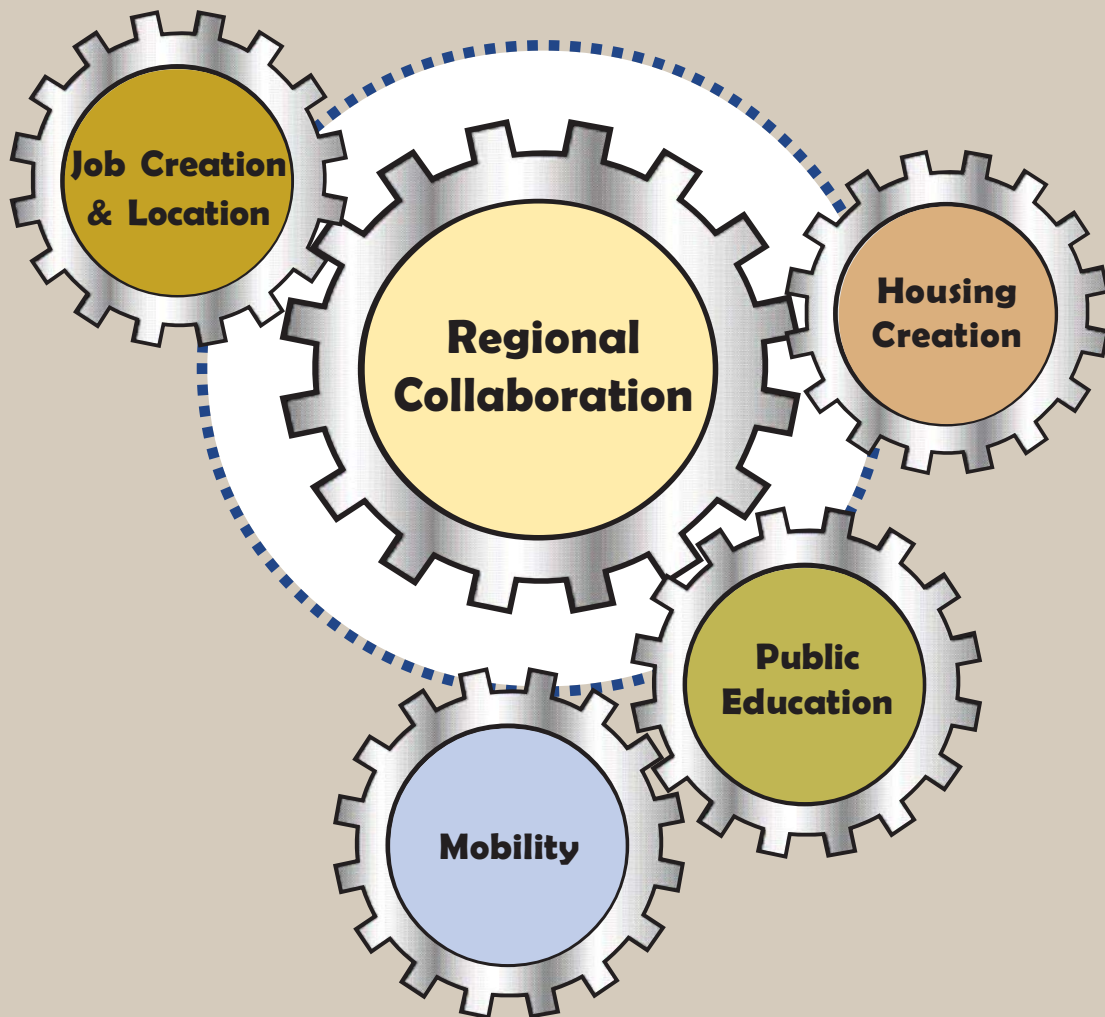


Taking Action Regionally



BACKGROUND, RECOMMENDATIONS AND ACTION STEPS

FOR

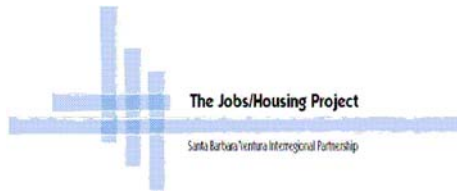
SANTA BARBARA COUNTY AND WESTERN VENTURA COUNTY

THE INTER-REGIONAL PARTNERSHIP FOR JOBS, HOUSING & MOBILITY

SANTA BARBARA COUNTY ASSOCIATION OF GOVERNMENTS

IN COLLABORATION WITH **SANTA BARBARA AND VENTURA COUNTIES**

JULY 2004



THE INTER-REGIONAL PARTNERSHIP FOR JOBS, HOUSING AND MOBILITY

PART 1: BACKGROUND, RECOMMENDATIONS AND ACTION STEPS

PREPARED BY:

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SOLIMAR RESEARCH GROUP
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FOR

**SANTA BARBARA COUNTY ASSOCIATION OF GOVERNMENTS
MICHAEL G. POWERS, DEPUTY DIRECTOR**

JUNE 30, 2004

This report was financed by contributions from the State of California, Department of Housing and Community Development, Interregional Partnership Program, and, the County of Santa Barbara.

SIGNATURE PAGE

WE, THE UNDERSIGNED MEMBERS OF THE INTER-REGIONAL JOBS, HOUSING AND MOBILITY POLICY STEERING GROUP WHOLEHEARTEDLY, AS INDIVIDUALS, SUPPORT THE RECOMMENDATIONS OF THIS REPORT AND URGE ITS TIMELY IMPLEMENTATION.



