households.
- 7.1.5 Continue to foster a healthy community dialog of what "we" as a community should do about housing needs and issues. To the extent possible, help surrounding communities and adjacent counties understand that it is not an "us" versus "them" discussion.
- 7.1.6 Continue to support community efforts to publicize affordable housing achievements such as the Tour to Celebrate Affordable Housing.
- 7.1.7 Continue to publicize City and private developer affordable housing achievements.

Policy 7.2: Inform the public of opportunities that currently exist in the community through forums with community leaders and neighborhood groups and through publications.

Implementation Strategies

- 7.2.1 Publicize the availability of California income tax deductions to those persons rehabilitating property for handicapped access.
- 7.2.2 Continue to publish and distribute a resource guide to inform consumer households of available housing opportunities and community programs.
- 7.2.3 Continue to provide information and limited technical assistance to property owners concerning compliance with Title 24 regulations (the standards for accessibility by the disabled).

**DRAFT 2007 HOUSING ELEMENT
POLICIES AND IMPLEMENTATION STRATEGIES
PROPOSED TO BE DELETED, MOVED OR MODIFIED**

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
1.1.5 The City shall amend the Municipal Code to provide persons with disabilities seeking equal access to housing to request reasonable accommodation in the application of City zoning laws.	Completed		
2.2.1 Amend the Municipal Code to include a Demolition Review Ordinance to protect the City's historic residential resources.	Completed		
2.2.2 Amend the Municipal Code to remove hotels and motels as allowed uses in the R-4 / R-3 multi-family residential areas west of Downtown and in the Lower Westside neighborhood, except in the Coastal Zone.	Delete, strategy will result in minimal benefit to housing production		
2.2.3 Amend the Municipal Code in order to provide tenant protection measures similar to those in the Condominium Conversion Ordinance in connection with the demolition of rental units.	Completed		
Policy 2.4: Every effort shall be made to preserve those structures which are either, architecturally significant, historically important or both. These buildings contribute to the atmosphere of historic Santa Barbara giving the neighborhoods a sense of history, character and variety.		Move to proposed Historic Resources & Community Design Element	
2.4.1 Continue the architectural and historic resources survey of all properties in the City.		Move to proposed Historic Resources & Community Design Element	

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
<p>2.4.2 Use the completed architectural and historic resources survey as a tool (but not a mandatory pre-requirement) to accomplish the following:</p> <ul style="list-style-type: none"> ▪ Determine specific buildings which shall receive a local landmark designation; ▪ Determine specific buildings which shall receive a local Structure of Merit designation; ▪ Generate nominations to the National Register of Historic Places; ▪ Assist in the environmental assessment of proposed developments; ▪ Evaluate the potential for small residential areas to be designated as Historic or Design Districts; ▪ Provide historical information to property owners interested in private rehabilitation and restoration, and ▪ Assist in the proper planning of public projects. 		Move to proposed Historic Resources & Community Design Element	
<p>3.1.6 Discourage cut-through traffic and implement traffic calming in interior areas of neighborhoods as requested through the Neighborhood Traffic Management Program.</p>	Similar strategy in Circulation Element (12.1.1)		
<p>3.1.7 Preserve existing small scale, neighborhood oriented conveniences and services.</p>	Similar strategy in Circulation Element (12.1.2)		
<p>Policy 3.2: The character and quality of life of single-family zoned neighborhoods should be protected and preserved.</p>	Addressed in proposed <i>PlanSB</i> Community Design Policies		

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
3.2.1 Complete the Neighborhood Preservation Ordinance (NPO) update in order to address quality of life, preservation of neighborhood character and the residential development issues in single-family neighborhoods.	Completed		
3.2.2 Consider establishing maximum floor area to lot area ratios (FARs) for the City's single-family neighborhoods in order to prevent "mansionization" and to ensure that additions, remodels and re-building projects are compatible with existing development and neighborhoods.	Completed		
Policy 3.3: New development in or adjacent to existing residential neighborhoods must be compatible in terms of scale, size, and design with the prevailing character of the established neighborhood.	Addressed in proposed <i>PlanSB</i> Community Design Policies		
3.3.1 Allow small-scale neighborhood serving commercial uses in residential areas if supported by surrounding property owners. Ensure that the character of the surrounding neighborhood is protected. (Circ. Element Strategy 13.5.1))	Same strategy in Circulation Element (13.5.1), and supported by proposed Land Use & Growth Mgmt Policy LG15		
3.3.2 Review and update findings for approving new housing projects or additions to existing housing developments to consider appropriate size, bulk and scale for higher density projects in multi-family zones following, or in conjunction with HE strategies 5.1.7 (Affordable Housing Design Guidelines) and 5.2.6 (Multi-family Design Guidelines).	Superseded by proposed <i>PlanSB</i> Community Design Policy CH11		
3.3.3 Consider allowing increased densities along transit and transportation corridors.	Superseded by proposed <i>PlanSB</i> Land Use Policies LG4 and LG9		

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
4.1.11 Continue to identify potential opportunity sites throughout the City and evaluate the feasibility of acquiring identified sites for "land banking." Identify sponsors to propose and develop housing applications and to purchase the sites. Residential and mixed-use (commercial and housing) projects should be encouraged	Superseded by proposed <i>PlanSB</i> Housing Policy H1		
4.2.4 Identify and support projects in applying for State funding for tenant purchase of mobile home parks.	Delete, State funding for this purpose no longer exists		
4.2.11 Consider issuing bonds against future RDA Tax Incremental Revenues, where feasible.	Delete, RDA can no longer issue debt		
4.3.4 Direct Building and Safety Staff to research ways to meet UBC requirements for mixed-use projects.	UBC requirements for mixed-use projects applied per State law		
4.3.6 Develop standards for live/work projects.	Superseded by proposed <i>PlanSB</i> Land Use & Growth Mgmt policy LG13		
4.4.1 Review and evaluate development standards in the R-3 / R-4 zone. These standards also apply to residential development in commercial zones. Issues to consider include: <ul style="list-style-type: none"> • Reducing the minimum unit size in R-3 / R-4 and commercial zones to 300 s.f.; • Establishing minimum required densities; • Allowing increased densities for smaller, rental units and apartments; 	Superseded by proposed <i>PlanSB</i> Housing Policies H3, H4, H6 & H12		

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
<ul style="list-style-type: none"> • Changing the variable density provisions to require more, smaller units and to discourage the development of large, high-end condominiums in multi-family and commercial zones; • Developing incentives for “rental combination units” (condo-duplexes) in which condominium subdivisions include owner occupied units with an attached rental unit sold as a single entity (e.g., Laguna Court project), and • Changes to how and where open space requirements can be met. 			
4.4.2 Consider adopting an inclusionary housing programs to meet the housing needs of those not currently served by the City Housing and Redevelopment Agency programs.	Completed, IHO adopted		
4.4.4 Continue to identify and pursue new strategies to encourage the development of mixed-use projects. (Circ. Element 13.3.2)	Same strategy in Circulation Element (13.3.2)		
4.4.5 Continue to assist in the development of mixed use projects through such methods as, but not limited to: <ul style="list-style-type: none"> • Land use policies; • Modified development standards; and • Public-private partnerships and/or financial support, where a City Council finding of General Plan consistency can be made.(Circulation Element 13.3.3) 	Same strategy in Circulation Element (13.3.3)		

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
4.4.6 Allow residential parking in public parking lots for mixed-use development after ensuring that there is adequate capacity to serve existing uses. (Circulation Element 8.5.2)	Same strategy in Circulation Element (8.5.2)		
4.4.7 Develop public/private partnership criteria for the use of air space over Downtown public and private parking lots as an incentive for housing development	Same strategy in Circulation Element (8.5.3)		
Policy 4.6: Encourage resource conservation measures in new and rehabilitated residential and mixed-use projects.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.1 The Community Development Department shall encourage the use of green building materials and development standards in the plan check and building permit process by developing a Green Building Program. The Program would include training, handouts, prior approved methods, awards or other recognition working with contractors, designers and architects.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.2 Identify a staff position in the Building and Safety and Planning Divisions that will research and become knowledgeable on green building practices and take the lead on developing the Green Building Program.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.3 Hold an annual staff training on energy efficient design practices for Planning, Zoning, Building Staff and the design review boards.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.4 Update the ABR and HLC design guidelines to incorporate energy efficient design and practices such as the use of solar tubes, solar panels, plantings etc.		Move to <i>PlanSB</i> Energy Conservation Policies	

