Santa Barbara GENERAL PLAN

Implementation Report

September 2014

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2014 GENERAL PLAN IMPLEMENTATION REPORT

Introduction

Background

This report provides the status of General Plan implementation since adoption of the last major update in December 2011. The General Plan provides a policy framework to further Santa Barbara as a more sustainable community over the next twenty years and beyond. Sustainability is defined very broadly in the General Plan and includes not only the traditional environmental, economic and equity components but also references to historic character and healthy, active living.

The Adaptive Management Program (AMP) tracks progress toward achieving the plan's goals, objectives and outcomes. Adaptive Management is best understood as an information feedback loop that tracks the effectiveness of policies and management actions toward meeting General Plan objectives, and then uses the results to adjust policies as needed. The purpose of the City of Santa Barbara's AMP is to ensure that the General Plan is being implemented effectively, and to provide an opportunity for timely policy adjustments, rather than infrequent, major reactive updates.

This report is organized by the eight elements of the General Plan: Land Use, Housing, Open Space and Parks & Recreation, Economy & Fiscal Health, Historic Resources, Environmental Resources, Circulation, and Safety.

Adaptive Management Program Methodology

Seventeen metrics are identified to be monitored over time, with a focus on available and relevant data, to keep this report concise. An emphasis is placed on sustainability-related goals and policies due to the *Sustainability Framework* being the central component of the General Plan. Because overlaps exist among general plan elements, some indicators measure multiple policies and general plan goals.

Some goals and metrics include quantitative targets. An example is the State-mandated AB32 emissions reduction target, which aims to reduce community emissions levels to 1990 levels by 2020. Indicators that measure outcomes influenced not just from City policy, but also factors beyond the City's control, are not appropriate for quantitative targets so the target columns for these are marked "Not Applicable." Other indicators are within the City's control, but lack defined targets and are denoted "?", to suggest that target adoption should be considered.

Although most indicators featured in this report are community-wide, City operations indicators are included when specific targets exist and to assess whether the City is "leading by example." For instance, the *Greenhouse Gas (GHG) Emissions (City Operations)* indicator evaluates both the City's progress towards achieving *U.S. Mayors' Climate Protection Agreement* emission reduction targets and the City's contribution to community-wide AB 32 targets.

For this report, indicators are restricted to existing data sources and reports, both to build off the baseline established in the first annual *General Plan Implementation Report* and to limit the City resources needed to annually develop this program. The utility of the AMP is enhanced with

consistent, replicable indicators. However, future reports may include alternative metrics if new data become available, alternative indicators are considered more appropriate or new resources are dedicated to monitoring.

The primary limitation of this document is the availability of current, accurate data. Some data are collected infrequently and may remain unchanged in future annual reports when new data are not available. As an example, the Greenhouse Gas (GHG) inventory is expected to be updated every five years. Recent City data is prioritized over other sources and includes City-wide P3 performance-measuring reports, 2010 Greenhouse Gas Inventory found in the *2012 City of Santa Barbara Climate Action Plan* and department specific initiatives, such as the water management program.

Yearly change (% Change) data is intended to be a simple snapshot, and it may highlight short-term volatility and over-look long-term trends. An example of this is found in the *Water Resource Use* indicator. Given that water demand is directly influenced by total annual rainfall, a yearly change in water use may reflect variance in annual precipitation, rather than long-term water demand trends. In some cases longer term comparisons over longer periods are used to show trends. When appropriate, indicators feature graphs with trend data to provide context to annual changes.

Recommendations

1. **Targets**
   Currently, four of the Community AMP indicators lack defined targets. As a result, it is recommended that targets be developed at a subsequent joint Planning Commission / City Council meeting for the following metrics: Waste Diversion; Affordable Housing Units; Transit Ridership; and CERT Trained Residents.

2. **General Plan Policies**
   Initial feedback provided by City Council and the Planning Commission for the 2013 General Plan Implementation / Adaptive Management Program report directed that transient occupancy tax and other economic indicators be included in the AMP portion of this report. However, no General Plan policies directly relate to these indicators. As a result, it is recommended that General Plan policy be developed to address these topics at a subsequent joint Planning Commission / City Council meeting.

3. **Traffic Data and Modeling**
   The city's traffic model is set to be updated several times during the General Plan buildout. The baseline traffic data the model uses was measured in 2008. Enough development has been approved since then such that updating the traffic model with new traffic counts is now recommended. The updated traffic model projections will also include additional travel pattern changes anticipated with the completion of the Highway 101 HOV Project. The updated traffic model will better inform transportation planning issues including the development of a Traffic Mitigation Program.

Land Use Element

General Plan Implementation Actions

Growth Management Program

The nonresidential *Growth Management Program (GMP)* is a 2013 ordinance that updates the allowable nonresidential development amounts. It creates categories of development that may total up to 1.35 million square feet over the next twenty years through amendments to the Development Plan Ordinance and the transfer of existing development rights. This program applies to any applicant proposing nonresidential development or mixed use with a nonresidential component.

Key components to the GMP include: ability to roll over unused Small Addition square footage annually; simplified process for Community Benefit designations; Development Plan threshold by size of project; revised Findings of Approval; and a Traffic Management Strategy that allows development and transfer of nonresidential square footage based on location and allocation type. The program includes streamlining a one-time Transfer of Existing Development Rights of 1,000 square feet or less.

New Zoning Ordinance (NZO)

The effort to comprehensively update the Zoning Ordinance, SBMC Title 28, began in January 2014. The main objectives of the NZO are to: restructure, simplify, and modernize the code to current best practices for easier use by staff and the public; allow for flexibility in administering the code; address nonconforming situations; update parking requirements and design standards; and, implement the relevant 2011 General Plan goals and policies.

An NZO Joint Committee has been formed and consists of three Planning Commissioners and two City Council members. The NZO Joint Committee will work in an advisory capacity with staff, City Attorney, and the consultant on the update, including vetting the zoning standards to be amended prior to public workshops with the community. One meeting has been held with the NZO Joint Committee on May 28, 2014 to refine the scope of work for consultant services. Planning staff also met with various "focus groups" including: the local chapter of the American Institute of Architects, (AIA), Santa Barbara Association of Realtors, Allied Neighborhood Association, Citizens Planning Association, land use consultants/planners, and others.

A city webpage has been developed for interested persons to register for future notices of upcoming meetings as well as to review relevant NZO information. The website is www.SantaBarbaraCA.gov/NZO. Planning staff expects that a consultant team to assist with this effort will be chosen, and further work will begin in October 2014.

Local Coastal Program Update

In January 2014, the City was awarded grant funding from the California Coastal Commission (CCC) to update the City's Local Coastal Program (LCP), which includes a Land Use Plan (LUP) and an

Implementation Plan (IP). The LCP has not been comprehensively updated since initial adoption (LUP in 1981; IP in 1986). Grant requirements also include consideration of the projected effects of sea level rise and the development of coastal adaptation strategies. As a result, this update includes a targeted sea level rise vulnerability assessment, conducted by BREN School masters candidates, which will build off the 2012 Griggs / Russell *City of Santa Barbara Sea-Level Rise Vulnerability Study* to help inform LUP policy and IP actions. The grant funding stipulates a two year timeline, and requires that the City submit a locally approved project for CCC certification by April 30, 2016.

The first phase of work, to track over 30 years of policy and development activity in the City's coastal zone, has been completed. The LCP effort includes a comprehensive update of the LUP to modernize the document, improve readability and bring recently adopted plans and policies into conformance with the 1976 Coastal Act. A targeted portion of the IP related to coastal adaptation will also be updated.

Average Unit-size Density (AUD) Incentive Program

The AUD Program is intended to encourage smaller residential unit sizes in selected areas of the City. It replaces the existing Variable Density program for a trial period of eight years or the construction of 250 units (in selected high density designated areas and C-M overlay zones), whichever occurs sooner. The AUD Program allows increased residential densities and development standard incentives to facilitate additional residential development, especially rental, employer sponsored housing and limited equity cooperative housing.

The AUD Program is implemented by ordinance, which was adopted by the City Council on July 30, 2013. Since then there has been interest to adjust the review process for AUD rental projects in order to allow more participation by the Planning Commission. Public hearings have been held with the City's Architectural Board of Review, Historic Landmarks Commission, Planning Commission and the City Council to determine the appropriate level of Planning Commission involvement. Ordinance amendments are currently being prepared to establish the necessary criteria to "trigger" Planning Commission review of larger AUD rental projects.

Adaptive Management Program Indicators

Indicator	2012	2013	Total Allowed	Total Remaining	Unit
Nonresidential Growth Management[1]	NA	**12,977**	1.35 million by 2033	1,337,023	Allocated ft^2 (net new)
Growth Management Categories					
Small Addition[2]	N/A	**3,987**	400,000 by 2033	396,013	Allocated ft^2 (net new)
Vacant Property	N/A	**0**	350,00.0 by 2033	350,000	Allocated ft^2 (net new)
Community Benefit	N/A	**8,990**[3]	600,000 by 2033	591,010	Allocated ft^2 (net new)