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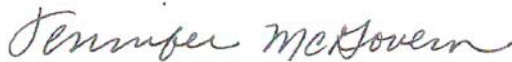
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TABLE OF CONTENTS

I. INTRODUCTION	PAGE 1
THE INTER-REGIONAL PARTNERSHIP FOR JOBS-HOUSING BALANCE	1
WHAT IS JOBS-HOUSING BALANCE	1
THE POLICY STEERING GROUP AND STAKEHOLDER INPUT	1
PURPOSE AND FORMAT OF THIS REPORT	2
II. CONTEXT AND OVERVIEW	PAGE 5
THE PROBLEM AT HAND	5
THE RISKS OF DOING NOTHING	6
REAL IMPACTS ON REAL PEOPLE	7
III. EXISTING CONDITIONS AND MODELING RESULTS	PAGE 8
EXISTING CONDITIONS AND TRENDS	8
THE INTER-REGIONAL POLICY MODEL	8
WHAT THE FUTURE HOLDS IF NO POLICY CHANGES ARE MADE	11
NORTHERN SANTA BARBARA COUNTY	11
SANTA BARBARA SOUTH COAST	12
WESTERN VENTURA COUNTY	13
SUCCESS STORIES AS A BACKDROP FOR OPTIMISM	14
IV. POLICY RECOMMENDATIONS	PAGE 15
THE NEW REALITY	15
RECOMMENDATIONS	17
INTER-REGIONAL COMMUNICATION AND COLLABORATION	17
ADVANCING HOUSING POLICY THAT REFLECTS REGIONAL PRIORITIES AND PERSPECTIVES	18
INTEGRATING REGIONAL THINKING INTO JOB CREATION AND ECONOMIC DEVELOPMENT	19
LOCAL PERMIT PROCESSING AND STREAMLINING IMPROVEMENTS	20
SUPPORT FOR ONGOING PROGRAMS TO ADDRESS CONGESTION	21
PUBLIC EDUCATION AND INVOLVEMENT OPPORTUNITIES	22
LEGISLATIVE ADVOCACY FOR CHANGE	22
V. FRAMEWORK FOR ACTION	PAGE 25
MAKING THINGS HAPPEN – INITIAL STEPS	25
MILESTONE ONE	25
MILESTONE TWO	25
MILESTONE THREE	26
MILESTONE FOUR	27
VI. CALL TO ACTION	PAGE 28
INTER-REGIONAL COMMUNICATION AND COLLABORATION	28
ADVANCING HOUSING POLICY	29
REGIONAL JOB CREATION AND ECONOMIC DEVELOPMENT	29
PROCESSING AND STREAMLINING IMPROVEMENTS	30
ONGOING PROGRAMS TO ADDRESS CONGESTION	31
PUBLIC EDUCATION AND INVOLVEMENT OPPORTUNITIES	32
THE FUNDING PUZZLE – INVESTING IN RESULTS	33
ADAPTIVE MANAGEMENT – LEARNING FROM EXPERIENCE	33
IMMEDIATE ACTION STEPS	34
NEAR-TERM ACTION STEPS	39
VII. REFERENCES AND SOURCES	PAGE 45
REPORT PREPARATION TEAM	45
PUBLIC OUTREACH	46
RESOURCES	46

ACKNOWLEDGEMENTS

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A signature page acknowledging the support of the Policy Steering Group is on file.

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I. INTRODUCTION

THE INTERREGIONAL PARTNERSHIP FOR JOBS-HOUSING BALANCE

The Santa Barbara County Association of Governments (SBCAG), with the support of the County of Santa Barbara and County of Ventura, applied for and received a California Housing and Community Development Department (HCD) grant to create an “inter-regional partnership” (IRP), among local governments and other agencies in Santa Barbara and Ventura Counties¹. The purposes of this program are to:

1. Address issues relating to the balance of jobs, housing, and mobility in this two-county region in a collaborative framework;
2. Develop new tools to analyze the problem, and
3. Develop strategies for promoting an appropriate balance in the future.

IRP activities funded by the HCD grant began in 2002 and continue through June 2004. As of the date of this report, there is no funding for follow-up by HCD.

WHAT IS JOBS-HOUSING BALANCE?

Jobs-housing balance is a planning tool that local governments can use to achieve a roughly equal number of jobs and housing units or households in all or part of their jurisdiction. The notion of balancing jobs and housing goes well beyond trying to attain numerical equality. Ideally, the jobs available in a community need to match the skills of the workforce and housing should be available at prices, sizes, and locations for workers who wish to live in the area. Hence, there is a qualitative as well as quantitative component to achieving job-housing balance. Job-housing balance is more of a planning technique than a regulatory tool.

Many housing policy initiatives and strategies are being advanced by public agencies and well-respected community organizations in Ventura and Santa Barbara Counties². But what distinguishes the Jobs Housing Project from other endeavors is its two-county regional focus (See Figure 1). This project is founded on the assumptions that:

1. Regional problems require regional solutions;
2. Meaningful change will require the development of interregional partnerships and alliances which heretofore have not been nurtured;
3. Noticeable and positive changes at the local level will require political influence at the state level that can only be accomplished through strategic cooperation at the regional level; and,
4. All local jurisdictions are related and do not work in isolation of each other.