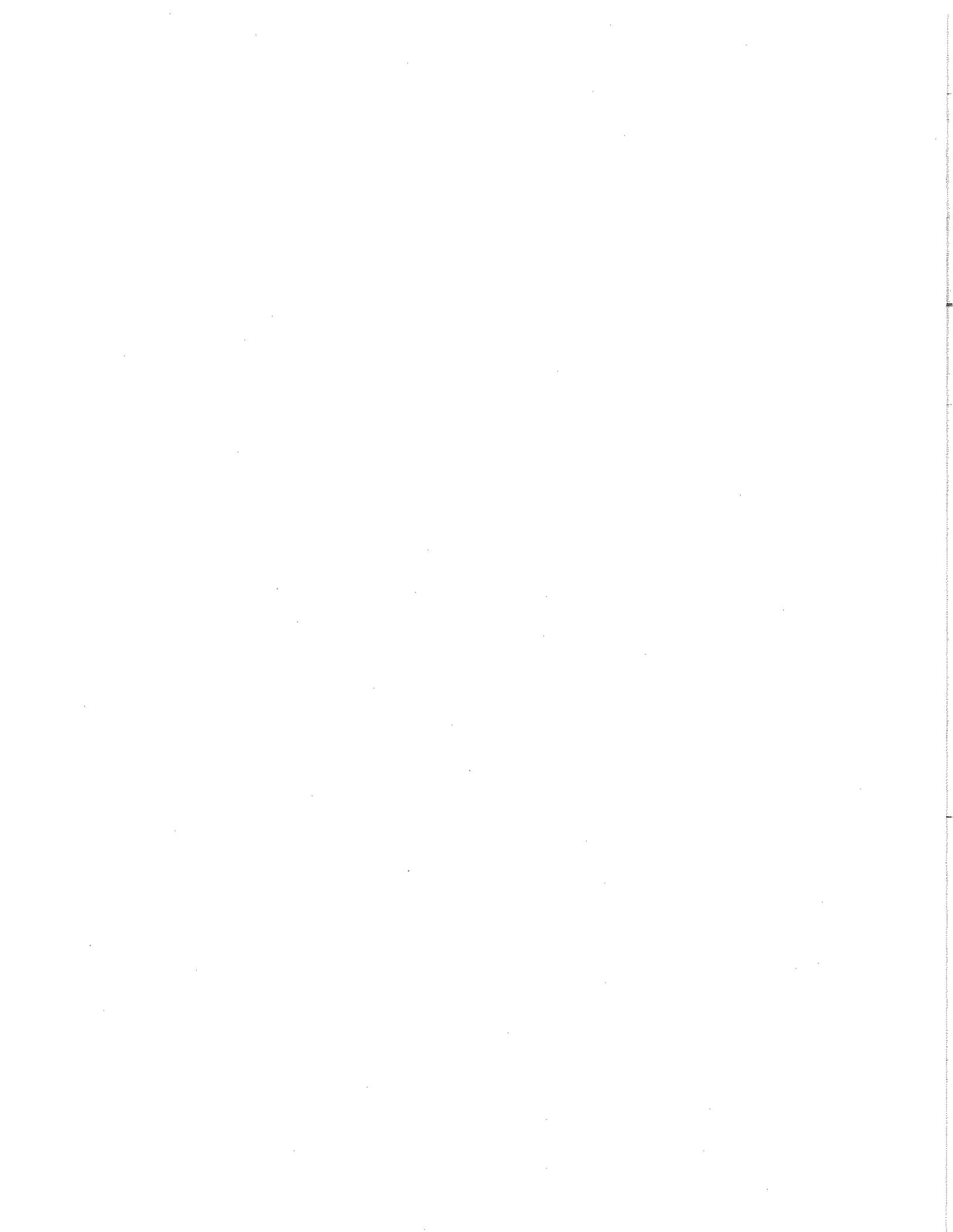
POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
4.6.5 Make funds available for energy efficiency improvements for affordable housing.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.6 Establish minimum energy efficiency requirements. Offer incentives for projects that exceed the minimum standard.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.7 Consider co-sponsoring a joint conference or symposium on green building materials and practices suitable for the Santa Barbara area with the County and other cities. Consider asking and funding the Community Environmental Council, The Sustainability Project, the South Coast Livable Communities Project, the Green Building Alliance, the AIA, the League of Women Voters or another community group to do this. Consider having the target audience be Building & Safety Staff and design review boards.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.8 Pursue all feasible opportunities to encourage energy conservation and solar retrofit in the City's existing housing stock.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.9 Pursue all feasible opportunities to reduce, reuse and recycle building and construction materials.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.10 Continue to provide information to developers and property owners regarding cost effective means of incorporating energy conservation and solar energy design features.		Move to <i>PlanSB</i> Energy Conservation Policies	

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
4.6.11 Continue to publish and distribute the City's Solar Design Guidelines.		Move to <i>PlanSB</i> Energy Conservation Policies	
4.6.12 Implement strategies adopted by City Council as part of the Source Reduction and Recycling Element and the Household Hazardous Waste Element of the Integrated Waste Management Plan.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.13 Work with local utility providers to promote and distribute materials on the latest energy efficient practices and incentive programs.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.14 Continue to support the Parade of Green Buildings.		Move to <i>PlanSB</i> proposed Energy Conservation Policies	
4.6.15 Consider establishing a Green Building Review Committee or coordinating and utilizing the County Green Building Committee.	Completed, Achieved with adoption of "Green Building Program"		
4.6.16 Research and develop an incentive program to support use of green building and energy conservation strategies.	Completed, Achieved with adoption of "Green Building Program"		

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
<p>4.8.1 Encourage new ideas and concepts for additional housing opportunities that will be explored following technical resource and “carrying capacity” studies in the context of the upcoming General Plan Update (GPU). These include:</p> <ul style="list-style-type: none"> • Reuse / redevelopment of La Cumbre Plaza as “Urban Village” • Outer State Street Mixed Use Specific Plan to address housing, pedestrian, transit, green space • Use of school and church sites as housing • Chapala / De la Vina / Milpas Corridor Specific Plans • Car Sharing • Off-site, communal subterranean parking • Regional light rail system • Parking Structures to serve several high density residential projects • Rezoning areas that have a predominantly low, scale and single-family development patten to single-family or lower density zoning as development potential is increased in commercial specific areas. 	<p>Completed, Achieved thorough the <i>PlanSB</i> process and proposed Housing Policies</p>		
<p>4.8.2 Continue to catalog innovative housing strategies to be considered during the GPU.</p>	<p>Achieved thru <i>PlanSB</i> process and Policies</p>		
<p>4.8.6 Include in the upcoming General Plan Update the study and process called for in the 1995 Housing Element as follows: “When the number of dwelling units in the City reaches 39,000, a public process shall begin to discuss the extent and nature of future residential growth in the City.”</p>	<p>Achieved thorough the <i>PlanSB</i> process and proposed Housing Policies</p>		

POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
5.1.6 Revise existing policy to Allow new apartment developments to be served by a single water meter for interior uses with on-line meters for each unit, <u>as appropriate</u> .			Modify strategy to allow single meter when appropriate
5.2.2 Consistent with the Circulation Element Strategy 13.2.2 (b), consider amending the Zoning Ordinance to reduce parking requirements for properties near major transit corridors if it can be demonstrated that a negative impact will not occur.	Same strategy in Circulation Element (13.2.2)		
5.2.4 Adopt Multi-family Housing Design Guidelines. Address issues of coordination between the Architectural Board of Review (ABR), the Historic Landmarks Commission (HLC) and the Planning Commission (PC). Identify areas where additional staff authority could be given for administrative approvals.			Modify strategy to delete reference to Multi-Family Housing Design Guidelines
5.2.5 Create a Staff Hearing Officer to implement administrative approvals.	Completed, Staff Hearing Officer created		
5.2.6 Change the Noise Element exterior standards in commercial areas to 65 dba.	Superseded by <i>PlanSB</i> proposed Policy ER37		
6.1.3 Continue to actively participate and support SBCAG's Jobs / Housing Project (Inter-regional Partnership for Jobs/Housing Balance). The Project is a coalition of local government agencies and community organizations formed to address issues relations to jobs/housing balance and housing affordability.	Jobs/Housing Project completed		
6.1.8 Continue to actively participate in the Economic Community Project's Regional Impacts of Growth Study.	ECP's Regional Impacts of Growth Study completed		