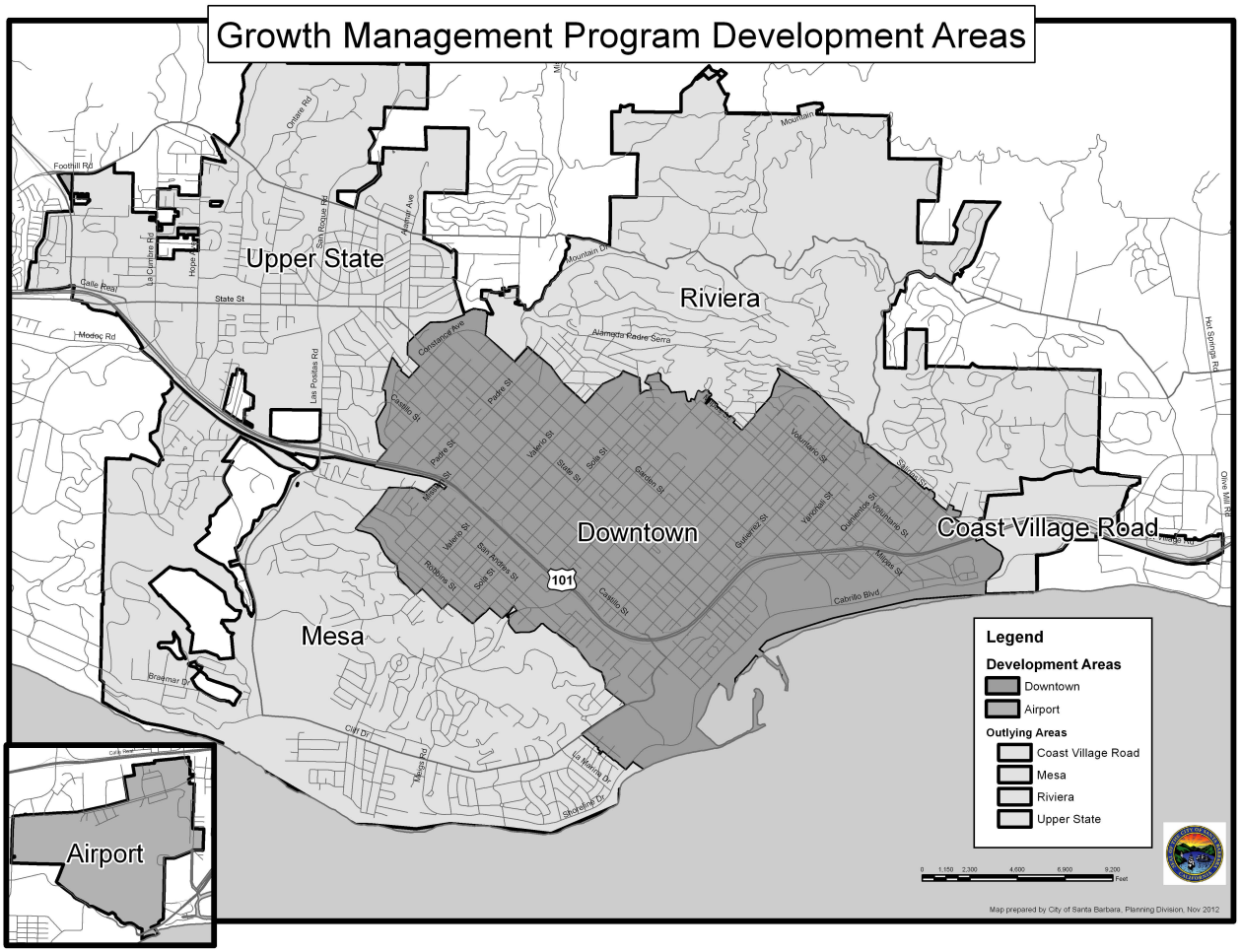
Significance of this Indicator

General Plan policy ***Limit Non-Residential Growth***, through the ***Growth Management Program (GMP)***, aims to balance residential and nonresidential growth in the City, and limit adverse effects of growth on resources while providing for economic and community needs. In an effort to best manage the City's transportation resources and maximize capacity, the GMP divides the City into development areas. The following table reflects non-residential growth distribution by development area for 2013.

2013 (ft^2)	Downtown	Upper State	Mesa	Riviera	Coast Village	Airport	Total
Location of New Nonresidential Development[4]	15,504 (68%)	117 (1%)	-49 (-0%)	7,127 (31%)	167 (1%)	0 (0%)	**22,866**
Projects with Project-Specific Traffic Impacts	0	0	0	0	0	0	**0**
Rejected or Revised Projects[5]	0	0	0	0	0	0	**0**
Demolition Credit	168,980	27,725	5,487	17,132	56	138,427	**357,807**

[1] *Source:* Community Development Department
[2] Small Additions development is limited to an annual 20,000 square feet of nonresidential development, although unused, expired or withdrawn development square footage may be rolled over to the following year's allotment
[3] All square footage from the Santa Barbara Museum of Art project
[4] Includes Measure E square footage
[5] Includes only projects that are rejected because of traffic congestion issues

A map of these development areas is found below:



Conclusion/Recommendation

Given that the implementing ordinance was recently adopted, no conclusion can be drawn. This indicator will be tracked over time to evaluate growth occurring throughout the City, relative to the General Plan Principles for Development.

Indicator	2012WY[1]	2013WY	Target	Unit	% Change
Water Resource Use[2]	14,096	**14,398**	13,402	Acre Feet of Production	+2.1%
	91.5	**93.5**	87.0	Percent of Planned Maximum Demand	+2.2%

Significance of this Indicator

General Plan policy ***Live Within Our Resources*** directs the monitoring of new development to ensure that resources, such as water capacity, are not negatively impacted. Water production is assumed to equal water demand. The 2011 Long-Term Water Supply Plan (LTWSP) was developed per recommendations in the 2010 Plan Santa Barbara FEIR to update previous analyses of the reliability of the City's water supply and was used to prepare the City's 2010 Urban Water Management Plan (UWMP) update.

The LTWSP determined the City's water supply to be adequate based on its ability to meet a long-term annual demand of 15,400 AFY (including a 10% safety margin), with planned demand reductions of up to 15% from short-term extraordinary conservation measures during a critical drought period.

Potable and recycled water production is also used to measure water demand. This indicator tracks actual demand compared to the planned demand of 15,400 AFY. An additional metric for the City's water system is the State's mandate for 20% reduction in potable water use by 2020 (20x2020), which is used as the target for this indicator. Variance in annual rainfall naturally causes changes in demand from year to year, which is expected to be recognized in the State's 20x2020 compliance requirements.

The chart on the following page shows historical water demand, annual rainfall, and the target LTWSP/UWMP water demand values, illustrating how demand changes relative to rainfall. The ongoing record three year dry period is evident beginning in 2012, with demands showing an initial upward trend as typical in dry weather. In 2014, Council declared a drought condition enacting extraordinary conservation efforts. This reduced demands in mid-June 2014 despite continued dry weather.

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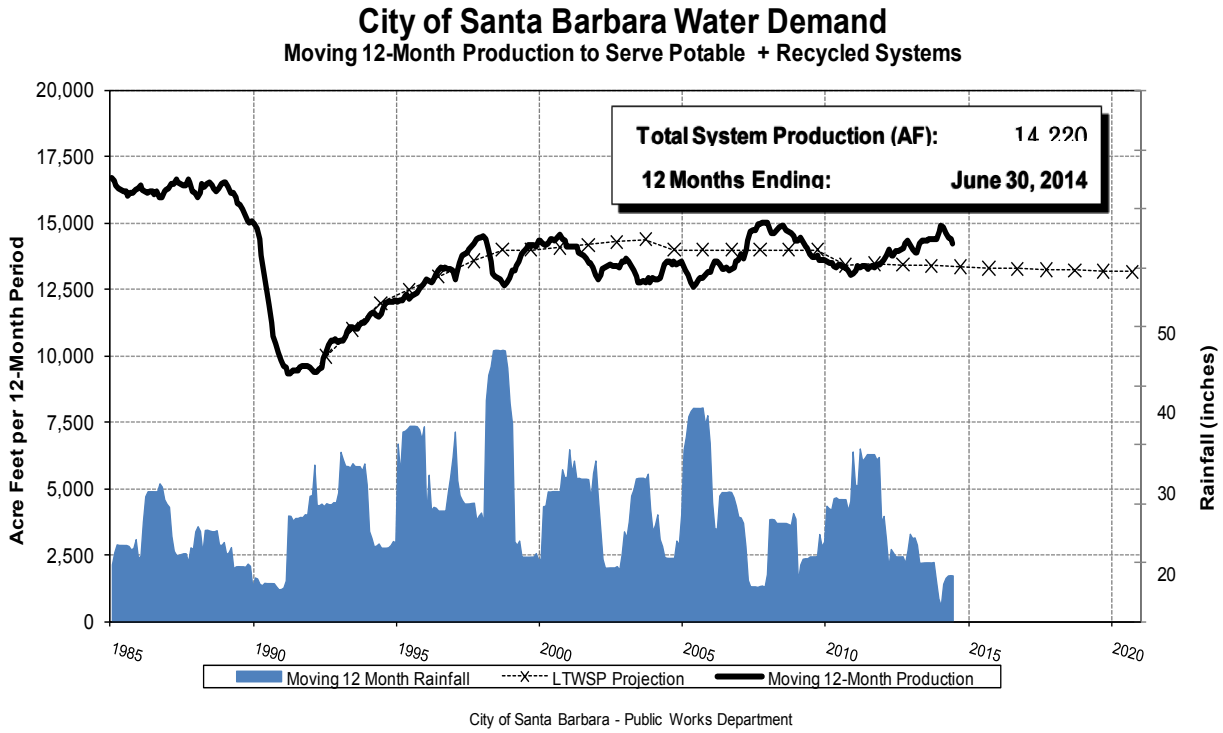
[1] The Water Year (WY) runs from October 1st to September 30th

[2] *Source:* 2012 and 2013 Water Supply Management Report



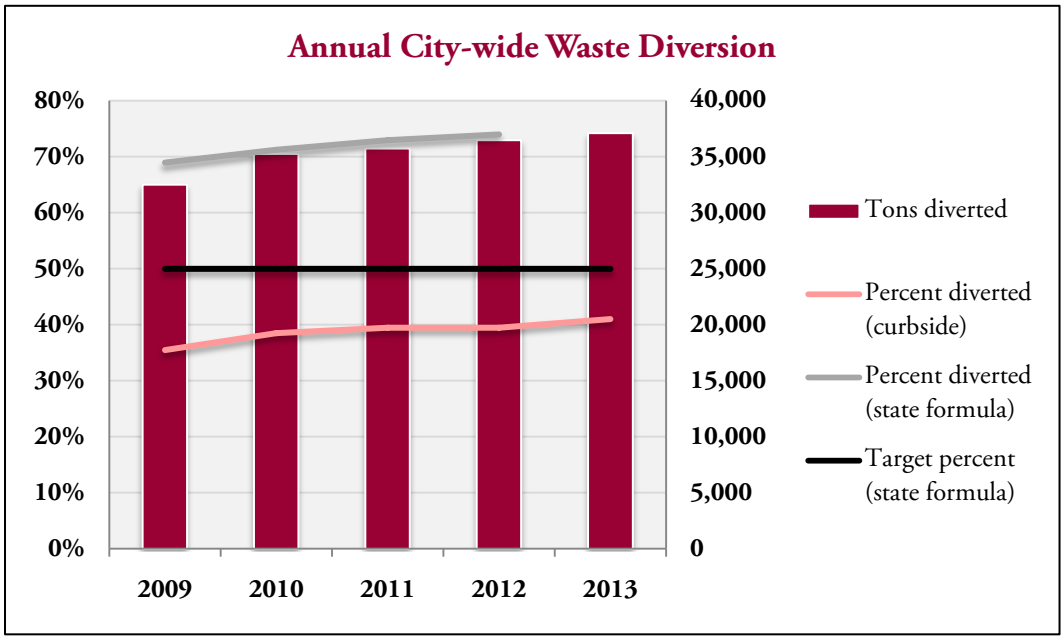
Conclusion/Recommendation

Citywide water use was above target during the 2013 WY, reflecting ongoing dry weather, but within the planned demand target. In 2014 WY, Council declared a drought condition enacting extraordinary conservation efforts. This is reflected by a downward trend in water demand by mid-2014 despite continuing dry weather. The community is on trend to maintain water use average within planned demand over time.