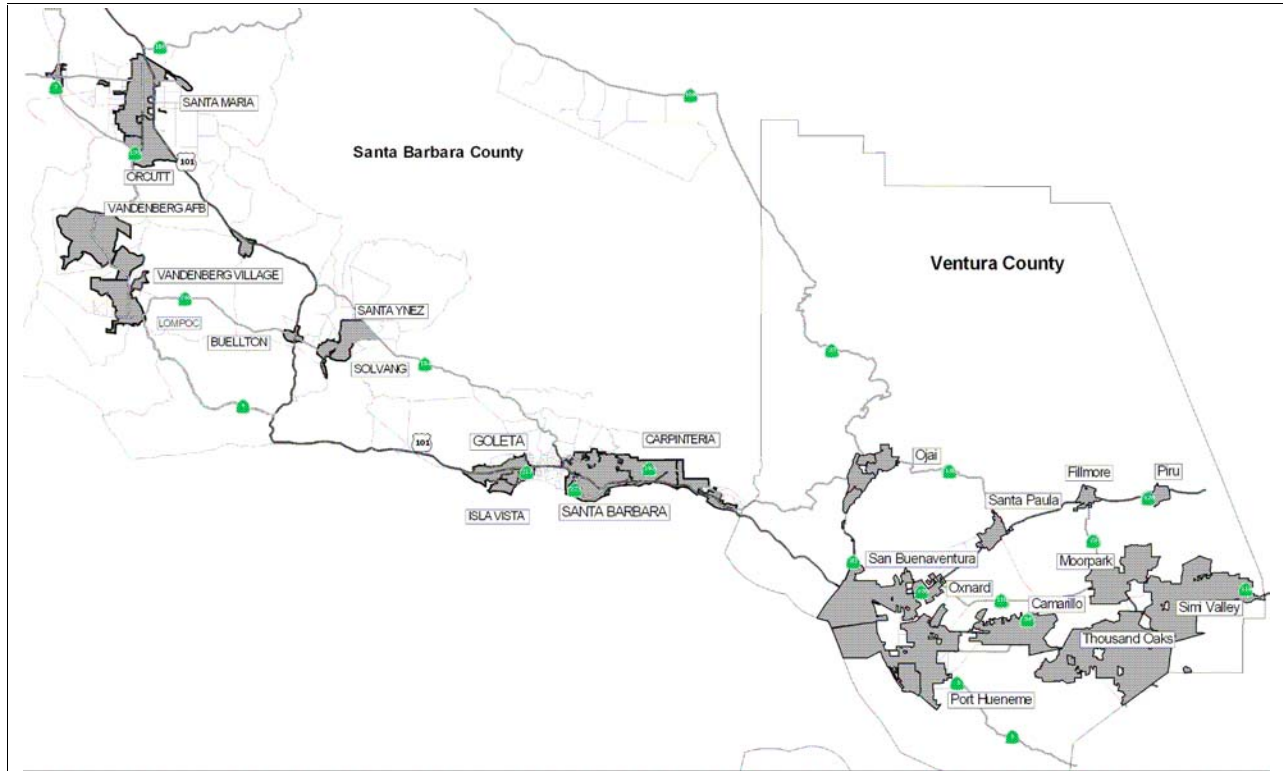
THE POLICY STEERING GROUP AND STAKEHOLDER INPUT

Public involvement and community outreach for the project has entailed work with a stakeholder advisory committee (Policy Steering Group), as well as targeted outreach to elected officials and community leaders within the two counties. With regard to the Policy Steering Group, participants were strategically selected to represent the three sub-regions of the study area (Northern Santa Barbara County, Santa

¹ Assembly Bill 2864 (Torlakson) was passed in both houses of the State Legislature in June of 2000 and created the Inter-regional Partnership State Pilot Project to improve the balance of jobs and housing, to test and evaluate policies and incentives to mitigate current and future imbalances of jobs and housing in specified counties within the State. Santa Barbara and Ventura counties were designated as one of eight state pilot projects under this legislation. (The legislation provided financial assistance in attracting new business and jobs in housing rich communities that lack adequate employment base to match the amount and cost of housing in those communities.)

² The appendix to this report contains a matrix indicating the variety of public and private sector initiatives, policies and implementation strategies being discussed at the local and sub-regional levels.

Figure 1 – Regional Map



Barbara South Coast and Western Ventura County) in terms of public sector, private sector, development interest and community organizational leaders. The References and Sources Section of this report provides a list of elected officials, agency committees and community organizations whose input was sought during the report preparation process.

The Policy Steering Group used a combination of community and regional-level assessment, computer modeling, and focused stakeholder input to create a set of recommendations designed to set a new direction for addressing regional problems.

Over a 15-month period, the group:

1. Framed the problems that confront the two-county region,
2. Applied quantitative models to verify their perceptions, and,
3. Prioritized near term action items.

Figure 2, below, summarizes the overall process with which the Policy Steering Group developed these recommendations.

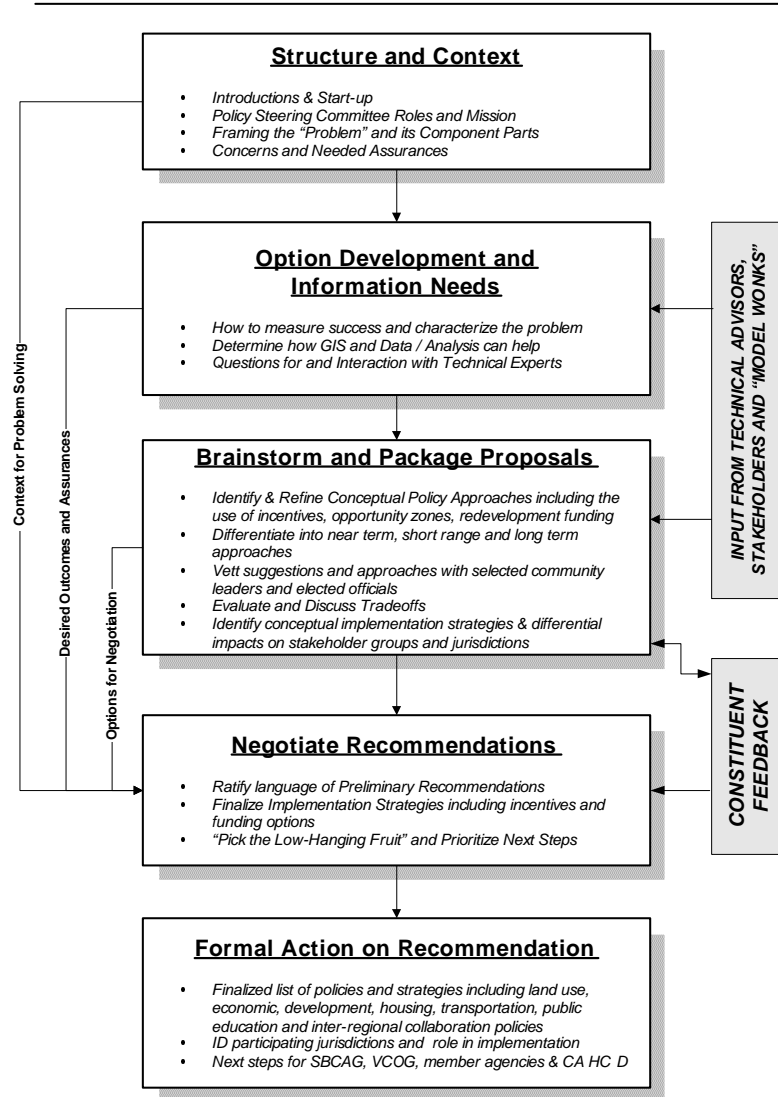
This final report articulates those recommendations and a process for changing the status quo that gave rise to these challenges. Part II of this report provides the technical support and analytical basis that influenced the recommendations.