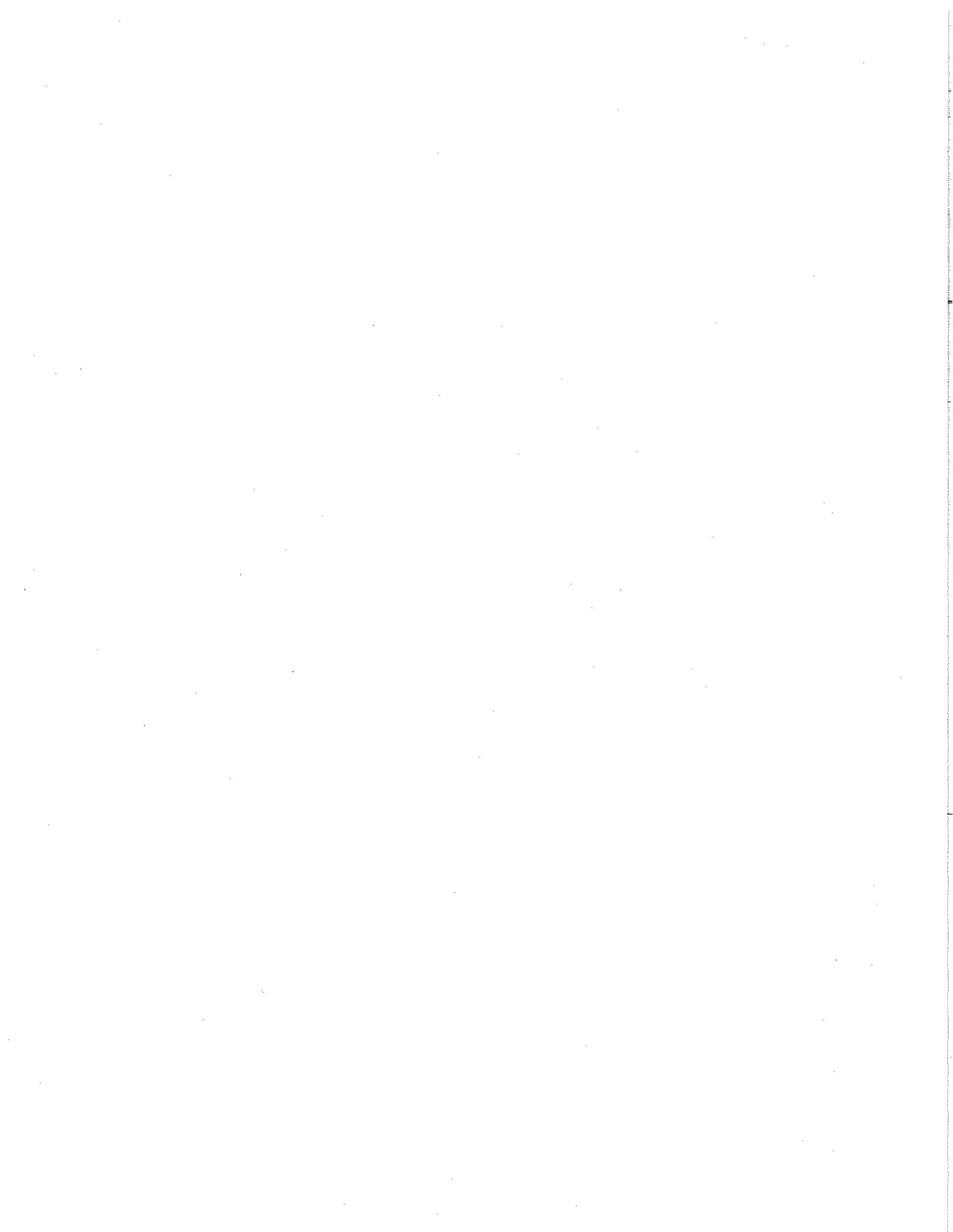
POLICY IMPLEMENTATION STRATEGY	DELETED	MOVED	MODIFIED
6.2.6 Consider establishing a regional program that would allow Transfer of Development Rights from open space or environmentally sensitive areas, such as the Gaviota Coast, to urbanized areas of the South Coast.	Superseded by proposed PlanSB Land Use & Growth Mgmt Policy LG6		
6.2.7 Consider establishing a program that would allow Transfer of Development Rights within the residential zones of the City for use by owners of properties with severe site constraints.		Move to proposed PlanSB Land Use & Growth Mgmt Element	
6.5.4 Encourage City College to continue to work with the City to address the housing needs of its students, faculty and staff.	Superseded by proposed PlanSB Housing Policy H8		
6.5.5 Develop a new commercial development Housing Mitigation Ordinance that contains provisions to accommodate economic downturns or high housing vacancy rates.	Delete, other manners to achieve this objective are being explored		



DRAFT TABLE OF CONTENTS

2007 HOUSING ELEMENT UPDATE

- I. 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))
- II. EVALUATION OF 2004 HOUSING ELEMENT (§65588)**
- III. 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)
- IV. CONSTRAINTS**
 - Governmental Constraints
 - Non-Governmental
- V. LAND INVENTORY AND HOUSING OPPORTUNITIES (§65583(c)(1))**
 - Regional Housing Needs Allocation
 - Suitable Site Inventory and Capacity
 - Quantified Objectives
- V. HOUSING GOALS, POLICIES AND IMPLEMENTATION STRATEGIES**
 - Goal 1: Housing Opportunities
 - Goal 2: Conservation & Improvement of Existing Housing
 - Goal 3: Neighborhood Compatibility and Improvement
 - Goal 4: New Housing Development
 - Goal 5: Reduce Governmental Constraints
 - Goal 6: Regional Cooperation and Jobs/Housing Balance
 - Goal 7: Public Education
- VI. POLICIES TRANSFERRED FROM OTHER ELEMENTS (As applicable)**
- VII. IMPLEMENTATION – 5-YEAR HOUSING STRATEGY [Include summary matrix table cross-tabbing goals and policies with implementation options.]**



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 Density Workshops																
II Eval Previous HEU																
III Update Policies																
IV PC Review																
V Needs Assessment																
VI Constraints																
VII PC Review																
VIII Land Use Inventory																
IX 5-yr. Workplan																
X PC Review Policies																
XI Prepare Draft HEU																
XII Public Review HEU																
XIII PC Recom																
XIV CC Adoption																

Tasks

- I DENSITY & UNIT SIZE WORKSHOPS [Completed]**
 - A. Coordinate information and data with Economic Consultants
 - B. Coordinate review of Feasibility Study
 - C. Coordinate Density and Unit Size Workshops
 - D. Prepare staff report, public notice, etc.

- II EVALUATE PREVIOUS HOUSING ELEMENT [Completed]**
 - 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 Evaluation Table

- III UPDATE HOUSING ELEMENT POLICIES**
 - A. Review existing policies and implementation strategies
 - B. Revise policies and implementation strategies based on 2004 Housing Element evaluation

- IV PC REVIEW OF 2004 HOUSING ELEMENT EVALUATION**
 - A. Prepare staff report and associated exhibits
 - B. Prepare PowerPoint presentation
 - C. Hold PC public hearing
 - D. Prepare Evaluation Chapter

- V 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

- C. Incorporate *PlanSB* policies
- D. Review changes with Planning Commission

VI 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

VII 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

VIII 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

IX 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

NOTES:

X 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

XI. 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

XII

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

XIII

PC REVIEW AND RECOMMENDATION TO CC

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

XIV

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

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 ✓																
II Objectives ✓																
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 [Completed]**
 - 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 [Completed]**
 - 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 [Completed]**
 - A. PC Report.
 - B. Post on Web.
 - C. Notice.

- IV. INDICATORS & DATA [Schedule extended 6-22-09]**
 - A. Research indicators.
 - B. Review current City monitoring programs.
 - C. Determine what existing measures and monitoring address objectives for use in the AM program.
 - D. Identify indicators, and any alternatives, data sources and data gaps.
 - E. Determine what additional data may be needed.
 - F. Prepare preliminary set of objective/indicators work sheets.
 - G. Team review; revise as needed.

- V. TEST AND CONFIRM MEASUREMENT METHODS**
 - A. Test indicators by running theoretical measurements.
 - B. Analyze results for methodologies that work best 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 on data collection or monitoring.
- E. Draft measurement methodology for the AMP.
- F. Team review; revise as needed.

- 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.

VI. PC STATUS REPORT/FEEDBACK, SEPT 24th

- 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.
- C. Revise program, repeating III & IV as needed.

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 draft report documenting the AM program and identifying subsequent work to be done.

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.

NOTES:

PLAN SANTA BARBARA ADAPTIVE MANAGEMENT PROGRAM

[DRAFT TABLE OF CONTENTS]

- I. INTRODUCING ADAPTIVE MANAGEMENT FOR THE GENERAL PLAN
 - A. What is adaptive management and the AMP?
 - B. Relationship of the AMP to the General Plan
 - C. How do we determine success?

- II. MONITORING
 - A. Overview of monitoring and its components
 - B. Objectives and indicators for the Proposed General Plan (ref. to Appendix A: General Plan objectives and indicators)
 - C. Monitoring and measurement

- III. EVALUATION OF POLICY EFFECTIVENESS
 - A. Analyzing monitoring results
 - B. Developing trends and interpreting the data
 - C. Correlating monitoring results and development outcomes

- IV. REPORTING CONCLUSIONS AND RECOMMENDATIONS
 - A. Reports – content and frequency
 - B. Relationship of snapshots and trends to objectives
 - C. Recommendations and process for making policy changes

- V. PROPOSED FIRST YEAR ADAPTIVE MANAGEMENT PROGRAM
 - A. Proposal objectives and indicators for first year Adaptive Management Program
 - B. Why objectives and indicators selected, and what is expected from monitoring them
 - C. Monitoring program: measurement methods for each indicator (ref. to Appendix C: Final indicator evaluation sheets)
 - D. Evaluation and reporting for the first year program and objectives

- VI. RESOURCES AND COSTS FOR AMP
 - A. Year 1 program monitoring workplan
 - B. Year 2 development of additional objectives and indicators to add to Year 2 monitoring program – workplan and schedule
 - C. Resource needs and cost estimates

Appendix A: List of General Plan objectives and Indicators

Appendix B: Table of First Year Objectives and Indicators

Appendix C: Indicator Evaluation Sheets for the First Year Program

Glossary

References

[D R A F T]

I. INTRODUCING ADAPTIVE MANAGEMENT FOR THE GENERAL PLAN

The Adaptive Management Program is being developed as part of the *Plan Santa Barbara* process to update the City's General Plan. It will monitor implementation of General Plan policies to track progress toward the Plan's goals. While evaluating performance, providing feedback and making revision have always been part of the planning process, more often than not, these steps are under funded, taken on an ad hoc basis, or delayed until a major update is planned. The Adaptive Management Program, incorporating these functions, is proposed to complement the General Plan and planning process on an on-going basis. It will be a separate document and program to allow necessary flexibility and timely response, and a degree of impartiality.

This document serves as an introduction and guide to the Adaptive Management Program for set-up and initial implementation. This section provides some background to explain adaptive management, and outlines the program's purposes. Section II describes the monitoring process, with emphasis on the objectives and indicators. Section III discusses policy evaluation and Section IV covers conclusions and reporting the results of monitoring. The last two sections present the proposed Adaptive Management Program and costs estimates for the first couple of years of implementation. A glossary of terms is provided for reference.

A. What is the Adaptive Management Program?

What is Adaptive Management?