Indicator	2012	2013	Target	Unit	% Change
Waste Diversion[1]	74	NA	50	Percent of Waste (state formula)	+1.4%
	39.5	41.0	?	Percent of Waste (curbside)	+3.9%
	36,495	37,106	?	Tons of Waste	+1.7%

Significance of this Indicator

General Plan policy ***Live Within Our Resources*** directs the monitoring of new development to ensure that resources, such as landfill capacity, are not negatively impacted. Both the state formulated and curbside diversion rates are included in this indicator. The State diversion rate is a function of actual disposal as a percentage of waste generation estimates (based primarily on economic estimates). 2013 State formulated data are not yet available. Curbside diversion rates feature more accurate data as the values are calculated with actual franchise waste generation and disposal data. Recent diversion rates are shown in the graph below:



Conclusion/Recommendation

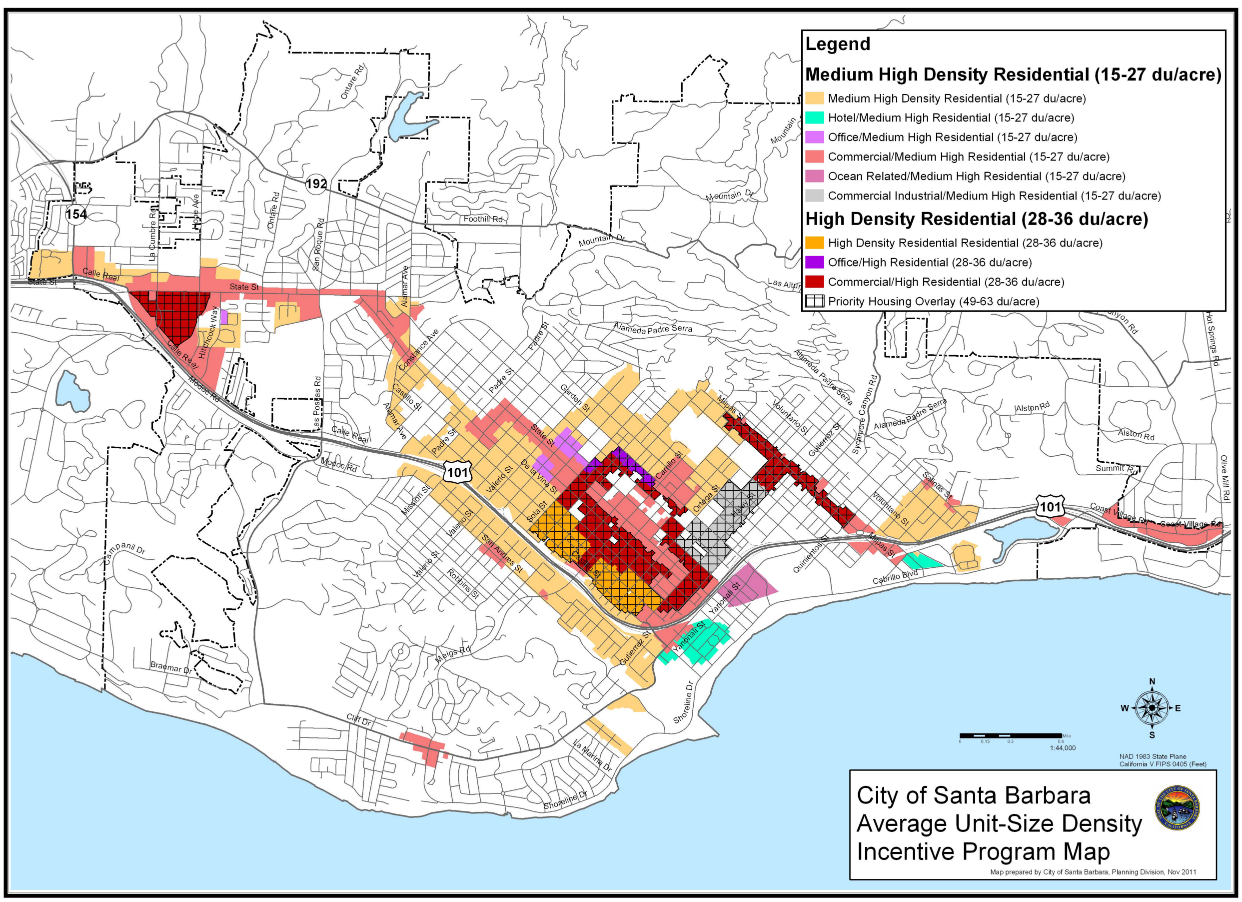
The City remains in compliance with State law and has achieved and exceeded the state formulated diversion targets. Over the past five years, tons of waste diverted has increased by 14%. However, the City is still disposing of (burying in the landfill) thousands of tons of "divertible" material each year, so waste diversion programs and efforts should continue to be supported and expanded.

[1] *Source:* Environmental Services Division.

Indicator	2012	2013	Allotted	Unit	Cumulative
Average Unit-size Density Program Housing Units [1]	N/A	0	250 in 8 years	Certificate of Occupancy	0

Significance of this Indicator

This indicator evaluates the ***Average Unit-Size Density Incentive Program (AUD)***, which is an implementation action of General Plan policy ***Promote Affordable Units***. This program incentivizes smaller unit sizes and higher densities to focus the location of growth adjacent to transit and commercial uses, conserve resources and encourage workforce housing. The AUD program was designed as a pilot program – limited to 250 units in the High Density and Priority Housing Overlay areas or eight years, whichever is reached first. The unit count is measured by Certificate of Occupancy (C of O). Affordable Housing projects that use AUD standards are not included in the 250 unit measurement, as these projects are reviewed on a case by case basis and may differ from the AUD standards. Future reports will include an additional unit total that encompasses all projects using AUD standards (including Affordable). The implementing ordinance for the AUD program was recently adopted, and no C of O's were issued in 2013.



[1] *Source:* Community Development Department.

In an effort to evaluate how successful the AUD program is during this 250 unit / eight year trail period, a series of criterions were developed. Future reports will include the following additional metrics:

Types of Units Constructed	2012	2013	Unit	Cumulative
Market Rate / Ownership Condos	N/A	0	Certificate of Occupancy	0
Priority Housing				
Rental	N/A	0	Certificate of Occupancy	0
Employer Sponsored	N/A	0	Certificate of Occupancy	0
Limited Equity	N/A	0	Certificate of Occupancy	0

Location of Constructed Units	2012	2013	Unit	Cumulative
Medium High Density Residential	N/A	0	Certificate of Occupancy	0
High Density Residential	N/A	0	Certificate of Occupancy	0
Priority Housing Overlay	N/A	0	Certificate of Occupancy	0

As AUD projects are approved, survey data for units in the High Density and Priority Housing Overlay zones will be provided to the city as a project condition of approval, on an annual basis for eight years. Data will include: 1) Net floor area; 2) Number of bedrooms; 3) Monthly rent or purchase price; 4) Amount of Home Owners Association dues; 5) Date of purchase; 6) Periods of vacancy; 7) Household size; 8) Employment location of each resident by zip code; and 9) Number of automobiles owned by each household.

Conclusion/Recommendation

The AUD program is being closely monitored for overall program effectiveness. Currently there are 165 pending and 146 approved total AUD units. Of these 311 total pending or approved AUD units, 198 of them are Affordable; seven are Medium High Ownership; 17 are Medium High Rental; and 89 are Priority Housing Rental[1]. It is important to note that the AUD Affordable and Medium High units will not contribute to the 250 unit trial program. Given that the ordinance was recently adopted, no certificates of occupancy have been issued. As a result, no formal conclusions can be drawn. However, it is encouraging that 287 of the 311 total pending or approved AUD units are Affordable or Priority Housing Rental units. This indicator will be monitored over time to evaluate whether higher density development is occurring in prioritized areas of the city.

[1] *Source:* Community Development Department 07/22/14

Housing Element

General Plan Implementation Actions

Emergency Shelter Ordinance (SB2)

Senate Bill 2 (SB2), enacted in 2007, requires that jurisdictions designate at least one zone in which a year-round emergency shelter can be established without a conditional use permit or other discretionary action. In addition, the application of development standards and permit procedures is permissible provided they are objective, do not require judgment, and do not render the emergency shelter infeasible. If a zoning district does not currently exist which allows emergency shelters by right, the Housing Element must include a program to identify a specific zone(s) and amend the zoning code within one year of adoption of the Element.

Zoning Ordinance amendments satisfying the requirements of SB2 were initiated by the City Council on November 12, 2013. Amendments to the Municipal Code were undertaken to clarify that emergency shelters with minimal supportive services can be developed without a conditional use permit or other discretionary permit within the C-M zone. These ordinance amendments were adopted in July 2014.

2014 Housing Element Update

State law requires that jurisdictions update their Housing Element regularly, with mandatory review and certification by the State Department of Housing and Community Development (HCD). Senate Bill 375 directs the coordination of housing and transportation planning by integrating the Regional Transportation Plan (RTP) process with the Regional Housing Needs Assessment (RHNA) process in order to achieve greenhouse gas emission reductions. Based on the integration of these processes, the eight year planning period for the City's next Housing Element update is from February 2015 to February 2023.

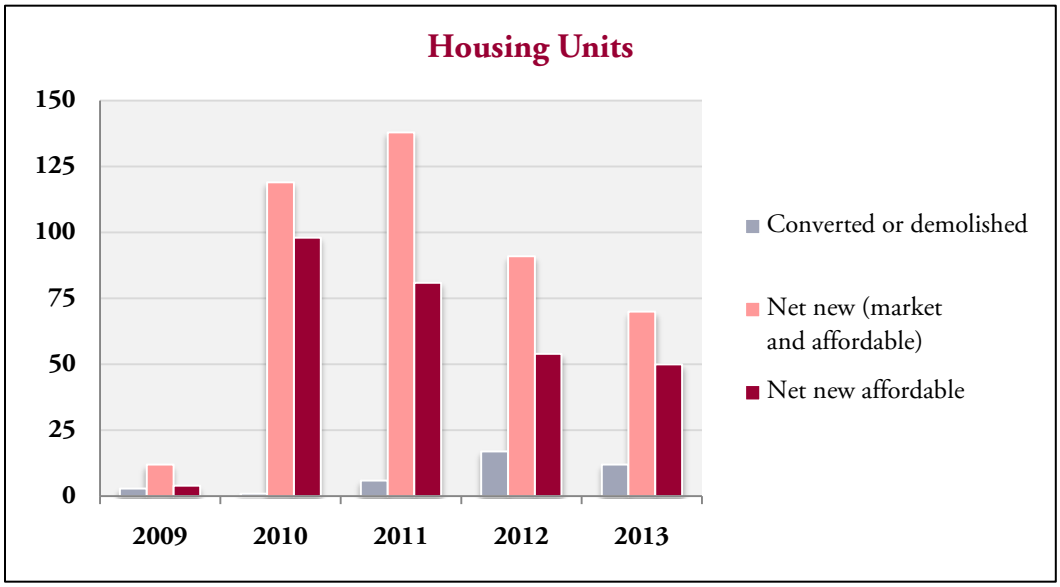
A General Plan Amendment (GPA) is required for the Housing Element Update and will address specific State statutory requirements, including updating housing information and demographics, evaluating the 2011 Housing Element, describing the public participation process, assessing governmental constraints on housing, and updating the five year work program. A GPA to update the Housing Element was initiated by the Planning Commission on May 8, 2014. The revised Element is expected to be submitted to the HCD for review and certification in February 2015.