PURPOSE AND FORMAT OF THIS REPORT

This report provides a framework to identify, evaluate and recommend strategies to improve jobs and housing imbalances in the Ventura-Santa Barbara study area. The report suggests ways to collaborate at local, regional and state levels to encourage more housing choices in areas rich in jobs and job creation and location ways to take better advantage of local skills and human resources in areas rich in housing. Development that features a variety of housing opportunities closer to job centers and transportation infrastructure and job growth and business relocation/expansion closer to housing opportunities will yield

shorter commutes and a higher quality of life for our residents and workforce. To accomplish this goal, policies and strategies must address the complex dynamics of the three sub-areas that comprise the region, and leverage the community values and strengths that are already present in these communities.

FIGURE 2
Overview of Process Stages



This report also serves as a roadmap for future public and private leadership, collaboration and action. It focuses on collaborative regional initiatives and state legislative advocacy, as well as on common-sense local strategies that can compliment existing policy and local initiatives. The strategies outlined within this document recognize that public leaders cannot accomplish this goal on their own, but can make a difference by recognizing the strengths, diversity and interests of other communities within the region. It is important to acknowledge that this report builds on earlier work by a variety of public agencies, business organizations and community-based organizations dedicated to improving the quality of life for the residents, workers and visitors in the region³.

³ Some of the earlier work addressing jobs, housing and mobility issues has been developed by the Santa Barbara Region Economic Community Project (ECP), Central Coast House Builders, Coastal Housing Partnership, Santa Barbara County Home Consortium, Santa Ynez Valley Blueprint, Faith Initiative, Ventura County Civic Alliance, Housing Opportunities Made Easier (HOME) and others.

Within this report, the Overview and Context section provides an overview of the problems confronting the region. The Existing Conditions and Modeling results section integrates an assessment of current conditions and the results of a technical model designed to identify future trends and support policy development and assessment. Section IV, Policy Recommendations, contains specific policy recommendations and strategies designed to address the Jobs-Housing imbalance and its implications on region-wide mobility. Consistent with the provisions of the grant from HCD, this report also outlines next steps with regard to implementation of the recommendations contained herein. Section V sets forth a “Framework for Action” – the prerequisites for initiating region-wide collaboration, communication and leadership. The final section provides a roadmap for change – specific “Next Steps” that should be taken to build upon the momentum created by this process and the working relationships that have emerged between community leaders and elected officials in the region. A glossary of terms is also included with in Part I.

Part II of the Report contains additional details on the assumptions utilized by the effort, existing conditions, technical modeling inputs and outputs, a proposed GIS database for the region, as well as detailed information regarding efforts by other agencies, community groups and institutions at addressing regional problems related to jobs, housing and mobility/congestion.

II. CONTEXT AND OVERVIEW

Week to week and month to month, residents of Northern Santa Barbara County, the Santa Barbara South Coast and Western Ventura County are confronted with more time-consuming commutes, as well as higher costs of home ownership and rental housing. The result is a shrinking middle class. Major employers close their doors and move away; service workers are forced to find housing in distant towns; people who can't afford to commute double up in a shrinking supply of homes, cottages and apartments. Health and safety organizations are increasingly challenged to hire and keep qualified personnel, jeopardizing health care services at the most basic level. Quality-of-life indicators, such as ease of mobility and a decent, affordable place to call home, are slipping away as the mismatch between jobs and housing becomes more and more pronounced.

THE PROBLEM AT HAND

The relationship between the location of jobs and the types and cost of available housing is becoming a significant issue in most metropolitan areas in California. However, within Western Ventura County and Santa Barbara County, this spatial and economic mismatch is reaching crisis proportions.

Focused research, demographic trends and geographic information systems undertaken by the regional transportation and land use planning agencies has shown that the region's high housing prices have resulted in:

- ❖ **Long-Distance Commutes**—greater distances and great congestion have caused at least a doubling of inter-regional commute times in the past ten years.
- ❖ **Loss of Critical Service Workers**—Nurses, teachers, police officers, firefighters and others cannot find affordable housing on the South Coast and have moved out of the area.
- ❖ **Degradation of Business and Job Climate**—loss of tradable goods companies; artificially high prices for local goods and services; demands for higher wages; an inability to hire qualified professionals.
- ❖ **Change in Demographic Composition**—both the middle class the numbers of people in the middle age groups has decreased in some areas, accelerating the trend toward a “two-tier” (what does this mean?) economy, while younger and older age groups are increasing, triggering a demand on non-suburban types of housing.
- ❖ **High Density/Low Density Households**—Many people who cannot afford to commute have doubled up, thus forcing more individuals and families into substandard housing and significantly increasing the demand for social services in concentrated areas. Simultaneously, a depopulation of some suburban neighborhoods is occurring as younger generations move out while older citizens continue to live in family-styled homes.
- ❖ **Impacts on Quality of Life and Community Participation**—people who commute long distances have less time to participate in their home communities, while the community where they do work has less significance to them.