Adaptive management has its origins in natural resource management, especially the recovery efforts of conservation agencies such as the U.S. Fish and Wildlife Service. Adaptive management is a systematic process for optimizing decisions about management techniques in the face of uncertainty or deficient data about the resource. The purpose of the process is to gain knowledge in order to improve resource management by taking iterative steps of application, monitoring, evaluation and adjustment. It is sometimes defined as "learning while doing".

An evaluation tool more commonly used in community improvement efforts is the community indicator survey. Community indicators, first used in the early 1900's, provided information about various economic sectors. There was a resurgence of interest in the use of indicator surveys by communities in the 1960s and 70s to provide a picture of community well-being. The indicators were expanded to include social and environmental factors in addition to economic ones, and the intention was to gain a more holistic, integrated picture of a community. The most recent resurgence starting in the 1990s has been to use community indicators to evaluate community sustainability.

In Santa Barbara County the South Coast Community Indicators Project sponsored by the Community Environmental Council and the UCSB Economic Forecast Project issued annual community indicator reports from 1998 to 2005. The reports included indicators for social, environmental and economic factors.

Community indicators have provided valuable information, but have been a relatively passive tool for evaluating community status divorced from community-wide decision-making. In contrast, adaptive management actively tracks a method used for manipulating a habitat and/or a species population, setting precise objectives and functional parameters, evaluating results and changing the on-the-ground management approach based on the results.

An adaptive management program for the General Plan would marry these two tools to actively monitor and revise the policies in the Plan to best achieve its goals. Community indicators would be used to monitor the outcomes from policy implementation within a structured process. The process would ensure that the results of monitoring would be evaluated and reported to decision makers to improve the decisions on policy implementation, which could lead to amendment of the General Plan policies.

The Adaptive Management Program

The complexity of communities, their reliance on many external resources, and the influence of external forces outside their control, make planning policy implementation a highly uncertain practice. The purposes of the Adaptive Management Program are to monitor how Santa Barbara is doing as a sustainable community, and to monitor the effectiveness of the General Plan policies with the intention to revise ineffective policies or implementation measures in a timely manner. A key use of the AMP will be to monitor growth to determine the effectiveness of growth management policies in the plan. Monitoring could allow identification of growth trends and amendment of the plan or ordinances in order to meet growth management goals.

The AMP provides for:

- Long term, regular and on-going monitoring
- Evaluation of policy effectiveness
- Research and development of alternative policies
- Reporting to the Planning Commission, and
- Follow through: preparation of policy amendments or implementation tools

The AMP is not a community indicators survey. While it uses indicators to monitor general plan implementation, the range of indicators are more constrained than normally found in a community indicators survey. The AMP focuses on monitoring results that relate to the general plan policies, and for the most part evaluate results that relate to the physical city. Thus, for example, in evaluating public health benefits of development, indicators focus on the physical

relationships between land uses such as proximity to parks and open space, rather than incidence of diseases such as diabetes, obesity and heart attacks.

The City currently monitors the outcomes of some general plan policies, notably affordable housing and commercial growth. Statistics about housing and commercial developments are provided on a yearly basis to the Planning Commission, and this information would be used by the AMP. The Adaptive Management Program would build on this beginning to include data for other key policies and provide analysis, conclusions and recommendations on the effectiveness of the policies and any suggested amendments.

B. Relationship to the General Plan

The intended focus of the AMP is the effectiveness of policies relating to land use in the City's General Plan. It does not look at other City policies such as financial policies or operating policies that guide city administration or the provision of other public services.

Though a separate function, the proposed Adaptive Management Program will exist expressly for the General Plan to ensure its policies fulfill their intended purpose. Thus it completes the planning cycle to make the General Plan a more effective planning guide and to maintain its relevance to the community. As a result of AMP, the community and decision makers should have better information on the results of development or of resource use to apply to prospective decisions. Amendments to the plan would possibly become more frequent but smaller adjustments, rather than major revisions.

C. How Do We Determine Success?

The desired outcome from adaptive management is a General Plan that is at all times relevant and effective in guiding growth, development, and the use and protection of city resources such as land, water, air, community character, facilities and services. One measure of the success of the Adaptive Management Program would be the results of General Plan amendments. A city is a complex and dynamic structure that functions as a result of thousands of individual decisions made independently every day. The General Plan attempts to provide cohesion for some of those decisions. Nobody presumes that all the policies in the plan work perfectly. The AMP's role is to identify through consistent monitoring which policies are working and which ones aren't. Improved results of policy implementation that result from incremental amendments to the plan made over time would indicate adaptive management is working. If the indicators show an acceptable rate of progress toward objectives, the General Plan is working, and the AMP is doing its job.

II. MONITORING

Monitoring, that is, tracking the outcomes and effects of implementing the General Plan policies, is fundamental to adaptive management. The process is an on-going cycle of data gathering or research, data analysis and record keeping.

A. Overview of monitoring and its components

Monitoring provides the data for evaluating performance and making decisions. Four components – objectives, indicators, time and data – are needed to perform monitoring. These components define what will be measured, how and when.

Objectives

Objectives interpret the General Plan goals into achievable, measurable statements.

The U.S. Department of Interior in its technical guide on adaptive management defines an objective as, "...some desired outcome or performance measure that can be used to guide decision making and measure success." It goes on to state that objectives should be specific, measurable, achievable, results-oriented and time-fixed.

The California State Office of Planning and Research says that "[a]n objective is a specified end, condition, or state that is an intermediate step toward attaining a goal. It should be achievable and, when possible, measurable and time-specific." The less rigorous standards for planning objectives compared to resource management objectives acknowledges the less quantifiable, multi-faceted and ever changing nature of human communities in comparison to a carefully crafted scientific experiment. But the state suggests that planners strive to define objectives that lend themselves to measurement, and set a timeframe. For use in the Adaptive Management Program these qualities are highly desirable.

Not all the objectives are readily measurable and some do not reference a target date. Sometimes an objective without a measurable outcome and/or a target date reflects a goal that must be worked on continually. The timeframe is essentially now. The outcome is often one of maintaining the status quo, or of continuous improvement without any realizable target.

Indicators

An indicator is a piece of information that can give an idea of the status of a system, such as the GNP gives us an idea of the productivity and value of the entire national economy. In combination, indicators can provide a picture of what's happening in a community. "[Indicators] tell us which direction a critical aspect of our community, economy, or environment is going: forward or

backward, increasing or decreasing, improving or deteriorating, or staying the same.” (Seattle, 1998)

Indicators must be relevant, not only to the objectives, but to the General Plan, and meaningful to the community as well. They must be measurable, even if only qualitatively, to reveal system changes.

If objectives interpret goals into a measurable statement, indicators are the measures for the objectives. Indicators rely on a variety of measurements or statistical data and almost always include the time dimension. An indicator, usually displayed as a graph, can include several data points: benchmarks, targets and milestones, and sometimes a graph also includes trigger points.

Milestones are individual measurements representing data points in time for an indicator. A benchmark is a point of reference or a standard against which milestone measurements can be compared. Benchmarks for indicators in the AMP will usually be a beginning point. The target represents an achievable milestone for the community in relation to a particular objective. A trigger is a milestone that serves as an alarm or warning flag. Triggers could also be used to establish an acceptable range for fluctuation of an indicator around a target. These terms are further explained in the Glossary.

Time and timeframes

Monitoring is a long term commitment. Initial results provide minimal benefit; their value increases with time. But even the benchmark indicators tell us something useful, namely, where we are, and either which way we want to go or that we are where we want to stay.

Each objective has a monitoring timeframe and a reporting timeframe. Monitoring and reporting schedules could be different for different objectives, or even indicators. Availability of up-to-date data often dictates the schedule for monitoring indicators. Monitoring for many indicators will be conducted annually. For some objectives, such as those whose indicators rely on data internal to City operations, measuring the indicators could be done more frequently. This could be particularly important for monitoring infrastructure and resource use, as well as residential and non-residential development.

Reporting timeframes would be longer than monitoring timeframes. Once benchmarks are established for each objective, the periodicity for reporting would in most cases be in so many years. It is anticipated that an annual AMP monitoring report would be made to the Planning Commission, but not all objectives would be included every year.

Data sources and data issues

A viable monitoring program is dependent on obtaining relevant, quality data consistently over time. A lack of data could disable the use of some indicators.

City sources will provide data for a broad selection of the proposed indicators, including statistics for water, sewer, parks, development, housing, roads and traffic. Data from the City is usually available annually. Other government sources include Santa Barbara County for solid waste, SBCAG and Caltrans for traffic, and the US Census Bureau. US Census data are particularly useful for population data, housing and job statistics. Next year's 2010 Census will be an ideal time to update many indicators and benchmarks. The major drawback is that the census is conducted only every 10 years. Inter-census estimates may be available from either the Census Bureau, or from the California Department of Finance, but may be in a lot less detail. The UCSB Economic Forecast for the South Coast Region is another reliable source, although data may not be specific to the city. Other private sources may include industry association such as the Santa Barbara association of realtors, and local utilities.

The validity of data is affected by its age, geographic coverage, method of collection and manipulation. Most data sources report data by either calendar or fiscal year that could be 6 months to 2 years past. The greatest challenge may be finding data specific to the city. If the best data or the only data available for an objective is reported for the South Coast Region or the County, then its relevance to the city would need to be evaluated. Data recorded electronically would likely be of the highest quality; less so if recorded manually. Surveys are expensive but may be the best way to obtain qualitative information about human behavior or preferences, but its quality can be affected by sample size, wording of questions, and how the survey is administered. An in-depth study such as research for a dissertation or thesis may provide highly useful and detailed data. But its utility is diminished if it is not repeated periodically.