Adaptive Management Program Indicators

Indicator	2012	2013	Target	Unit	% Change
Affordable Housing Units[1]	54	**50**	?	Dwelling Unit	-7.4%
Total New Units (market & affordable)	91	**70**	?	Dwelling Unit	-23.1%
Converted or Demolished[2]	17	**12**	?	Dwelling Unit	-29.4%

Significance of this Indicator

Affordable Housing Units reflects General Plan policy ***Housing Opportunities***, which aims to provide equal housing opportunities for all social classes and income levels, improve the regional jobs-housing imbalance and preserve the City's community and culture. The annual totals for this indicator reflect net new building permits issued. Affordable housing includes all below market-rate housing and affordable housing subcategories as defined in the *2012 Revised Housing Element*.



Conclusion/Recommendation

Residential development over the past five years was heavily influenced by a slow economy and the national housing market collapse. With the Redevelopment Agency dissolved (historically a large funding source), securing funding for affordable housing has become increasingly difficult. The newly adopted AUD program may produce additional affordable housing stock, and already there are a number of pending and approved AUD Affordable units. This indicator will continue to be monitored over time to track residential growth and determine whether new targets should be considered given the significant reduction in funding.

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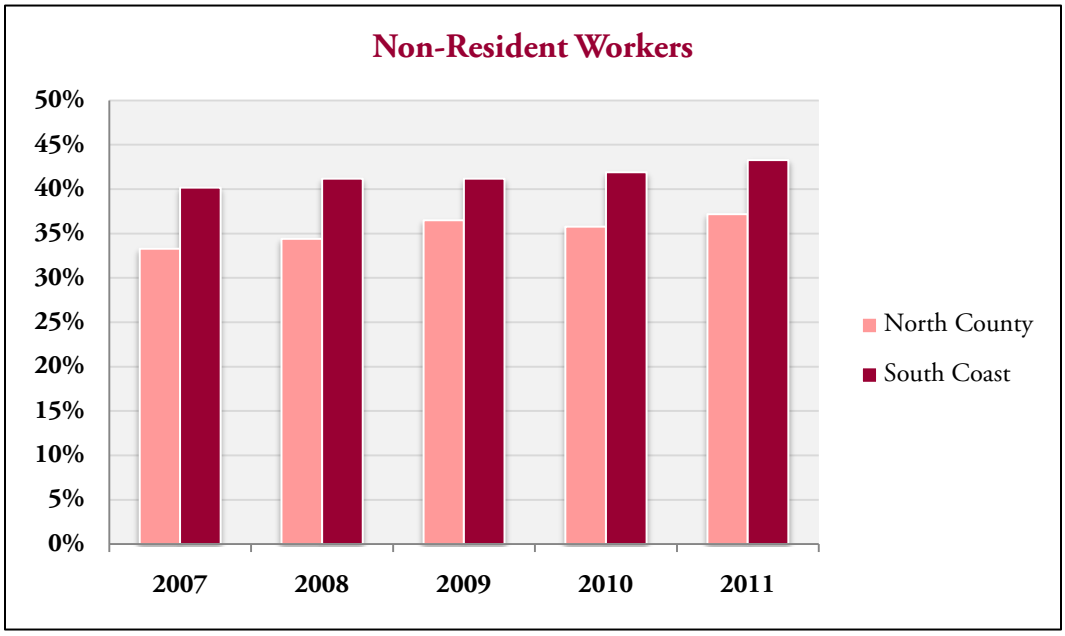
[1] *Source:* Community Development Department.

[2] Includes housing units converted to commercial use or units demolished and not replaced.

Indicator	2010	2011	Target	Unit	% Change
Non-Resident Workers[1]	41.9	**43.3**	N/A	Percent of Workers	+3.3%
Net Inflow of Workers Into the South Coast	15,636	**18,735**	N/A	Number of Workers	+19.8%

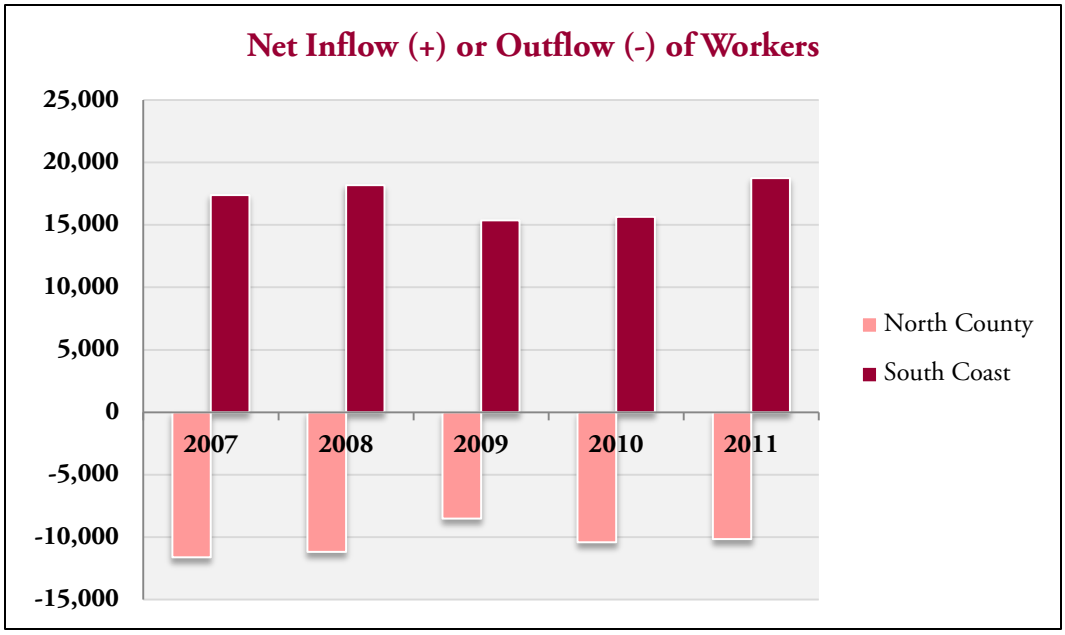
Significance of this Indicator

General Plan policy ***Work to Solve Regional Jobs/Housing Imbalance*** aims to regionally improve the discrepancy between the types of employment and housing opportunities found in the South Coast. Because the South Coast is considered one housing market, the geography of this indicator extends beyond the City of Santa Barbara to include the City of Carpinteria, City of Goleta, Unincorporated Carpinteria, Montecito, Summerland, Toro Canyon, Mission Canyon, Eastern Goleta Valley, Isla Vista, Hope Ranch, UCSB and Gaviota. A large percentage of individuals who work in the South Coast, but live elsewhere, suggests a lack of affordable housing units and discrepancy between the housing stock and the types of housing that workers demand. Recent South Coast non-resident worker trend data is compared with equivalent North County (all regions in Santa Barbara County not included in the South Coast) values in the graph below:



Recent South Coast worker inflow data is compared with equivalent North County values in the graph on the following page.

[1] *Source:* 2007-2011 Longitudinal Employer-Household Dynamics (LEHD) data accessed via US Census Bureau OnTheMap application



It should be noted that the data for this indicator include only workers covered by state and federal Unemployment Insurance laws. Self-employed individuals, sole proprietors, and workers covered through other unemployment compensation programs are absent, with the exception of the inclusion of federal workers in 2010 data. Nationally, the data source represents over 90% of civilian employment.

Conclusion/Recommendation

From 2007 to 2011, there were a larger percentage of non-resident workers in the South Coast than in the North County. Both the South Coast (+8%) and North County (+12%) showed an upward trend in non-resident City workers over this five year period. The South Coast featured a significant inflow of workers, while the North County featured a large outflow of workers. This suggests that the South Coast contains more jobs than workforce housing, while the North County includes more workforce housing than jobs. Affordable housing programs should continue to be supported and encouraged by the City to improve the regional jobs/housing imbalance and limit commuter congestion, carbon emissions, and loss of community and culture.

Open Space and Parks & Recreation Element

General Plan Implementation Actions

Urban Forest Management Plan

The City Council adopted the Urban Forest Management Plan in April 2014. The plan recognizes the role of urban trees in providing environmental, economic, social and aesthetic benefits, as well as the challenges faced with managing the urban forest. In certain areas of the city, the urban forest is aging, mature trees conflict with infrastructure, and species diversity is in decline. In addition, resources for the planting and care of trees and community participation in tree management are limited.

The plan provides long-term guidance to City tree operations and addresses community management objectives such as canopy cover, infrastructure constraints, environmental benefits, land use, aesthetics, native habitats, and parks and open spaces. The plan has four primary goals including: 1) elevate the importance of the urban forest, 2) continue Santa Barbara's horticultural legacy, 3) promote a vibrant and healthy community, and 4) foster awareness and appreciation of trees. Plan objectives and implementation actions address tree resource management considerations, city organization and policy priorities and community outreach programs.

Parks and Recreation Facilities Master Plan Update

Although currently unfunded, an updated Parks and Recreation Facilities Master Plan is identified in the 2014-FY2019 capital improvement program. The existing 1981 Master Plan is outdated; park and recreational facility planning is needed to reflect changing demographics, recreational trends, and increased urban development. An updated plan would inventory of all parks and facilities, assess regional recreational resources, identify unmet needs, and establish strategies to redevelop existing facilities as well as develop new ones.

Adaptive Management Program Indicator

Indicator	2012 FY[1]	2013 FY	Targets	Unit	Cumulative
Trees Planted[2]	137	4	>=0 annual, 1,000 total by 2030	Trees Per Year (net)	141

Significance of this Indicator

This indicator reflects the City's goal of maintaining its existing character by assuring that the number of new trees planted in the City's urban forest is as least equal to the average number of trees lost each year. It also reflects Climate Action Plan (CAP) policy ***Tree Planting***, which sets of a goal of 1,000 new trees from 2012 to 2030 to increase carbon sequestration[3]. In addition, this indicator reflects the City's goals of a healthy environment, improved livability, and the established standard of being named "Tree City U.S.A." (the City has maintained this distinction since 1980).

Both this indicator and the associated targets include only street trees. The City operates other tree-planting initiatives such as the Creek Tree Program, which provides financial support to private landowners who improve creek habitat through native tree planting (93 tree planted in FY13; 42 in FY14). Other Creek activities result in additional tree planting (237 riparian trees and shrubs were planted during FY13 FY; 147 in FY14 [4]), and large habitat restoration projects can also result in hundreds of trees are planted at one time. Lastly, there are mitigation agreements with Public Works or private development projects that require tree planting.

Conclusion/Recommendation

The Parks and Recreation program has maintained tree replacement by planting more trees than are lost on average. Progress has slowed towards meeting the CAP target, and recent drought conditions have limited tree planting programs. It is important to note that there is no current funding or implementation mechanism for the CAP target, and it is still likely that 1,000 net new trees will be planted by 2020, especially when considering large upcoming creek restoration projects.