Much like the Pogo cartoon character, who said, “We have met the enemy and he is us,”, an assessment of these conditions has uncovered more basic and troubling challenges, most notably:

- ❖ There is an overall **lack of ownership** of the problem by the community at large.
- ❖ **Piecemeal efforts** to fund specific strategies to ameliorate the problem have had little effect in addressing the cumulative situation. No single entity, organization or agency has enough control or influence to unilaterally address these issues successfully.
- ❖ In spite of the existence of regional coordinating agencies, **regional collaboration** efforts across municipal and county lines have thus far been either non-existent or ineffective.

- ❖ We may not have the **population mass** necessary to successfully support increased bus service nor high-capacity transit alternatives such as rail.
- ❖ The processes and costs we have layered on new development—designed to ensure that individual interests are balanced with community interests—have become **impediments to creative and more affordable solutions**.
- ❖ Recent efforts to expand the stock of housing affordable for current residents or local employees have met with **strong opposition from neighborhood groups**, evidencing the perception that increasing the supply of housing will actually attract “outsiders” and worsen environmental indicators such as traffic congestion and noise.

Without a longer view of the regional environment and the “regional neighborhood,” communities may actually lose their autonomy and be faced with uncertain safety, service and support levels of public and private infrastructure previously taken for granted. Hence, quality of life indicators will suffer ever more.

THE RISKS OF DOING NOTHING

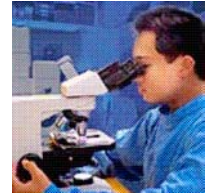
The potential risks to the region and individual communities of not successfully addressing these challenges are clear:

- ❖ Western Ventura County and Northern Santa Barbara Counties will increasingly serve as bedroom communities for middle-income workers from the Santa Barbara South Coast who desire affordable single-family homes.
- ❖ Western Ventura County and Northern Santa Barbara County, with rich and poor jobs-housing ratios amongst their cities, may see an acceleration higher-paying job loss to lower paying service-related jobs as limited development of a broad spectrum of new housing options exacerbates the housing crisis.
- ❖ South Coast workers who provide basic services—including nurses, teachers, police, firefighters, and others—will continue the mass exodus already underway because they can’t afford to live where they work, thus increasing health and safety factors during emergencies, amongst other issues.
- ❖ Gentrification and economic stagnation will overtake much of the region due to:
 - a degradation of the business and jobs climate;
 - significant loss of moderate- to higher-paying jobs;
 - a generation of higher paid workers who retire but remain in the area, and the industries they leave are unable to backfill those positions because the wage rates cannot support the purchase of even a modest home or condominium.
- ❖ Low and moderate income households – those most vulnerable to rising housing costs – face increasing overcrowding and payment of an increasing amount of their income for housing, (perhaps over 50%).
- ❖ All of these changes could also lead to a loss of sense of community – loss of civic vibrancy, adaptability to change, and other strengths that diversity and engagement brings.
- ❖ The region may also see increased factionalism brought about by a permanent two-tier economy, and the increasing recognition by lower-income workers that they will never be able to afford the type of housing they desire.

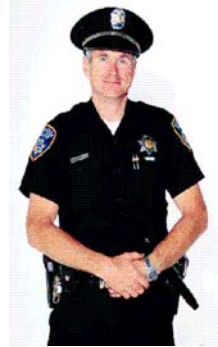
REAL IMPACTS ON REAL PEOPLE

Imagine the following scenarios:

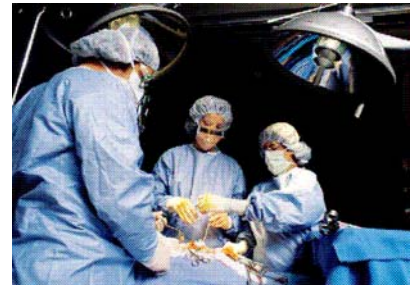
A local South Coast high-tech software firm with international clientele is on a growth curve and recruits statewide for an \$84,000 per year client support professional. Management receives dozens of resumes and narrows the field down to eight. A week before the interview, five of the eight prospective new hires call HR and cancel their appointments because the median home price on the Santa Barbara South Coast is over \$1,050,000 and they simply cannot qualify for the mortgage, much less pony up the 15% down payment of +\$ 150,000. The remaining job applicants interview but decline job offers when they learn of the price of housing. The firm defers on filling the position and spreads the work among its existing workforce, increasing job-related stress.



Dave is a deputy with the Santa Barbara Sheriff's Department, based in Goleta. He grew up in Santa Barbara, and he and his family now live in Oxnard because he could not afford to buy a house in his hometown some years back. He commutes the 45 miles to work every day. Over the past three years, his commute has increased from 55 minutes to 75 minutes each way. During a recent train accident and chemical spill forcing closure of 101 along the Rincon, he had to take an alternative route to work – traveling an extra three hours-plus up Highway 33 to Ojai and west on Highway 150. He, along with 5 other deputies, had to call in to let the Department know he would be late to work. The Department made a back up call to another deputy, Sheila, who lives in Buellton. But, this situation left the station understaffed for a period of no less than two hours.