The US Decennial Census and various City Departments are possibly the most dependable sources of relevant data for Santa Barbara. The American Community Survey which is updated each year by the US Census Bureau, provides regular updates of selected statistics between decennial censuses. Other good sources include state departments such as Transportation and Finance, Santa Barbara County, the South Coast Economic Forecast and local business associations.

Lack of data may necessitate using a different indicator, or even rephrasing or selecting a different objective.

B. Objectives and Indicators for the Proposed General Plan

The initial list of objectives for monitoring progress toward the goals of the General Plan were included in the report sent to City Council in December 2008 and revised in January 2009, entitled Draft Policy Preferences Report. They were included to demonstrate the link between the goals (and policies) of the General Plan and the proposed AMP. The initial objectives only reflected the draft goals proposed for the General Plan Update's sustainability framework. As those goals evolve over the course of new and revised elements, the objectives

may also evolve. New goals may add new objectives. Certainly it remains to be determined if more objectives are needed to support existing General Plan goals that are retained. Consequently, the list of objectives provided in Appendix A to this document is a starting point for conducting adaptive management, and is anticipated to change. Moreover, in the first year or two, AMP monitoring is anticipated to focus on only a handful of those objectives. This will allow time to establish the resources and procedural structure for maintaining an on-going monitoring program. Table ___ identifies the objectives proposed for Year 1 of the AMP.

For each objective one or more indicators are also shown in the table, along with the measurement unit(s) that will be used to track each indicator. These, too, are subject to change depending on the availability, relevance or timeliness of data. No original research or survey to acquire data for any of the indicators would be done in the first few years. That possibility may be explored in the future. The measurements that would be used in the monitoring program would be existing data produced by City departments or other agencies.



PROPOSED FIRST YEAR MONITORING PROGRAM CONTENT

OBJECTIVE	INDICATOR	MEASUREMENT UNIT
LG-I: Sufficient or surplus resources and infrastructure capacity relative to demand. (Also PS-II)	<u>Land Use and Growth Management Element</u>	
	1. Compare annual water supply and consumption	Acre-feet per year (AFY)
	2. Compare wastewater treatment capacity and volume treated	Billions of gallons (Bgal)
	3. Compare landfill capacity to annual disposed waste	Tons
LG-II: Balance between the supply of affordable and attainable housing relative to jobs has improved by the Year 2020.	1. Ratio of affordable housing to jobs	Number affordable housing units; number of jobs
<u>Environmental Resources Element</u>		
ER-I: City-wide use of fossil fuels reduced by 50% by the Year 2020	1. Annual city-wide use of electricity	Kilowatt hours (kWh). Need to convert to Mgals
	2. Annual city-wide use of natural gas	Cubic feet (cf). Need to convert to Mgals
	3. Estimated reduction in use of fossil fuel for new green construction	Millions of gallons (Mgal)
ER-IV: Greenhouse gases (GHG) from light vehicles reduced to 1990 levels by Year 2020	1. Annual emissions from cars and light trucks in the city	Metric tons of CO ₂ Equivalents (MTCO ₂ E)
	2. Annual gasoline and diesel purchase in the city	Millions of gallons (Mgal)
	3. Annual vehicle miles traveled by city residents	Vehicle miles traveled per year (VMT)
<u>Circulation Element</u>		
C-II: Traffic congestion is stable or reduced by 2020	1. Average daily total and peak hour level of service (LOS) at key intersections	
	LOS level (A - F) calibrated to type of road and number of 1-way vehicle trips per day or peak hour	

OBJECTIVE	INDICATOR	MEASUREMENT UNIT
	<p>2. Average daily total (ADT) and peak hour traffic volumes on selected street segments, in number of one-way vehicle trips.</p> <p>3. Average daily total (ADT) and peak hour traffic volumes on Hwy 101 through the city, in number of one-way vehicle trips.</p> <p>4. Annual vehicle miles traveled by city residents</p>	<p>ADT = total number of 1-way vehicle trips occurring between 2 points averaged for a 24 hour period (as measured periodically)</p> <p>ADT = total number of 1-way vehicle trips occurring between 2 points averaged for a 24 hour period (as measured periodically)</p> <p>Vehicle miles traveled per year (VMT)</p>
<u>Historic Resources and Community Design Element</u>		
<p>HC-Ib: Public places have been retained, enhanced or created by the Year 2015</p>	<p>1. Total and new public open space downtown and in neighborhoods</p> <p>2. Total existing open space expanded, upgraded or improved in quality</p>	<p>Acres (Ac)</p> <p>Acres (Ac); description of improvements</p>
<p>HC-III: Community design encourages healthy lifestyles</p>	<p>1. Percent of total and new residences within ½ mile of a supermarket or large grocery store.</p> <p>2. Percent of total and new residences within ½ mile of a park or other open space.</p> <p>3. Percent of total and new residences within ½ mile of public transit.</p> <p>4. Number of healthy food establishments within ¼ mile of "open campus" secondary schools.</p>	<p>Residential units</p> <p>Residential units</p> <p>Residential units</p> <p>Commercial food establishments</p>
<u>Housing Element</u>		
<p>H-I: Increased housing available at all levels of affordability by the Year 2020</p>	<p>1. Number of affordable units by income category</p>	<p>Price of residential units; annual household income</p>

Land Use & Growth Management Objective I: Sufficient or surplus resource and infrastructure capacity.

Why is this important?

To be sustainable and maintain the quality of the environment, further growth must be within the capacities of the resources that support the city. These resources include both natural resources such as air, land and ecosystems, and infrastructure resources including municipal water supply, wastewater treatment and solid waste management. Many resources contribute to the way of life here, some of which are addressed in other objectives. The latter three listed above are essential – the lack of anyone of them could shut the city down – and are the focus of the indicators provided for this objective.

Santa Barbara is essentially a built-out city, where the little outward growth is primarily annexation of pockets of developed, unincorporated land. Within the existing city limits, growth is a matter of in-fill and intensification. The concern is that further growth could eventually exceed remaining resource or facility capacity.

Indicators

Water: Comparison of the annual total water supply in acre-feet per year (AFY) to the annual total consumption (AFY)

- Total annual residential consumption (AFY)
- Average annual multi-family and single family household consumption (AFY)
- Total annual non-residential consumption (AFY)
- Average annual non-residential consumption per 1,000 sqft of development (AFY)

Wastewater treatment: Treatment plant capacity in billions of gallons (BGal) : annual amount treated (BGal)

Solid waste disposal: Remaining landfill capacity in tons (Tons) : annual total solid waste disposed (Tons)

- Total annual residential solid waste sent to landfill (Tons)
- Average annual solid waste from multi-family and single family household (Tons)
- Total annual non-residential solid waste sent to landfill (Tons)
- Average annual solid waste from non-residential uses per 1,000 sqft of development (Tons)

These comparisons can be expressed either ratios or as percentages (%) – the proportion of the total capacity by all users in a year. A percentage more aptly indicates the amount of capacity remaining for future development.

[Note: In 1999 Santa Barbara County decided to expand the capacity of the Tajiguas Landfill by about 4.9 million tons which was anticipated to provide about another 15 years service. The expansion was based on anticipated rates of refuse from all participating jurisdictions that included an estimated yearly growth factor. Given that it is almost 2010, the landfill may have only 5 years of active on its CUP. However, both the City and County have committed to exploring the feasibility of a solid waste conversion facility to be sited at Tajiguas. At this time the County and City are searching for an acceptable vendor. Once such a facility is operational, the limitations presented by solid waste may change considerably.]

What do the indicators tell us?

- For this objective:
Knowing the remaining capacity of critical infrastructure informs decision on new development proposals that would increase demand for water, sewage treatment and/or solid waste management. When compared with production rates of residential and non-residential growth, the City can anticipate when it should revise policies or implementation measures, or address supply.

Policies addressed: LG1; LG2; LG3; LG8; LG14

- For other objectives:
PS II: City infrastructure, facilities and services have capacity to meet existing and foreseeable demand.

Policies addressed: PS1; PS2; PS8

Targets

Targets for limited resources need to consider the amount of the resource remaining, the timeframe over which the remainder could be allocated, and the types of developments that will be permitted a portion of the remaining resource. A practical way to monitor these resources would be to monitor allocation continuously and evaluate and report what is happening frequently to decision makers. Factors that could extend resource life, such as conservation (e.g. water saving technology), supplementation (e.g. expanded use of recycled water) and addition (e.g. a new water source) could also be factored in over time.

Data Required

Water:

1. Annual total city water supply in AFY. Capacity is 18,181 AFY (CTI, 2005)
2. Annual total water consumption in AFY. *Q: Might be more appropriate to use a 5 – 10 year moving average?*
3. Annual per household consumption in AFY.
4. Annual water consumption per multifamily unit in AFY.
5. Annual water consumption per single family residence in AFY.
6. Annual water consumption per 1,000 sq.ft. non-residential development in AFY.

7. Average estimated annual water consumption in AFY for new multifamily units under construction or completed within the past year.
8. Average estimated annual water consumption in AFY for new single family residences under construction or completed within the past year.
9. Average estimated annual water consumption in AFY/1,000 sq.ft. for new non-residential development under construction or completed within the past year.