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[1] The Fiscal Year (FY) runs from July 1st to June 30th

[2] Assumes 150 trees are lost annually. *Source:* FY13 and FY14 Parks & Recreation Department Forestry P3

[3] There is currently no funding or implementing program for this policy

[4] *Source:* FY13-14 Creeks Restoration and Water Quality Improvement Program P3

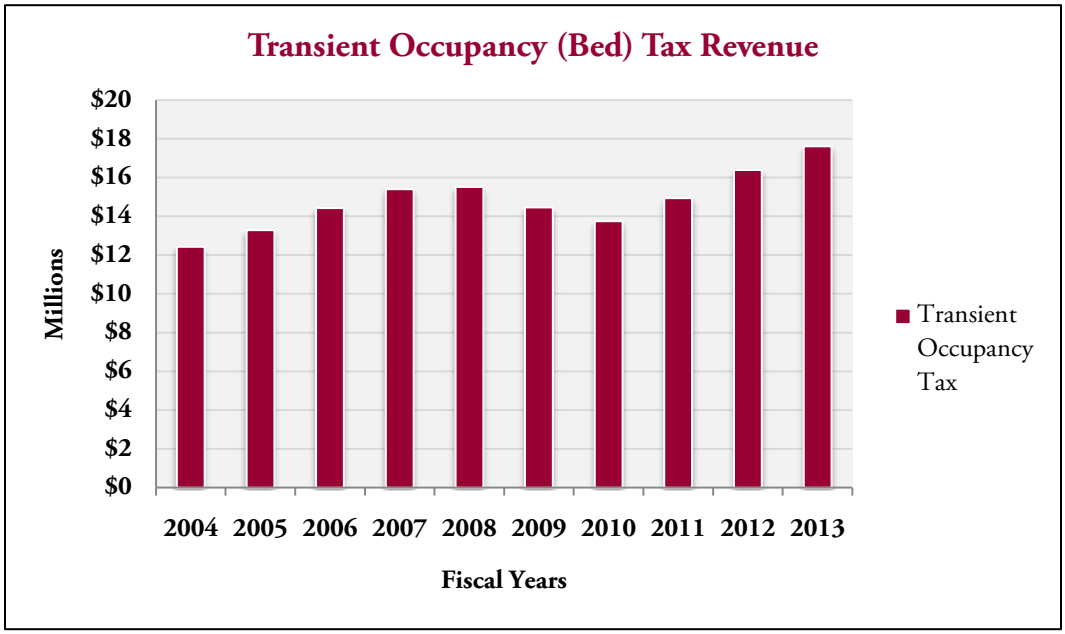
Economy and Fiscal Health Element

Adaptive Management Program Indicators

Indicator	2012 FY	2013 FY	Target	Unit	% Change
Transient Occupancy Tax[1]	16.4	17.6	Upward trend	Millions of Dollars	+7.4%

Significance of this Indicator

General Plan goal ***Strong, Diverse Economy*** aims to ensure a strong economy with a diversity of business sizes and types**.** This indicator acts as a barometer for the fiscal health of hotel and tourism businesses in Santa Barbara, which constitutes a significant component of our local economy. Data is on an accrual basis of accounting. Recent trend data is shown in the graph below:



Conclusion/Recommendation

Like most sectors, the hotel industry was negatively impacted by the recession, as evident in the drop in transient occupancy tax revenue from the 2008 to 2010 FY. Over the last ten fiscal years, there has been a general upward trend in revenue, with a 42% increase from the 2004 to 2013 FY. *Transient Occupancy Tax* revenue was a suggested component of this report by the Planning Commission and City Council during review of the initial Implementation Report, but no specific policies in the General Plan directly relate to this indicator. Implementing a policy that targets the economic health of the hotel industry should be considered.

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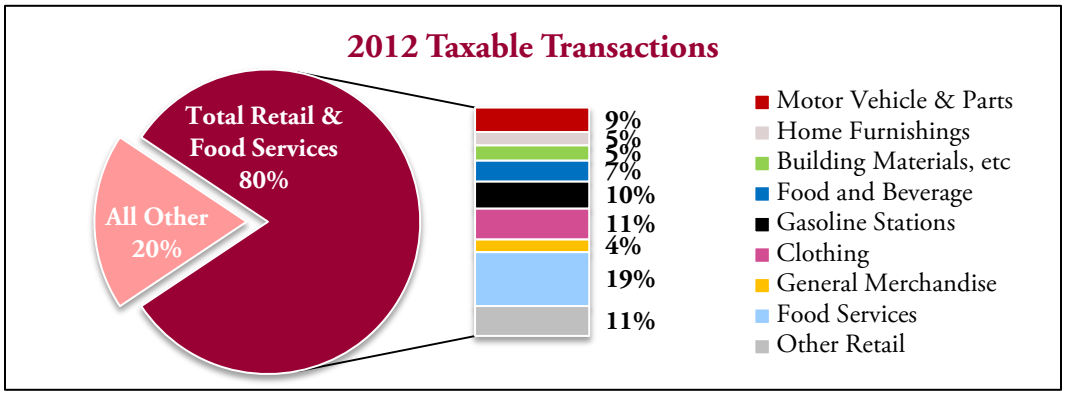
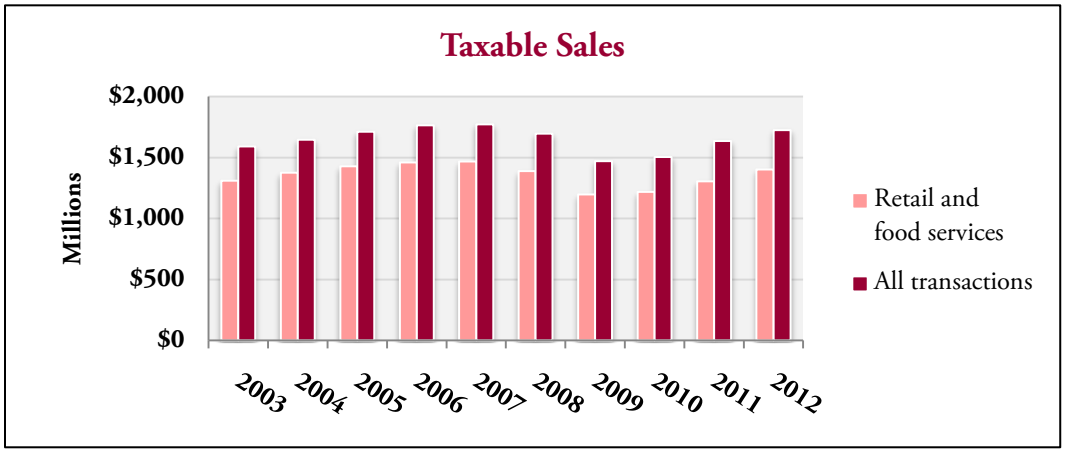
[1] *Source:* 2013 City of Santa Barbara Comprehensive Annual Financial Report

Indicator	2011	2012	Target	Unit	% Change
Taxable Sales	1,635,606	1,724,681	Upward trend	Dollars (000s)	+5.4%
Retail and Food Services[1]	1,305,577	1,401,960	Upward trend	Dollars (000s)	+7.4%

Significance of this Indicator

This indicator acts as a barometer of the overall fiscal health of Santa Barbara's local economy. *Retail and Food Services Sales* data is included because these industries comprise a large portion of total sales in Santa Barbara. The distribution of taxable sales and recent trend data are shown below:





Conclusion/Recommendation

Local economic impacts of the Great Recession are evident in the drop in taxable sales from 2007 to 2009. Taxable sales continue to trend upwards from the slump in 2009, and are 8% higher in 2012 than 2003. Over this ten year period, retail and food services sales fluctuated proportionally to total sales and encompassed approximately 80% of all sales in the City. *Taxable Sales* was a suggested component of this report by the Planning Commission and City Council, but no policies in the General Plan directly relate to this indicator. Implementing a policy that targets commercial sales should be considered.

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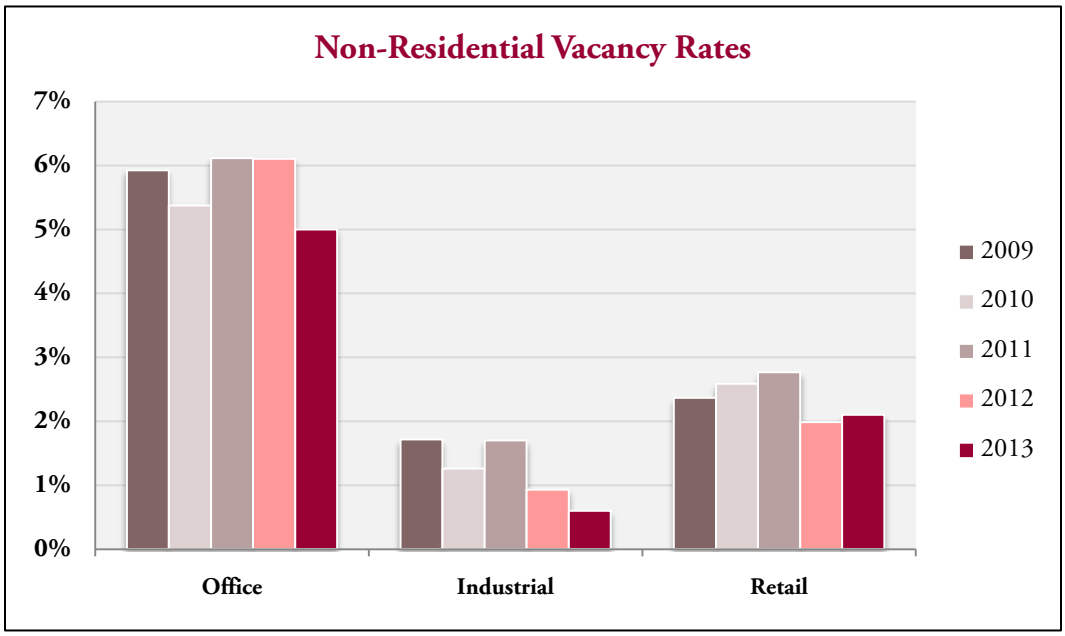
[1] *Source:* State of California Board of Equalization

Indicator	2011	2012	Target	Unit	% Change
Non-Residential Vacancy Rate[1]					
Office / R&D	6.1	5.0	N/A	Percent	-18.1%
Industrial	0.9	0.6	N/A	Percent	-35.5%
Retail	2.0	2.1	N/A	Percent	+5.8%

Significance of this Indicator

This indicator acts as a barometer for the fiscal health of local businesses activities. City-specific data are not currently available and the geographic extent of the indicator extends beyond Santa Barbara City limits to include zip codes 93108 in Montecito and 93111 in "Noleta" (93111 within Goleta City limits is excluded). As a result, including targets for this indicator is not appropriate. Recent trend data is shown below:



Conclusion/Recommendation

Over the past five years, both Office and Industrial vacancy rates appear to be trending downwards, while Retail vacancy rates have remained relatively unchanged. With increasing pressure to intensify the Funk Zone and convert industrial facilities to other uses, it is no surprise that the Industrial vacancy rate continues to trend downward and remain extremely low. *Commercial Vacancy Rate* was a suggested component of this report by the Planning Commission and City Council during review of the initial annual report, but no policies in the General Plan directly relate to this indicator. Implementing a policy action that targets commercial vacancy rates should be considered.