Suzanne is a single mother of twin, seven-year old boys, who has lived in Ventura her whole life. She feels fortunate to work as a nurse at Community Memorial Hospital – the hospital where she was born. For the last four years, she has rented a modest two-bedroom house while trying to save up a down payment on a condo. During this time, however, the average condo price doubled. With the help of her parents, she was able to offer up the \$350,000 asking price on a condominium in Ventura suitable to her – only to be outbid by a couple from Santa Barbara who offered well above the asking price.



Ramon manages the banquet services for a popular Santa Barbara restaurant, as well as serving as the Assistant Maitre d'. Like Dave, he must commute from Oxnard, but because of the two jobs he holds, he is spending less and less time with his young family. He is considering leaving his job and moving closer to his family, thereby saving more than two hours a day in commute time. The establishment's owner is aware of this dilemma, and is growing increasingly concerned about losing great employees.



Jennifer recently arrived as the third child of the Roberts family. Even after she grows up, graduates from community college, and lands a good job in Human Resources for Santa Maria's largest agricultural processing company, she will not be able to afford a house anywhere in the region. She will ultimately move east to start a family in Fresno, where she and her husband will be able to purchase a home within their means.

The list goes on.

III. EXISTING CONDITIONS, MODELING RESULTS AND TRENDS

EXISTING CONDITIONS AND TRENDS

California's population of over 34 million in 2000 continues to grow by almost 600,000 people each year. There are over 12.6 million housing units in the state, or one for every 1.17 job holders. In recent years, however, we have been building only slightly more than half of the necessary housing that the new Californians—whether they are new arrivals to the state or newborns—will need. At the regional level, Santa Barbara County currently hosts 179,756 jobs and has 142,901 housing units, for a 1.26 jobs/housing unit ratio. Within the County, the ratio varies from a high of 2.30 jobs per housing unit in Goleta, to a low of 0.39 jobs per unit in the unincorporated Santa Maria are.⁴ Ventura County west of the Conejo Grade right now hosts about 197,000 jobs and has approximately 129,000 housing units, for a 1.53 jobs/housing ratio. Within West County, the ratio varies from a high of 2.09 in Port Hueneme to a low of 0.82 in Santa Paula.⁵

By 2020, Santa Barbara County and Western Ventura County's population will increase by 208,000; employers will create 105,000 new jobs, and builders will construct 61,000 housing units. This is an addition of only one unit for every 3.4 people overall (compared to 1 unit for every 3.3 people overall currently). Thus, the average number of persons per housing unit will have to increase, in order to absorb the population growth. The South Coast will add one-third of the new jobs in the region, but only one-tenth of the new housing units.⁶

The notion of balancing jobs and housing goes well beyond trying to attain numerical equality. Ideally, the jobs available in a community need to match the labor force skills, and housing should be available at prices, sizes, and locations for workers who wish to live in the area. Hence, there is a "qualitative" as well as "quantitative" component to achieving jobs-housing balance.⁷

There is no single jobs/housing ratio that is the goal for all regions. The appropriate jobs/housing ratio for a given region⁸ is a function of its employment patterns (the number of multi-income families, retired empty nesters, etc.) and of its housing patterns (the number of bedrooms in its residential units, the number of persons per household, etc.)

THE INTER-REGIONAL POLICY MODEL (IRPM)

In response to a worsening status quo, a model was developed through the Santa Barbara-Ventura Inter-Regional Partnership project to permit government agencies and other interested parties to test different policy scenarios regarding future job conditions and housing production and the potential effects on inter-regional commuting and the region's transportation system.

This modeling effort focused on the implications of eight scenarios on the following five sub-regions:

- San Luis Obispo County
- North Santa Barbara County (including the Santa Ynez Valley)
- South Coast Santa Barbara County
- West Ventura County
- East Ventura County/Los Angeles County

⁴ Regional Housing Needs for Santa Barbara County, December, 2002, p. 69

⁵ State of the Workforce: 2002, pp. 6-7

⁶ Regional Growth Forecast 2000-2030, pp. 80-1; State of the Workforce-2002, pp 27, 73; and Ventura County Planning Department Historical Data/Forecasts by City

⁷ Atlanta Regional Commission, *Jobs-Housing Balance Toolkit*, page 4, from www.altreg.com/qualitygrowth/toolkits.html

⁸ Even if that region were entirely self-contained.

The model⁹ was designed to compute a forecast for the year 2010. Key socioeconomic, transportation, and planning data were compiled for the five study areas for both 1990 and 2000. The model was benchmarked by replicating the actual 1990-2000 experience within the model. The model was also calibrated against much of the data and forecasts contained in the Regional Impacts of Growth Study (RIGS) prepared by the Santa Barbara Economic Community Project.

The model considers the tools available to city and county governments and regional transportation agencies such as the Santa Barbara County Association of Governments and the Ventura County Transportation Commission. The specific variable factors in the model are:

- Housing production
- Amount of commercial (non-residential) development
- Transportation improvements, including rail service, bus service, and the number of freeway lanes in the region's main corridor, Highway 101.

While Cities and Counties have other decision and regulatory powers, these are the select tools that have a direct impact on local economic activity. The different scenarios created different assumptions about housing, commercial development, and transportation improvements.

With the guidance of the IRP Policy Steering Group, 8 policy scenarios were evaluated by assessing the impact of alternate policy mixes on commuting and the economy in 2010. These scenarios were really 6 scenarios, including 2 variations of 2 of the scenarios. One additional scenario entailing the SBCAG Regional Growth Forecast was also evaluated by the model. The scenarios were:

1. Baseline (Continuation of current policies)
2. Increased housing production (emphasis on affordable and workforce housing)
- 2a. Increased housing with emphasis on preference for housing local workers
3. Increased job growth (in North SB County and Western Ventura)
4. Enhanced Transportation Improvements
5. "Markets Rule" (more market-rate housing than 2 and 2a)
6. Balanced Improvements (more jobs from #3 and more transportation improvements from #4).
- 6b. Balanced improvements with emphasis on preference for housing local workers.
7. Santa Barbara County Association of Government (SBCAG) Regional Growth Scenario (RGF)

Table 1, below, provides an overview of the implications of the "Baseline" scenario.