Wastewater Treatment:

1. Treatment plant capacity, in BGal.
2. Annual amount of wastewater treated, in BGal.

Solid Waste:

1. Remaining capacity of the Tajiguas Landfill, in tons.
2. Annual amount of disposed solid waste, in tons.
3. Annual amount of solid waste recycled, in tons.
4. Average per household disposal and recycling rates, in tons.

Data Sources

City of Santa Barbara, Water Resources Division
 City of Santa Barbara, Wastewater Treatment Division
 Santa Barbara County, Resource Recovery and Waste Management Division
 City of Santa Barbara, Planning Division

Reporting Frequency

Annually. Estimates for water consumption and solid waste/recycling generation for new development reported during project review.

Benchmarks

2005, if data is still available, to provide an initial trend to date.

Example

<p>Water:</p> <ol style="list-style-type: none"> 1. Water Supply Capacity = 18,181 AFY 2. 2007 Annual total water consumption = 13,411 AFY. (Not an multi-year average) 3. Consumption \cong 74%; remaining resource is \cong 26% (for 2007) 5. Annual average per household consumption is <i>N.NN</i> AFY. 6. Annual average water consumption per 1,000 sq.ft. non-residential development is <i>N.NN</i> AFY.
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Conclusions

Data for the previous year is readily available for water and sewage from City departments, and from the County for solid waste and recycling.

Water availability and the potential water consumption of a proposed development is currently reported for each projects decided by the Planning Commission. Many small projects are exempt from this review. Total water usage and commitment (to approved projects not yet built) could be reported on an annual basis. Water consumption is the primary determinate of sewage volume which could be included in the same report.

The Water Resources Division is currently updating conventions for residential and commercial water usage, which can be used to forecast resource sufficiency.

Solid waste production increases (or decreases) could also be reported annually.

Land Use & Growth Management Objective II: Improved balance between attainable, affordable housing and jobs by the Year 2020. *What does attainable mean?*

Why is this important?

When the number of housing units available to employees is low compared to the number of jobs, it can impact the community in several negative ways. Most obviously, it means that workers find housing elsewhere and must commute into the community increasing the daily population and resulting in increased traffic and parking demand, increased use of resources such as water, and contributing to air pollution. It means that very little of those commuters' income is spent in the community contributing little to the local economy and virtually nothing to the local tax base. A more subtle impact is the loss of diversity in the community's population and culture, and the loss of support and participation in community activities, schools and governance. The imbalance also contributes to a vicious spiral of higher housing costs and further loss of middle income households. For lower income workers, even commuting may not be an option, leading to overcrowding in what affordable housing is available, which can result in increased crime and demand for social services.

Indicator

Comparison of the number of affordable housing units in the city to the number of jobs, at a given point in time.

This comparison is most useful expressed as a ratio – the number of units per the number of jobs (# units : # jobs). Calculating this ratio periodically would indicate whether the number of affordable units is increasing or decreasing relative to the number of jobs.

What does the indicator tell us?

- For this objective:
The assumption is that an adequate amount of housing affordable to employees will retain this population as city residents, thus reducing commuter traffic and related air pollution, and may help ameliorate some of the other negative impacts as well. An increased number of affordable units to the number of jobs could indicate more local employees live in Santa Barbara.

Policies addressed: LG3; LG9; LG15

- For other objectives:
The ratio of affordable housing units to jobs also relates to objectives:
EF II: A greater proportion of local jobs are filled by local residents.
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.
H I: Increased housing available for all levels of affordability by the Year 2020.

Policies addressed: E4; EF21; EF23; H6; H15

Target

Determining a “target” ratio could be a challenge. For example, a 1:1 ratio would mean that the number of [attainable?] /affordable housing units is equal to the number of jobs in the city. Many households have more than one job holder in them. On the other hand, many workers hold more than one job or only work part time. So a 1:1 ratio is not necessarily an optimum ratio, that is, a desirable target. The “picture” can be further obscured by the data used. For example, are jobs reported as full-time equivalents (FTE) or the total number of actual employees (people working regardless of whether or not they are full-time, part-time; permanent, temporary; consultants; seasonal; or associates that may not even be located within Santa Barbara)?

In 2002 the overall ratio of housing to jobs for the South Coast Region was 1:1.48 (*The Inter-Regional Partnership for Jobs, Housing and Mobility*, 2004, p B-4). Theoretically, that’s one housing unit for roughly every one and one half workers. The report suggests that a 1:1.35 housing unit to job ratio might be a reasonable target for the urban areas in the South Coast Region. Assuming the city ratio is higher than this, the 1:1.35 may be a reasonable initial target pending new data from the 2010 Census.

The ideal target is a ratio that provides sufficient affordable housing for employees to minimize commuting and stabilize housing costs. That ideal ratio may fluctuate, or may be unknowable. As an option to establishing a target, it may suffice to periodically determine the ratio of designated affordable housing to jobs to see if and how it is changing, and also examine what is simultaneously happening to housing cost and commuter statistics.

Data Required

1. The number of jobs in the city. Preferably use total individuals regardless of full or part-time; may need to use total FTE if that is the data available.
2. The number of affordable/attainable units.

Definition of affordable units according to : A rental unit that cost no more than 30% of the household’s gross income, or an owner-occupied unit where the mortgage costs no more than 35% of the owner’s gross income. *What about homes owned outright?*

Affordable units, therefore, are defined by their occupant’s income. However, without target income groups, the result of analysis could identify very wealthy people as occupying affordable housing. Since the target populations for affordable units are those making up to 200% of the area median income (AMI), affordable units are further defined as those housing units affordable by very low, low, moderate, above moderate and middle income households.

The measure is the total of the number of units in the city cost-appropriate to each household income category requiring affordable housing. This should include both restricted and market units.

Data Source

U.S. Census Bureau, Decennial Census
 American Community Survey (for inter-census estimates)
 California Department of Finance (may require a special request)

Reporting Frequency

The City may want to link timing to the future cycle for Housing Element. However, much of the data would come from the U.S. Census which is conducted every 10 years.

Benchmark

TBD

Example

(Calculations use population data from U.S. Census estimates, 2007)

1. The number of jobs in the city = 31,982 (Economic Census, 2002) *Don't know if this is FTEs or individuals. Don't know how often updated.*
 (Conversely, 49,503 residents (66%) held jobs.)

2. The number of units affordable to households with incomes of 0 – 50% of AMI; 50 – 80% of AMI; 80 – 120% of AMI; 120 – 160% of AMI; and 160 – 200% AMI.
 - AMI 2007 for City = \$57,547
 - Total number of households in the city = 35,679. This is also the number of occupied housing units in the city.
 - Total housing units = 37,737
 - Total number of households in each target income category

Household Income category	Income Range		Households
Very low 0 – 50% AMI	0	\$28,800	11,039
Low 50 – 80% AMI	\$28,801	\$46,000	3,943
Moderate 80 – 120% AMI	\$46,001	\$69,000	7,680
Above Mod 120 – 160% AMI	\$69,001	\$92,000	3,665
Middle 160 – 200% AMI	\$92,001	\$115,000	4,658

Table is approximate.

 - Maximum monthly rent (30%) or house payment (35%) for each income group

Household Income category	Max Income	Max Rent	Max Paym't

Very low 0 – 50% AMI	\$28,800	\$720	\$840
Low 50 – 80% AMI	\$46,000	\$1,150	\$1,342
Moderate 80 – 120% AMI	\$69,000	\$1,725	\$2,013
Above Mod 120 – 160% AMI	\$92,000	\$2,300	\$2,683
Middle 160 – 200% AMI	\$115,000	\$2,875	\$3,354

Amount of housing available for each income group.

Household Income Category	Max Paym't	No Units	# HH
Very low 0 – 50% AMI	840	No Data	No Data
Low 50 – 80% AMI	1,342	No Data	No Data
Moderate 80 – 120% AMI	2,013	No Data	No Data
Above Mod 120 – 160% AMI	2,683	No Data	No Data
Middle 160 – 200% AMI	3,354	No Data	No Data

Cannot proceed with test example for lack of housing data. May need to ask the local realtors' association if such data is available. Currently, most comprehensive, recent jobs data for Santa Barbara from the U.S. Census is for 2002.

8. Identify housing units appropriately priced for each income category.
9. Calculate amount of appropriately priced housing for income groups (This would likely be cumulative for successively higher categories.)
10. Determine ratio of affordable housing to jobs.

Conclusions

Could not completed test case with 2007 Census estimates and existing housing data. Data about prices and rents for housing stock may need to come from local sources.

Qs: Is there a surrogate indicator that could be used? For example, would the simpler jobs : total housing ratio for the city be adequate enough (or perhaps would be if correlated with other indicators such as VMT) to determine trends? Or just use affordable housing provided by agencies and non-profits for relevant income categories?

Another approach may be to look at number of commuters in relation to housing costs. Information from Santa Barbara County and SBCAG (Travel Trends Report, December, 2007) provided recent information on the number of commuters using personal vehicles to the South Coast from North County and Ventura County: An estimated total of 29,000 to 32,000 commuter trips. A question is whether that study is conducted on a regular basis.

Environment Resources Objective I: City-wide use of fossil fuels in buildings reduced by 50% by the Year 2020.

Why is this important?

There are many reasons to reduce dependency on fossil fuels: to reduce greenhouse gas emissions; to reduce pollution of air (and internal air in buildings) and water; to reduce the cost of space and water heating and cooling, and lighting. Fossil fuels are ultimately limited resources that will increase in costs as readily accessible supplies dwindle.