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[1] *Source:* Hayes Commercial Group via email 02/19/14

Historic Resources Element

General Plan Implementation Actions

Historic Resources Work Program

There is much activity underway on various active components of the City's historic preservation 5-year work program, including: completion of historic architectural resource surveys, draft ordinance amendments to establish historic districts, and draft Historic Resource Design Guidelines and Style Guide. Integrating the Historic Database with the City's website has been delayed due to unexpected increases in contract quotes from the original consultant. Staff is re-evaluating less costly options with final consultant selection expected later this year.

Over the past two years, the Historic Landmarks Commission (HLC) has held multiple public hearings to accept the results of three recently completed surveys of historic architectural resources including; the Waterfront, West Downtown, and the Lower Riviera. The surveys identified individually eligible historic resources as well as several potential historic districts. Based on the survey results, as of August 2014, approximately 219 structures have been added to the City's Potential Historic Resources List as individually eligible historic resources.

Since 2013, approximately 300 contributing properties in the following (6) proposed historic districts have also been added to the City's Potential Historic Resource List: West Beach (48 Contributing Structures); Lower De La Vina (26 Contributing Structures); Castillo Street (51 Contributing Structures); Bungalow Haven (119 Contributing Structures); Mission Gardens (43 Contributing Structures); Plaza Bonita (9 Contributing Structures). The identification of the City's historic resources is a primary implementation goal of the recently adopted Historic Resources Element.

The Draft Historic Architectural Style Guide has been completed and it will be an appendix of the Historic Resource Design Guidelines and are expected to be presented to City Council later this year. The Guidelines will provide property owners, design professionals, and contractors with information that illustrates historically appropriate treatments for character-defining elements of historic buildings. In addition, efforts are being made to expand the number of Mills Act Historic property contracts and increase the number of historic resource designations. At least six candidate buildings are annually being recommended for designation as City Landmarks.

Adaptive Management Program Indicators

Indicator(s)	2012	2013	Target	Unit	% Change
Historic Resource Listings[1]	20	**277**	100	Listings	+1,240%
Historic Resource Designations	3	**6**	10	Designations	+100%
Historic Districts	0	**1**	NA[2]	Districts	NA%

Significance of this Indicator

This indicator acts as a barometer of General Plan policy ***Protect Historic and Archaeological Resources,*** and reflects the City's effort to ensure that historic resources are identified and protected. The number of historic resource listings and designations naturally varies annually due to the period manner in which the Design Review Section takes on the listing task.

Conclusion/Recommendation

The targeted number of historic resource listings (100) was exceeded in 2013 (277 actual) after the three historic resource survey results were reviewed and accepted by the HLC. Additional listings (219) have been completed in 2014. City staff is working on implementation of the City's 5-year HPWP with focus on the development of ordinance amendments to facilitate the creation of future historic districts, providing public access to the City's historic database and increasing the number of individual historic resource designations with the assistance of planning interns.

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[1] *Source:* Design Review Section

[2] Target development pending ordinance adoption

Environmental Resources Element

General Plan Implementation Actions

Climate Action Plan

The *Climate Action Plan (CAP)* was adopted in September 2012 as a first implementation action for the recently reorganized Environmental Resources Element. The CAP is comprised of two components: carbon emissions reduction and climate change adaptation. The emissions reduction component is based on state targets established through AB32 and SB375 legislation. The adaptation component focuses primarily on sea level rise, vulnerability assessment and adaptation strategies. Strategies to reduce emissions and prepare for the impact of climate change rely on many existing City programs and voluntary community actions. Climate adaptation strategies are being developed under the Local Coastal Program (LCP) update. A status table of CAP implementation progress is attached to this report.

Single Use Bag Ordinance

In October 2013, City Council adopted the Single Use Carryout Bag Ordinance, in an effort to reduce the community's environmental impact. Approximately 47 million single-use bags are distributed in the City of Santa Barbara annually, with the majority of these bags being made with non-renewable resources. The ordinance prohibits certain stores from providing single-use plastic carryout bags to customers, and requires a ten-cent charge for each paper bag provided. The first phase of implementation began in May 2014, and applies to larger supermarkets and stores with 10,000 square feet or more. The ordinance will become fully effective in November 2014 during phase two implementation, and apply to smaller grocery stores, drug stores, pharmacies, convenience food stores and food marts. Staff will return to Council two years after ordinance implementation to report on program effectiveness.

Permeable Pavers

Storm-water and urban runoff from impervious surfaces can cause significant environmental and water quality issues in areas where pollutants such oil and auto fluids from leaking cars, bacteria, metals and nutrients have accumulated, as these pollutants can flow into storm drains, which lead directly to our creeks and ocean untreated. As a result, the City has retrofitted existing infrastructure using Low Impact Development (LID) throughout in the City to allow water to infiltrate into the soil, providing water treatment and groundwater recharge.

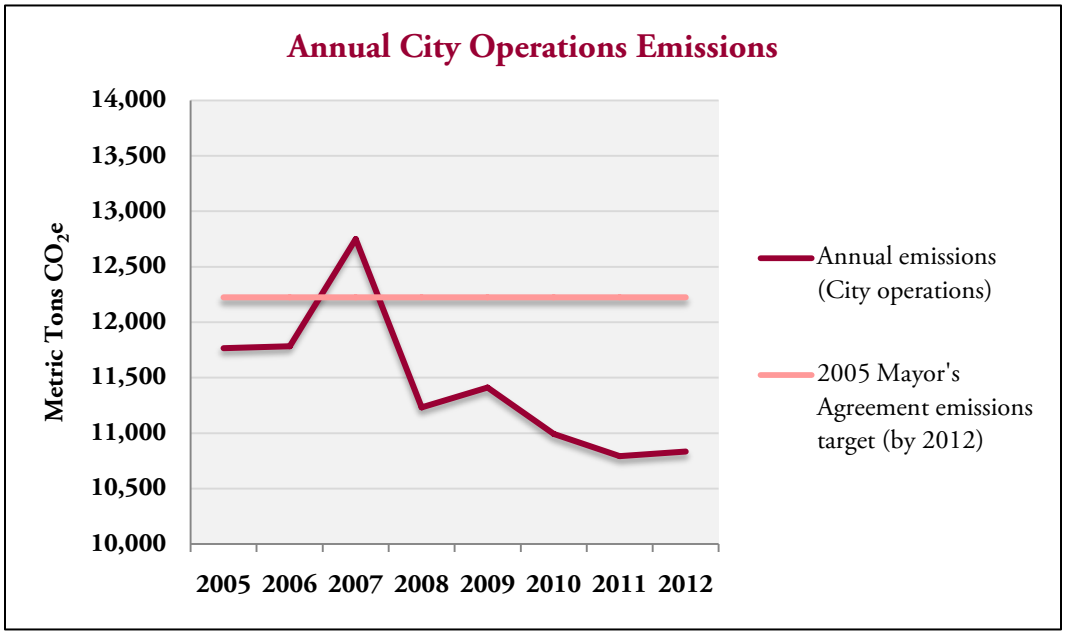
In 2011, permeable pavers were installed in the parking lot at MacKenzie Park. During the 2014 FY, permeable pavers were installed at Oak Park, Steven's Park and the Westside Neighborhood Center. Future projects (estimated complete October 2016) include replacing over 90,000 square feet of existing asphalt and concrete with permeable pavers at the sidewalks surrounding Alice Keck Park Memorial Gardens, Plaza de Vera Cruz Alley, and the 600 and 700 blocks of Quarantina Street. Additionally, 62,000 square feet of asphalt and concrete will be replaced with permeable pavers at the City-owned parking lot located on the 600 block of Laguna Street (estimated complete June 2015).

Adaptive Management Program Indicators

Indicator	2011	2012	Target	Unit	% Change
Greenhouse Gas (GHG) Emissions (City Operations)[1]	10,793	10,833	<12,225 by 2012	Metric Tons CO_2e	+0.4%

Significance of this Indicator

General Plan policies ***Climate Change*** and ***Decrease City's Global Footprint*** both aim to minimize the City's carbon emissions. This indicator compares annual City operations emissions to the Kyoto Protocol target identified by the *2005 Mayor's Agreement*, which is a reduction of City operations emissions to 12,225 MT CO_2e (7% below 1990 levels by 2012). GHG emissions are directly linked to climate change and the associated hazards and environmental effects. The City is committed to limiting its contribution to climate change, as reflected in the *2011 City of Santa Barbara General Plan*'s sustainability framework and the *2012 Climate Action Plan's* climate change mitigation and adaptation strategies. The graph below features recent greenhouse gas inventories for the City:



Conclusion/Recommendation

Emissions were relatively unchanged between 2011 and 2012. The emissions reduction target identified in the Mayor's Agreement was achieved in 2008, four years ahead of schedule. 2012 emissions are 21% lower than 1990 levels, and 13% below the Mayor's Agreement target. The City is doing its part to limit emissions and the associated climate and environmental impacts.

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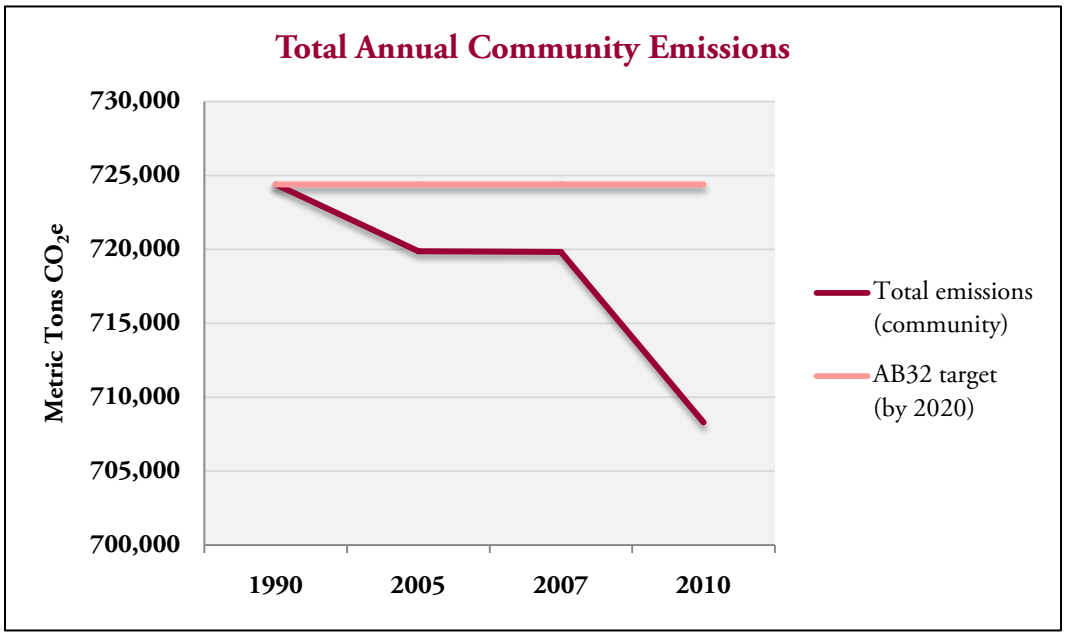
[1] *Source:* 2012 Santa Barbara Climate Action Plan, Public Works Department

Indicator	1990	2010[1]	Target	Unit	% Change
Greenhouse Gas (GHG) Emissions (Community Wide)[2]	724,388	708,299	724,388 by 2020	Metric Tons CO_2e	-2.2%

Significance of this Indicator

General Plan policy ***Climate Change*** aims to minimize carbon emissions, as GHGs are directly linked to climate change and the associated hazards and environmental effects. This indicator compares the most recent GHG inventory of total annual Citywide emissions to 1990 emissions levels (724,388 $MTCO_2e$). Both the City's Climate Action Plan and State legislated AB 32 target a reduction in GHG emissions to 1990 levels by the year 2020, as 1990 levels were quantified to reflect an estimated 15 percent reduction from 2005 emissions levels. Recent carbon emission estimates are shown in the graph below:



Conclusion/Recommendation

Data remains unchanged from previous report. A new inventory will be conducted in 2015. The 2012 City GHG inventory estimates for citywide greenhouse gas emissions in 2005, 2007, and 2010 show a decreasing trend for overall emissions. The AB32 emissions reduction target (1990 levels) has already been met.