Overall Conclusions of the Model

When the eight primary scenarios were run through the model, the following significant patterns, trends and conclusions were found:

- The baseline scenario increases the number of commuters per day by a little more than 11,000 persons – about 6% of the average annual daily traffic count on Highway 101. This places 101 at overcapacity between Western Ventura County and the South Coast, but well within capacity in North County.
- In most scenarios, the vast majority of increased commuting occurs between North County and San Luis Obispo County, where there is much more road capacity. However, because the Western Ventura-South Coast link on 101 is currently congested, any scenario that does not include transportation improvements there will lead to overcapacity usage.
- The only scenarios that significantly reduce commuting relative to the baseline are 2 and 2a, which assume increased housing production, especially for the workforce. This is due mostly to the virtual elimination of new commute trips between North County and SLO County.

⁹ This model was designed by Chris Williamson, Ph.D., of Solimar Research Group and Dan Hamilton, Ph.D., of the University of California, Santa Barbara, Economic Forecast Project. It was built by Dan Hamilton. Professor Drusilla van Hengel, Ph.D., of Cal Poly San Luis Obispo provided data and technical support on transportation issues. A summary of the inputs and outputs of the model and its underlying assumptions is reproduced as Appendix A to this report.

- Commuting increases most under the scenarios (3, 6, and 7) that assume increased job growth. Scenarios 3 and 6 call for higher job growth in sub-regions other than the South Coast.¹⁰ Under the increased job growth assumption, home prices in the other sub-regions are bid up because commuters are competing for housing with local job holders. This leads to yet more commuting, especially between North County and SLO County. Local housing preference does not alter this dynamic much.
- The two scenarios that assume transportation improvements (Scenario 4 and Scenario 6) show a short-term improvement in the volume-to-capacity ratio on Highway 101 because of expanded freeway capacity.
- Commuting also increases considerably under Scenario 7, the SBCAG Regional Growth Forecast, principally because of increased job growth in both Santa Barbara County sub-regions, and a different job mix that assumes high wages and household incomes in the South Coast.
- Scenarios 2 & 2a (Housing) were found to generate the fewest new commuters for many reasons, including lower job growth and higher housing production, which leads to lower housing prices than in the baseline. Also, the emphasis on affordable and workforce housing means more jobholders are able to afford houses near their jobs. This scenario would almost certainly require local jurisdictions in the South Coast to change zoning of many parcels from commercial or industrial to residential. Also, local preference is what really gives new housing policy some impact on commuting. Almost all of the approximate 3,700 fewer commuters in the “2a” version of this scenario is due to the local preference units.

It is important to note that these scenarios were run out only to 2010, a mere six years from now, and therefore reflect short-term, rather than long-term, improvement. Given the fact that portions of the Santa Barbara-Ventura region are land-poor, construction of substantial additional housing might not be a viable long-term alternative.

Table 1
Baseline Scenario Implications

	San Luis Obispo Co.		Northern SB County		Santa Barbara South Coast		Western Ventura Co.	
	Total By 2010	% Change	Total By 2010	% Change	Total By 2010	% Change	Total By 2010	% Change
Population	309,330	25.4%	229,198	15.6%	200,557	-0.2%	515,628	10.5%
Population 18-64 years	209,854	32.9%	138,703	21.0%	132,373	-1.5%	309,175	9.9%
Jobs	129,067	35.5%	88,932	21.1%	112,164	6.7%	183,231	19.0%
Jobs After Losses Due to Commuting	127,513		88,932		111,294		183,199	
Real Median Household Income	45,280	6.7%	40,061	6.3%	50,955	9.2%	49,818	8.6%
Housing Stock	114,820	12.3%	73,422	11.6%	79,936	3.7%	164,464	7.5%
Real Median Home Price before Commuting	408,804	76.1%	245,115	42.6%	825,383	66.6%	368,513	67.2%
Real Median Home Price after Commuting	392,429	69.1%	268,568	56.3%	825,383	66.6%	372,051	68.8%
Ratio of Median Home Price to Median Income	8.7		6.7		16.2		7.5	
Housing deficit/surplus from Commuting	-4,599		7,025		-3,633		1,579	
Pop per Housing unit	2.69		3.12		2.51		3.14	
Jobs per Housing unit	1.12		1.21		1.40		1.11	

Because these scenarios only run to 2010, they do not deal with the question of whether even an expanded Highway 101 will become congested with commuter traffic in the long run. This is certainly a strong possibility. If so, it might mean that other transportation alternatives – especially rail or bus service

¹⁰ This because commuting to the South Coast is not created primarily by job growth in the South Coast but, rather, by the home price differential between the South Coast and the other sub-regions.

that could operate on a separate right-of-way – will become very attractive policy options beyond 2010. Other conclusions of the model can be found in Part II (Appendix A) of this report.

WHAT THE FUTURE HOLDS IF NO POLICY CHANGES ARE MADE

How significant are the costs on individuals and on our communities of the current imbalances in our three regions? Regardless of how bad one considers the situation to be now, how much worse are things going to get? In what ways will things get worse? Will there be significant differences between and among the three regions? The specific implications of the baseline/status quo condition (Model Scenario 1 above) on each of the three sub-regions are compelling.

Northern Santa Barbara County: By 2010, the population of the North County has increased by almost 16% over the 2000 total, to 229,000. This is fully 29,000 greater than the population of the South Coast in 2010, a difference equivalent to a community the same size as Santa Paula or twice the size of Carpinteria. The largest relative population increase is in working class individuals and families.