Buildings are responsible for two types of fossil fuel consumption: the “embodied” energy used to extract or harvest, produce, transport and create the building materials as well as construct the building itself; and the energy used by its inhabitants, especially to run lights and appliances, heat or cool space, or to heat water. A very direct climate-related effect buildings and other man-made structures and surfaces have is to create a heat island where the temperature is significantly higher than surround vegetated open space. In 2006, the California legislature passed AB 32, the Global Warming Solutions Act, which sets targets for reduction of greenhouse gas emissions throughout the state. Santa Barbara must do its part to meet these targets in order to slow the rate of climate change.

Indicators

Estimated reduction in use of fossil fuel (in Mgal) for new green construction issued building permits, and for green retrofits to existing buildings issued permits
Annual use of electricity (produced from fossil fuels) in the city. (Need to convert from kWh to Mgal)
Annual use of natural gas in the city. (Need to convert from cubic feet (cf) to Mgal)
The average size of existing and new residential units (alternative indicator)

What do the indicators tell us?

- For this objective:
Decreased use of fossil fuels means that the City is moving toward the ultimate goal of being fossil free. If such a measure is not available or only partial data is available, reduced electrical use and natural gas use could indicate that buildings are becoming more efficient and using less fossil fuel.

Policies addressed: ER1; ER3; ER5

- For other objectives:
ER V: The quality of natural resources – water, air, and habitat – has been maintained or improved.

Policies addressed: ER13

Targets

This objective contains the target of a 50% reduction by the Year 2020. Recommend discussing a mid-way target (2015) to anticipate if the City may need to adjust strategies. This topic will likely be addressed in the proposed Climate Action Plan.

Data Required

1. Base year estimate of fossil fuel consumption for the city's built environment, broken down by:
 - Embodied fossil fuel in total built environment
 - Fossil fuel use for conventional residential and commercial construction
 - Electricity consumption for the city
 - Natural gas use for the city
2. Total yearly reduction in fossil fuel use for new construction
3. Total yearly electricity consumption
4. Total yearly natural gas consumption

Data Sources

Wait for Draft EIR.
Proposed Climate Action Plan may also provide data.

Reporting Frequency

Recommend at least every 10 years. Proposed Climate Action Plan could include recommendation.

Benchmark

The benchmark may be supplied in the Draft EIR.

Example

Electricity consumption for the city 500 million kWh annual consumption in 2007 (Southern California Edison, 2009)
Natural gas use for the city Data not available at this time.

Conclusions

More comprehensive data will be available in the Final EIR. Applicable data may also be available directly from the utilities. The indicators and monitoring for this objective should be coordinated with the City's Climate Action Plan, to be prepared in Spring 2010.

Environmental Resources Objective IV: Greenhouse gases from light vehicles reduced to 1990 levels by the Year 2020.

Why is this important?

In addition to reducing greenhouse gas (GHG) emissions attributed to buildings from fossil fuel use, vehicular emissions are another major GHG source. Vehicular emissions also contribute toward climate change, air and water pollution. They continue our dependency on a finite resource that many experts believe has “peaked out”.

Increasingly, we have become dependent on foreign-sources of oil which is considered a security risk. Another state bill, SB375 aims to reduce GHGs specifically from passenger cars and light trucks in support of the Global Warming Solutions Act of 2006 (AB32). A GHG reduction target will be established for Santa Barbara County, September 2010, by SBCAG in conjunction with the state Air Resources Board, and the City will be required to help comply with this target.

Indicators

Annual total emissions from cars and light trucks in the city, in MTCO₂E*.

Annual total gasoline and diesel purchased within the city, in Mgal.

Annual total vehicle miles traveled (VMT) by Santa Barbara residents, or by all vehicles that drive in or through the city.

* MTCO₂E is metric tons of carbon dioxide equivalents.

What do the indicators tell us?

- For this objective:

Decreased emissions from light vehicles means that the City is moving toward achieving this objective and compliance with the state goal in AB32, as well as the regional goal that will be established under SB375. If such a measure is not available or only partial data is available, a decrease in the amount of gasoline purchased or the total miles traveled by vehicles in the city could indicate that vehicles are more fuel efficient or driving less and generating lower emissions.

Policies addressed: ER1; ER3; ER10; ER14;

- For other objectives:

C II: A 50/50 mode share between the single occupant automobile and all other modes of travel within the city is achieved by the year 2020.

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

LG IV: Increase in use of alternative transportation modes relative to single occupancy vehicle use.

Policies addressed: C1; LG9; LG15

Target

Recommend waiting for State ARB's target for County to be established by September 2010, according to the SB375 schedule.

Data Required

Wait for Draft EIR.

Data Sources

Wait for Draft EIR.

Reporting Frequency

Proposed Climate Action Plan could include recommendation.

Benchmark

The benchmark may be supplied in the Draft EIR.

Example

Annual total emissions from cars and light trucks in the city. GHG from total gasoline consumption. 270,711 MTCO ₂ E
Annual total emissions from diesel vehicles within the city. GHG from total diesel consumption. 53,646 MTCO ₂ E
Annual total vehicle miles traveled (VMT) by Santa Barbara residents. (No data available at this time.)

Conclusions

The EIR for PlanSB provides data on GHG emissions, albeit in a different format than the indicators proposed. However, it appears that data will be readily available. Once GHG regional targets are set by the state ARB, the City will have a target to work toward. Additional data may also become available at that time. The City will be preparing a Climate Action Plan in Spring 2010, assuming stimulus funds are granted by DOE. It would be logical to use indicators that are consistent with that plan.

Circulation Objective II: Traffic congestion stable or reduced.

Why is this important?

Traffic congestion both on Highway 101 and at key intersections along its length throughout the city has steadily increased for years. This contributes to air and water pollution, inadequate parking and intensified activity considered incongruous with Santa Barbara's ambience and lifestyles. To avoid these effects, it is important to reduce if possible, but at a minimum hold steady, the amount of traffic congestion.

Indicators

Average daily total and peak hour level of service (LOS) at key intersections, in number of one-way vehicle trips.
Average daily total and peak hour traffic volumes on selected street segments, in number of one-way vehicle trips.
Average daily total and peak hour traffic volumes on Hwy 101 through the city, in number of one-way vehicle trips.
Annual total vehicle miles traveled (VMT) by Santa Barbara residents, or, by all vehicles that drive in or through the city.

What do the indicators tell us?

- For this objective:
LOS is a system for rating congestion at intersections: from little traffic and no waits (A) through gridlock (F). Level C is considered an acceptable traffic flow. Comparing over time the actual flow of traffic versus design flow for streets and Hwy 101 would indicate any change in congestion. Tracking VMT could indicate change in overall traffic volumes throughout the city.

Policies addressed: C1; C6;

- For other objectives:
C II: A 50/50 mode share between the single occupant automobile and all other modes of travel within the city is achieved by the year 2020.
ER V: Maintain or improve the quality of natural resources – water, air and habitats by 2020.

Policies addressed: ER14; C3; C4; C6; C8

Targets

The targets for local streets and intersections may be supplied in the Draft EIR. The current flows would be both the benchmark and target in order to maintain congestion from getting worst. LOS C for all intersections could be a target equating to eliminating congestion. The Draft EIR may provide information for a realistic target and timeframe for its achievement.

A specific target for Highway 101 traffic flows seems inappropriate, as the City would be limited in its ability to influence highway use even though many policies seek to influence highway congestion. However, reporting Caltrans data over time will inform decision makers if those flows are stable or changing.

The objective does not contain a target date. In this case, the presumption is for achievement to be as soon as possible and on-going.

Data Required

1. Daily average and peak-hour vehicle trips for each:
 - Intersection
 - Street segment
 - Highway 101 within the boundaries of the city.
2. Annual total vehicle miles traveled by city residents or by vehicles within and passing through the city.

Data Sources

Draft EIR, initially.
 Public Works Department, Traffic Planning Division
 Californian Department of Transportation (CalTrans)

Reporting Frequency

Annually.

Benchmarks

The benchmarks may be supplied in the Draft EIR.

Example

Average daily total and peak hour level of service (LOS) for key intersections.		
(Selected peak hour LOS examples from Fehr and Peers 2008 traffic counts)	A.M.	P.M.
Las Positas Rd. & Cliff Dr.	D	C
Las Positas Rd. & State St.	B	C
State St. & La Cumbre Rd.	A	D
Mission St. & Modoc Rd.	D	D
Milpas St. Traffic Circle.	B	B
Carrillo St. & SB Hwy 101.	F	E
Average daily total and peak hour traffic volumes on selected street segments, in number of one-way vehicle trips.		
(Selected ADT examples from various sources, 2006 – 2008)		
Foothill Rd. east of Alamar		10,400
Las Positas Rd. between State St. & Hwy 101		20,120
State St. between Alamar St. & Mission St.		17,320
Garden St. between Haley St. & Gutierrez St.		24,630

Milpas St. between Gutierrez St. & Montecito St.	28,640
Cliff Dr. between Loma Alta Dr. & Castillo St.	18,680
Carrillo St. between Castillo St. & Bath St.	32,440
Average daily total and peak hour traffic volumes on Hwy 101 through the city, in number of one-way vehicle trips.	
(Selected highway segment ADT examples from CalTrans 2006-7)	
Las Positas Rd. to Mission St.	133,000
Mission St. to Carrillo St.	121,000
Annual total vehicle miles traveled (VMT) by Santa Barbara residents. (No data available at this time.)	