[1] Most recent GHG inventory data are from 2010

[2] *Source:* 2012 Santa Barbara Climate Action Plan

Circulation Element

General Plan Implementation Actions

Traffic Management Strategy

General Plan growth is anticipated to cumulatively result in increased traffic congestion citywide with up to 27 impacted intersections by 2030, as identified in the *2010 Plan Santa Barbara FEIR*. The Traffic Management Strategy of the *Growth Management Program* (see page 3) supports and implements the goals and objectives of the City's General Plan for incremental non-residential growth in a way that minimizes traffic congestion on City roadways while balancing the need for economic development.

The Traffic Impact Significance Thresholds are a key mechanism of land development review and were updated by Council in 2014 in order to implement the Traffic Management Strategy. Traffic Evaluation Guidelines are currently being developed for the strategy. A final step will be the development of a Traffic Mitigation Program to offset rising congestion levels. Because of limited availability of new roadway or intersection capacity in Santa Barbara, traffic mitigation strategies will likely focus on travel mode shifting goals and policy changes to encourage alternatives to driving alone for the residents who are willing and able to shift.

The primary goal of the Traffic Management Strategy is to utilize existing transportation capacity efficiently and to reserve constrained transportation capacity for new high priority land uses. The *Adaptive Management Program* is used to monitor impacted intersections and provide decision points within the 20 year life of the plan to apply traffic mitigation-efforts, adjust land use growth, and/or re-think the strategy altogether.

Bicycle Master Plan

The City has made significant advancements in bicycle infrastructure that have benefited residents and received national recognition. There has also been an increase in commute ridership. According to the Census Bureau, commuting by bicycle has increased from 3.4% in 2000 to 5.8% in 2010 and by the most recent American Community Survey, 6.9% in 2012. Santa Barbara has the 3rd highest bicycle commute mode share nationwide for cities between 65,000 and 100,000 people. Staff has recently initiated an update to the Bicycle Master Plan (BMP), which is a General Plan implementation action. The BMP was last comprehensively updated in 1998, and re-adopted by Council in 2003 and 2008. To qualify for State grant funding, the City is required to update the plan (or re-adopt) every four years.

The easier Class I and II bike facility improvements have been implemented and additional expansion will require renewed community commitment. As a result, understanding the community's needs and desires for bicycling is a central component of this update. If the community is interested in expanding bicycle facilities, connecting existing gaps in the system, and improving public safety, the resulting shift in only a small portion of automobile trips to bicycle trips could be one of the most cost effective strategies to help alleviate near- and long-term traffic congestion.

Regional Planning Coordination / RTP / 101 HOV Project

The General Plan directs the City to play an active role in regional transportation planning efforts through coordination with regional agencies. Recently, the City participated with the Santa Barbara County Association of Governments (SBCAG) and other local municipalities to develop the state and federally required 2040 Regional Transportation Plan (RTP), which now includes a Sustainable Community Strategy (SCS), as required by SB 375. The RTP / SCS plans how transportation funding is allocated to the Santa Barbara County Region. The RTP/SCS takes a holistic approach to transportation planning that links population growth, land use and housing needs, in an effort to achieve Green House Gas (GHG) emission reduction targets set by the California Air Resources Board (CARB). The RTP / SCS was adopted by the SBCAG Board in August, 2013.

The RTP / SCS plans for the widening of the 101 freeway between Carpinteria and Santa Barbara, to include a peak-hour high-occupancy vehicle (HOV) lane. This project is currently underway, with Caltrans District 5 as the lead agency and SBCAG as the primary sponsor. This Caltrans project will significantly relieve morning and afternoon peak traffic congestion on Highway 101 south of the City through Carpinteria enabling more people to come and go from the City at one time.

As a result increased freeway flow from and to the south, Caltran's traffic studies show that congestion levels on the freeway and at some freeway interchanges within the City of Santa Barbara are anticipated to worsen.

It is important to note that the transportation model used in the *Plan Santa Barbara* FEIR to guide policy planning for the 2011 General Plan Update did not consider the widening of the 101 freeway since that project had yet to be funded. As a result, the congestion mitigation strategies and actions studied as a part of *Plan Santa Barbara* are inadequate. Public Works anticipates updating the traffic model early next year. The traffic model validation will include current traffic counts, account for development that has occurred, and can also account for the Highway 101 HOV project.

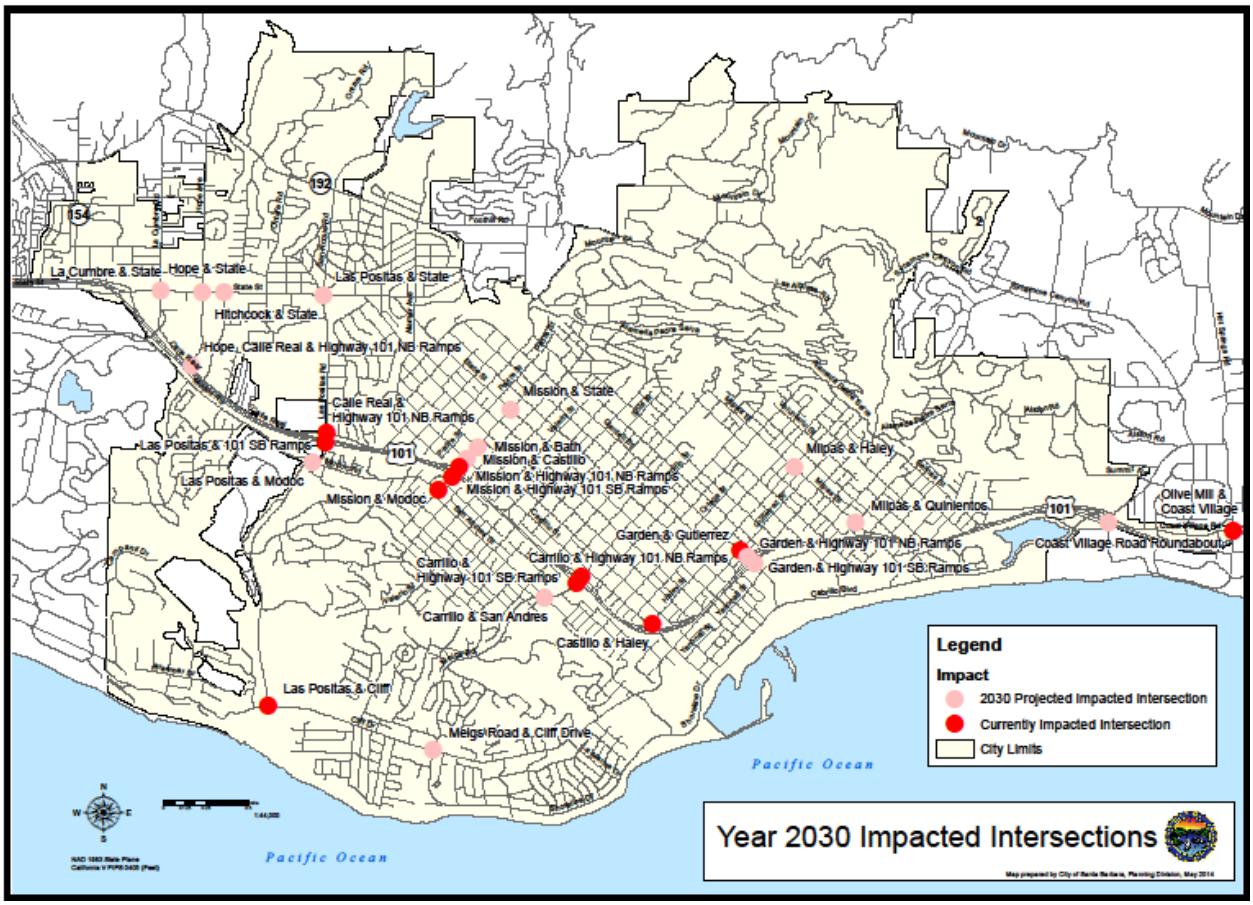
Adaptive Management Program Indicators

Indicator	2013	Projected by 2030	Unit	% of Projected Impacted by 2030
Impacted Intersections[1]	11	27	Number of Intersections	40.7%

Significance of this Indicator

General Plan policy ***Circulation Improvements*** aims to improve traffic flows and reduce auto congestion. With the incremental increase in land development over time, the return of a strong economy, and the completion of Highway 101 freeway widening, congestion is projected to worsen. The *Plan Santa Barbara* FEIR identified up to 27 intersections where significant traffic congestion may occur by 2030. An impacted intersection is defined as one that operates at Level of Service (LOS) C, or a volume-to-capacity ratio higher than 0.77 during peak hours.

This indicator compares the number of currently impacted intersections to these FEIR identified intersections, as shown in the map below:



[1] *Source:* 2010 Plan Santa Barbara FEIR

A list of these intersections is found below.

Currently Impacted Intersections			
1	Olive Mill & Coast Village	7	Mission & Highway 101 SB Ramps
2	Garden & Gutierrez	8	Mission & Modoc
3	Castillo & Haley	9	Las Positas & Cliff
4	Carrillo & Highway 101 NB Ramps	10	Las Positas & 101 SB Ramps
5	Carrillo & Highway 101 SB Ramps	11	Calle Real & Highway 101 NB Ramps
6	Mission & Highway 101 NB Ramps		

Projected Impacted by 2030			
1	Coast Village Road Roundabout	9	Mission & Bath
2	Milpas & Quinientos	10	Meigs Road & Cliff Drive
3	Milpas & Haley	11	Las Positas & Modoc
4	Garden & Highway 101 NB Ramps	12	Las Positas & State
5	Garden & Highway 101 SB Ramps	13	Hitchcock & State
6	Carrillo & San Andres	14	Hope & State
7	Mission & State	15	La Cumbre & State
8	Mission & Castillo	16	Hope, Calle Real & Highway 101 NB Ramps

Conclusion/Recommendation

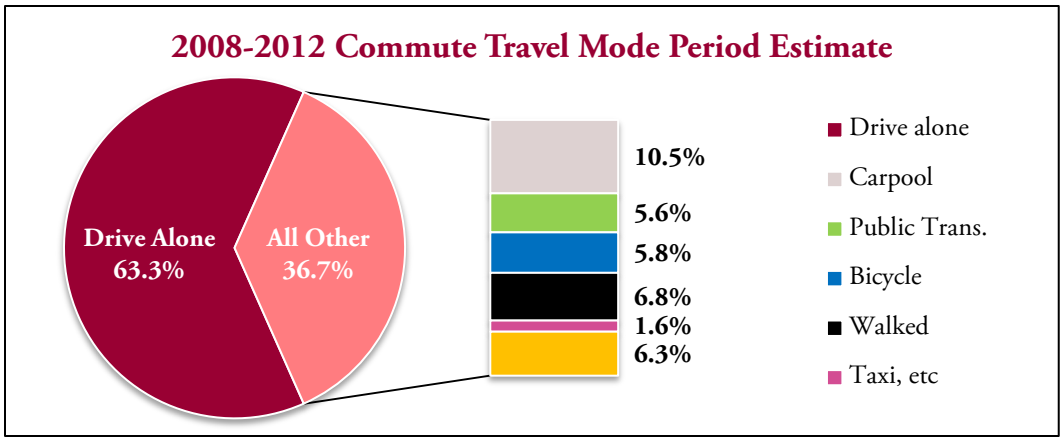
Congestion levels decreased during the 2008-2011 recession and are returning over the last few years with economic recovery. Recent traffic counts show the Castillo / US 101 interchange worsening faster than anticipated by the traffic model, although the increase is limited to this location. SBCAG has now required the City to prepare a deficiency plan for this interchange. The deficiency plan will evaluate the cause of the increasing congestion as well as potential solutions and costs for implementation.

Indicator	2000[1]	2008-12[2]	Target	Unit	% Change
Commute Travel Mode[3]					
Drive alone	66.1%	63.3%	50%	Number of Commuters	-4.2%*
Carpool	13.6%	10.5%		Number of Commuters	-22.6%*
Public Transportation	4.4%	5.6%		Number of Commuters	+28%
Bicycle	3.4%	5.8%		Number of Commuters	+69%*
Walked	6.2%	6.8%		Number of Commuters	+11%
Taxi, Motorcycle, other	0.9%	1.6%		Number of Commuters	+82.6%*
Worked at Home	5.5%	6.3%		Number of Commuters	+14.4%

*Statistically significant at the 90% confidence level, as calculated per Census methodology

Significance of this Indicator

General Plan policy ***Circulation Improvements*** aims to improve traffic flows and reduce auto congestion. This indicator is based on the Census definition of "Means of Transportation to Work" and acts as a barometer for travel characteristics during peak congestion, which occurs during commute hours. An increase in sustainable transportation travel modes tends to improve auto congestion levels.



Conclusion/Recommendation

The City of Santa Barbara has decreased its drive alone rate while most cities in the US have seen increases. Future reductions in drive alone rates amid anticipated General Plan growth by only a small percentage of drivers willing to shift to carpools, transit, or biking/walking trips can provide significant relief to peak hour automobile congestion on city streets. As a result, a goal of a 50% Drive Alone mode split by 2030 is suggested. This indicator can be used over time to show the city's success at making a shift from auto use.

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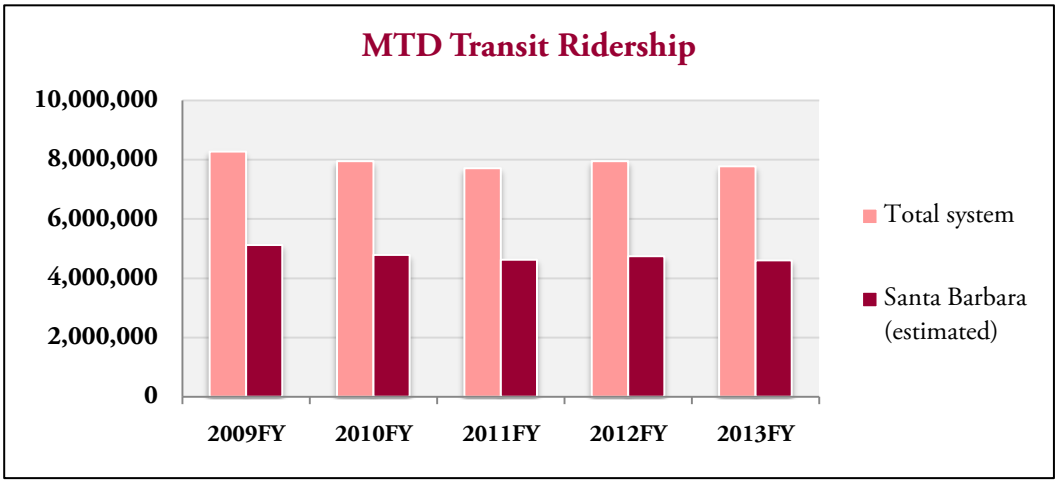
[1] 2000 Census Transportation Planning Products (CTPP)
[2] 2008-2012 American Community Survey (ACS) 5 year estimate.
[3] As reported by place of residence

Indicator	2012 FY	2013 FY	Target	Unit	% Change
Transit Ridership[1]	4,737,229	4,600,265	?	Number of Riders	-2.9%

Significance of this Indicator

General Plan policy ***Transportation Infrastructure Enhancement and Preservation*** aims to improve the availability and attractiveness of alternative transportation. This indicator includes MTD (Santa Barbara Metropolitan Transit District) bus ridership data for the City of Santa Barbara. Currently, MTD cannot obtain ridership data at each stop, so rough estimates are used for lines that extend beyond City limits, and calculated by allocating boardings evenly across bus stops and bus direction. As an example, if a transit line features 100 total bus stops and 60 of those bus stops are within City limits, 60% of the line's total ridership is allocated to City ridership levels. Express & regional routes are assumed to feature an even split between passengers entering and leaving Santa Barbara, so 50% of these lines' ridership is allocated to City ridership levels, regardless of the percent of bus stops within City limits. More precise data will be available when automatic passenger counters are installed as part of the Automated Vehicle Location project proposed for completion in FY 2014-15. Recent ridership data is shown below:



Conclusion/Recommendation

City ridership dropped ten percent from 2009 FY to 2011 FY, rose 2.4% in 2012 FY, and dropped 2.9% in 2013 FY to return to just above the 2011 FY value. Over these five fiscal years, City ridership has maintained approximately 60% of total system ridership. This indicator will be measured over time to assess community demand for transit services. Implementing an annual target for Transit ridership should be considered. However, it is important to note that setting a target that maintains or increases ridership levels will require that SBMTD have the resources necessary to maintain or enhance the current level of transit service, which requires that SBMTD's funding be stable or growing. As a result, it is important to protect SBMTD's current funding sources and work with SBMTD to secure additional resources.

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[1] *Source:* Santa Barbara Metropolitan Transit District

Safety Element

General Plan Implementation Actions

Safety Element Update

The Safety Element Update was adopted by City Council in December 2013 and resulted in a comprehensive update with two major components: The General Plan Safety Element and a Technical Background Report. The new Safety Element includes updated information and maps describing natural- and human-caused hazards in the City; actions being implemented by the City to reduce hazard-related risk, and to respond to emergencies that do occur; and updated goals, policies and implementation actions that are intended to reduce the effects of the natural and human-caused hazards in Santa Barbara. The primary goals of the new Safety Element are to promote Community Resilience, minimize risks through the Development Review Process, and to plan for public infrastructure and service needs related to safety.

The Technical Background Report, which is an appendix to the Safety Element document, provides more detailed descriptions of the hazards in the City; includes information regarding how certain hazards have recently affected the City; and provides additional information about measures that can minimize the effects of hazards on existing and future development. The Technical Background Report also provides a series of maps that depict areas of the City, including the Airport, that are susceptible to various geologic and safety hazards. The updated hazard identification maps are an important tool during the City's development review process.

Adaptive Management Program Indicator

Indicator	2012	2013	Target	Units	% Change
CERT[1] Trained Residents[2]	88	48	?	Residents Trained	-45.4%

Significance of this Indicator

General Plan policy ***Emergency Workforce*** aims to ensure that essential workers are available during a disaster. CERT Trained Residents improve community resilience by empowering residents to be able to take an active role in emergency preparedness and assist during a disaster when emergency systems and personal may be unavailable or overextended. This indicator includes only residents involved in the basic CERT training. Over fifty additional participants engaged in the Advanced CERT training, which includes City residents as well as participants throughout Santa Barbara County.

Conclusion/Recommendation

In 2012, five CERT classes were held, which is above average and accounts for the large annual difference. CERT classes are regularly conducted separately in both English and Spanish, to better improve community resiliency for all of our residents. In June 2014, the City conducted our first combined English / Spanish CERT class, which still featured separate class training, but included combined hands-on drills that required the English and Spanish students to work together. CERT classes improve community resilience and should continue to be supported. Implementing an annual target for this indicator should be considered.

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[1] Community Emergency Response Team

[2] *Source:* Emergency Services Department

2014 Adaptive Management Program Summary

Indicator	Reporting	Conclusion/Recommendation
Land Use Element		
Nonresidential Growth Management	Annual	Implementing ordinance recently adopted; no conclusions can be drawn.
Water Resource Use	Annual	Water use above target due to dry weather, but within planned demand target; Council declared Stage 2 drought conditions.
Waste Diversion	Annual	State targets achieved; reductions still needed.
Average Unit-size Density Program Housing Units	Annual	Implementing ordinance recently adopted; no conclusions can be drawn.
Housing Element		
Affordable Housing Units	Annual	Slow economic climate and Redevelopment Agency disillusion impacted affordable housing.
Non-Resident Workers	Annual	Upward trend in non-resident workers; North County with net outflow of workers; South County with net inflow of workers.
Open Space Parks & Recreation Element		
Trees Planted	Annual	On trend to achieve Parks and Recreation and Climate Action Plan targets.
Economy and Fiscal Health Element		
Non-Residential Vacancy Rate	Annual	Office and Industrial trending downwards, Retail relatively unchanged; a policy and target should be considered.
Taxable Sales	Annual	Affected by slow economy; trending upwards; a policy and target should be considered.
Transient Occupancy Tax	Annual	Affected by slow economy; trending upwards; a policy and target should be considered.

Indicator	Reporting	Conclusion/Recommendation
Historic Resources Element		
Historic Resource Listings	Annual	Target met and exceeded; Historic Resources Work Program on track.
Environmental Resources Element		
Greenhouse Gas (GHG) Emissions (City Operations)	Five Year (2015 next)	2005 Mayor's Agreement reduction target achieved; emissions trending downward.
Greenhouse Gas (GHG) Emissions (Community Wide)	Five Year (2015 next)	AB32 reduction target achieved; emissions trending downward.
Circulation Element		
Impacted Intersections	Annual	Castillo / US 101 interchange worsening faster than anticipated by the traffic model.
Commute Travel Mode	Annual	Decrease in Drive Alone; a 50% Drive Alone mode split by 2030 goal is suggested.
Transit Ridership	Annual	City ridership proportional to total MTD ridership; a target with budgetary considerations should be considered.
Safety Element		
CERT Trained Residents	Annual	Program improves community resiliency; a target should be considered.