Conclusions

Data on level of service and traffic volumes is available from the traffic consultants for Plan Santa Barbara. The intention is to periodically run the traffic model prepared for the City to provide updates, if funding is available for maintenance and upkeep of the model.

Additional – Historic Resources & Community Design

Objective I-b: Public places have been retained, enhanced or created, by the Year 2015.

Why is this important?

Even at current densities, more public open space is needed to keep pace with population increases and infill development. Landscaped or natural open space was once described as the “lungs of a city”. Public open space offers places for people to relax, recreate, meet and renew themselves. They offer visual relief, views and habitat. Plants and trees combat the heat island effect of a city and can provide a sink for (i.e. absorb) greenhouse gases.

Indicator

Total and new public open space in the Downtown and neighborhoods, in acres (Ac).
Total existing open space expanded, upgraded, or improve in quality (Ac and qualitative description).

What does this indicator tell us?

- For this objective:
The indicators will quantify increases in public open space by location and also provide qualitative information on the condition and attractiveness of open spaces.

Policies addressed: LG11.b; LG16

- For other objectives:
CH III: Public Health has improved through community design.
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 V: The quality of natural resources – water, air, and habitat – has been maintained or improved.

Policies addressed: CH12; CH13; ER18; ER19; ER21; ER22; ER23; ER41

Target

Refer to the Department of Parks and Recreation standards. The study advised in Policy LG16, new standards for park and open space acre per increment of population, will establish revised standards. Though not quantifiable, the quality of open space and parks is also important. Though there are not likely to be standards for evaluating this, if resident surveys are performed in the future as part of the AMP, they can determine levels of satisfaction with the quality of open spaces and parks in the city. An initial survey could provide data for a target addressing the qualitative aspect of this objective,

for example: 95% of residents satisfied or extremely satisfied with parks and open space in the Downtown.

Data Required

1. Park and open space acreage by type of park or open space
2. Population
3. Parks and open spaces within or adjoining each neighborhood
4. Population of each neighborhood

The latter two data requirements could be used for future Sustainable Neighborhood Plans.

Data Sources

City of Santa Barbara, Community Development Department
City of Santa Barbara, Parks and Recreation Department

Reporting Frequency

Every 5 years.

Benchmark

Standards for different types of parks are provided in the CTI report. The benchmark would essentially be the inventory of parks at a given point in time, e.g. 2010.

Example

The City Parks and Recreation Department retains extensive data on all its parks which could be used to establish the initial inventory. No example as yet available.

Conclusions

Park inventory data is available, readily useable, and regularly updated by the Parks and Recreation Department. It will be necessary to define criteria for enhancements to be tracked. Population data and housing units are also readily available, although population data would consist of estimates between census years.

Additional – Historic Resources & Community Design

Objective III: Community design encourages healthy lifestyles.

Why is this important?

There is a very direct link between people's health and their environment. Historic public health issues have included combating plagues, mosquito-borne illnesses, providing safe drinking water, sanitation and trash removal. Uniform building codes sought to foster safer buildings that provided adequate light and ventilation. The current "epidemics" of obesity, diabetes and heart disease can all be linked to inactivity and/or poor diet. Both individual developments and community design can provide increased opportunities and encouragements for people to get outside to walk, stroll, bike, skate, or play sports for fresh air, exercise, fun, and relaxation to benefit both their physical and mental health. A recent study (LA Times, Health Section, Monday, 8-10-09, *Four Factors...*) reports that of four health factors – obesity, smoking, exercise, and diet – obesity is most strongly linked to illness and shorter life span. Obesity and diet are obviously related, so another important consideration is the availability of healthy food.

Indicators

Percent of total and new residences within ½ mile of a supermarket or large grocery store.
Percent of total and new residences within ½ mile of a park or other open space.
Percent of total and new residences within ½ mile of public transit.
Number of healthy food establishments within ¼ mile of "open campus" secondary schools.

What do the indicators tell us?

- For this objective:
The indicators tell us that the city is providing more opportunities for people to incorporate exercise and healthy food in their lifestyle.

Policies addressed: HC7; H2b; LG11.b; LG15; LG16; EF1

- For other objectives:
ER III: Opportunities for residents and students to get fresh locally-grown produce have increased.
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.

Policies addressed: ER34; ER35

Targets

Targets could be a percent of total or new housing units within the ½ mile radii.

Data Required

1. Number of total and new households throughout the city by location.
2. Location of supermarkets, grocery stores and healthy food establishments.
3. Location of parks and open space.
4. Bus routes, stops and transfer points.

Data Sources

City of Santa Barbara, Community Development Department, GIS
City of Santa Barbara, Parks and Recreation Department
Santa Barbara Municipal Transit District

Reporting Frequency

One to five years for parks and public transportation.

Five to ten years for healthy food sources. It may be necessary to look at other ways to approach availability of healthy food. Instead of city-wide, maybe two or three neighborhoods could be evaluated. This might be something that could be done initially with grant funds, or in partnership with County Public Health or other health or educational organization.

Benchmark

Could be current percent of housing units within the ½ mile radii.

Example

The Planning Division's GIS can perform this type of analysis and the data base already contains some of the data, e.g. parks, residential units.

Conclusions

Both data and technology are available to perform the analysis for monitoring these indicators. The initial evaluation would likely require a significant resource and time commitment, to create data bases and to write programs. Lesser effort would be needed for subsequent monitoring runs, except possibly for grocery stores and healthy food establishments as they may change more frequently.

Recommend discussing the frequency of reports. A balance is needed between the cost to do the monitoring and the pace of change. Ideally, the data bases would be maintained on an ongoing basis. Residential, park and transit network data should only experience small, incremental changes in any one year. Data on groceries stores, markets and healthy eating establishments would likely be more changeable and would require greater effort to maintain.

Additional - Housing Objective I: Increased housing available for all levels of affordability by the Year 2020.

Why is this important?

Santa Barbara has suffered a lack of affordable housing for decades. Such issues as traffic congestion, overcrowding, reduced population diversity, reduced support for schools and in civic engagement, and increased difficulty for local businesses and institutions to retain or find qualified employees can all be linked to the lack of affordable housing in quantity, quality and variety of lifestyles offered. To reverse these consequences, as well as comply with state mandates, monitoring of results of individual projects and anticipating trends in order to adjust policies, regulations and standards, is needed on an ongoing basis.

Indicator

The number and proportion of total and new affordable rental and ownership units by household income category. *Should this be by price rather than by income?*

What does this indicator tell us?

- For this objective:
This indicator would tell us whether or not availability of affordable housing has increased or not, for different types of housing and different income groups.

Policies addressed: H1; H5; H6; H9; H12; H13; H14; H15

- For other objectives:
LG II: Improvement in the supply of affordable and attainable housing relative to jobs.

Policies addressed: LG1; LG3; LG4; LG11; LG15

Target

Suggest setting a minimum number of permitted new affordable units (either rental or ownership) as a goal for each year with the ultimate target a percentage of total housing stock in the city. The percentage could be correlated with the number of jobs in the city.

Data Required

1. Number of housing units by type and purchase or rental price
2. Number of restricted price units
3. Targeted household income categories.

Data Sources

City of Santa Barbara, Community Development Department
Santa Barbara Redevelopment Agency

Santa Barbara Housing Authority
Santa Barbara Association of Realtors
U.S. Census or American Communities Survey

Reporting Frequency

Suggest every four to eight years as part of the Housing Element update, depending on the City's future RHNA cycle under SB375.

Benchmark

Suggest using 2010 as base year once U.S. Census data is available.

Example

An example is not yet available.

Conclusions

Decennial census data may provide complete information on both the cost of housing units and household income for calculating these indicators. It is unknown if data would be available for performing these calculations on a more frequent basis.

GLOSSARY of TERMS

1. Objective

The statement or interpretation of a goal in terms that lend themselves to measurement in order to assess progress towards the goal.

2. Indicator

An indicator is a piece of information that can give an idea of the status of a system, such as the GNP gives us an idea of the productivity and value of the entire national economy. In combination, indicators can provide a picture of what's happening in a community.

Indicators are measured repeatedly over time to detect changes and establish trends. The values of the measurements, or milestones, are usually plotted on a graph.

Milestones

Milestones are individual measurements representing data points in time for an indicator. Usually a milestone can be expressed as a number or quantity, but could be qualitative or descriptive. There are several different types of milestones.

Benchmark

A benchmark is a point of reference or a standard against which milestone measurements can be compared. Benchmarks for indicators in the AMP will usually be a beginning point.

Target

The target represents an achievable milestone for the community in relation to a particular objective. It could also be a set point in time for reviewing progress, especially for non-quantifiable objectives.

Triggers

A trigger is a milestone that serves as an alarm or warning flag. When monitoring data indicates that a trigger has been reached or exceeded, a decision is needed to review the relevant policy or policies and implementation measures, to decide what is not working as intended and what alternatives can be used.

3. Time

Time is an implicit element of monitoring and a critical component of indicators. Milestones, benchmarks and targets by definition incorporate the time dimension. Important time considerations in monitoring include:

- Setting the initial deadlines for objectives
- Determining the frequency of monitoring
- Determining reporting cycles
- Changes in data over time (see Trend below)

4. Trend

A trend can be statistically calculated or inferred from a series of milestone measurements over time. It is a second level of information derived from combining indicator measurements and the time dimension. Often in planning the trend may be more relevant than the individual milestones. In some cases a numeric target cannot be set for an objective. When this is infeasible, it may still be possible to determine a trend or direction for what is happening in the community in relation to an objective. (Santa Monica, 2006)