A significant portion of this population rise is due to the strong job growth in the South Coast. In the first decade of the 2000's, the increased prices and limited availability of housing in Western Ventura County forces an even greater percentage of South Coast commuters to choose to live in North Santa Barbara County. Compounding matter, a greater portion of the population growth in the North County is due to the even stronger job growth projected for Southern San Luis Obispo County. A larger number of persons with jobs in Southern San Luis Obispo County will choose or be required to commute from Northern Santa Barbara County.

Jobs in the North County show a 21% increase, to nearly 89,000 (from 73,000). This is the largest increase of any of the three sub-regions. One or more major employers will likely relocate part or all of their work force from the South Coast to areas such as Lompoc or Santa Maria. While these relocations are positive influences in North County, the largest relative increase in jobs will still be among the working class. The North County income distribution continues to fall further behind the other two regions.

NORTH COUNTY TRENDS:

- *The largest relative population increase is in working class individuals and families, but median household income still lags the other two regions..*
- *The jobs-housing ratio increases from 1.12 to 1.27, the largest increase in any of the three regions .*
- *Housing prices increase by 57% in constant dollars.*
- *Highway congestion between North County and the South Coast and San Luis Obispo County gets worse.*

Conversely, housing stock grows faster than the other two regions, showing a 12% increase. Although significant, this increase is still less than the population and jobs increases the region achieves during the decade. As a result, the jobs / housing ratio increases from 1.12 to 1.21, the largest increase in any of the three regions.

Housing prices increase by 56% in constant dollars. This increase, although significant, is less than the percentage increase of the other two regions. Thus, the cost of housing in the North County is lower to start with, and is still increasing at a slower rate, thereby falling farther behind. Viewing ownership housing as an investment, North County residents in general do not fare as well as the owners of housing in the other two regions. Viewing housing from an affordability perspective, housing in the North County continues to provide the best regional value for people with restricted incomes.

Congestion on Highways 101 and 154 between North County and the South Coast worsens. There is almost no excess capacity for those commuters heading north, into southern San Luis Obispo County.

In general, current trends in the North County continue, and in some cases are accentuated. As is often the case, growth will mask the negatives, and delay recognition of underlying problems. As housing prices escalate in North County, the shortage of affordable housing becomes even more acute: if one can't find affordable housing—either a house to buy or an apartment to rent—in Guadalupe, Lompoc, or Santa Maria, for example, then where?

Santa Barbara South Coast: The results of the baseline scenario for the South Coast are very similar to those first achieved by the SCOPE model in the Regional Impacts of Growth Study (RIGS). In this scenario, the population remains essentially unchanged, ending the decade at nearly 201,000. Within that relatively constant overall total, there is a considerable amount of evolution: retirees, the wealthy, and the poor increase; students remain relatively constant; and the numbers of professionals and middle class families decrease.

Population changes already observed during the first few years of the decade seem to support this population-constant scenario for the South Coast. It is important to note, however, that there are other factors that suggest that the South Coast population start to show gradual increases, including:¹¹

- Overall mortality rates and infant mortality rates are both in decline.
- Births to women of Hispanic origin are increasing.
- Medical advances are increasing the average American's lifespan.
- Economic factors may cause more families to double up in existing housing units.

For purposes of this effort, these factors are not seen as likely to overcome the existing declining birth rates and net out-migration until after 2010.

Jobs will increase by 7% during the decade to 112,000. Middle and upper management positions, held by baby boomers are difficult to refill upon their retirement; retirees either hold on to their single family homes as empty nesters – actually causing a depopulation of those homes – or cash out to move elsewhere, leaving a high-demand tract home now selling for over \$1 Million. Now, almost all new jobs as well as the existing jobs needing to be filled are assumed by commuters. The loss of higher paying jobs continues throughout the decade, replaced primarily by lower waged service jobs. Thus, the South Coast becomes an increasingly “Wal-Mart” economy, without even having a Wal-Mart store.

Household median income increases by 9% in constant dollars, the greatest increase of the three regions. The demand for employees pushes up wages, but not anywhere near as fast as the increase in housing prices.

The housing stock increases by only 2,800 units, an average of only 280 units per year. The majority are market-priced housing units, with a median price over \$1 million in year 2000 constant dollars. Most of the occupants of these new units are upper income families or retirees moving into the area.

The jobs / housing ratio increases from 1.36 in 2000 to 1.40 in 2010, well outside what is considered to be a healthy ratio. There is some improvement in Goleta, but this is more than offset by lower-paying job increases in Santa Barbara and Carpinteria.

Housing prices increase by 66% in constant dollars, fully 7 times the increase in household median incomes. “Market and demographic forces driving gentrification and minimal controls on the length of time existing affordable units remain affordable contribute to the conversion of lower priced housing to higher priced categories.”¹² Even though housing prices in Western Ventura County increase at a slightly faster rate (69%), because of the large gap in prices in 2000, the gap in prices between the two regions actually widens during the ten years.

SOUTH COAST TRENDS:

- *Population remains essentially unchanged.*
- *Retirees, the wealthy, and the poor increase; students remain relatively constant; and the numbers of professionals and middle class families decrease.*
- *Housing prices increase by 66% in constant dollars, fully 7 times the increase in household median incomes.*
- *The South Coast experiences an increasing number of low paying jobs and a shrinking middle class.*
- *Traffic congestion/commuting peaks out.*

¹¹ SBCAG, *Regional Growth Forecast 2000-2030*, pp. 7, 34

¹² Economic Community Project, *RIGS Report*, p. 17

The South Coast suffers the majority of the effects of traffic congestion. The number of single occupancy vehicles (SOVs) as a percentage of all automobiles during peak traffic hours increased during the 1990s. The 101 from Goleta to Carpinteria is clogged during the morning and afternoon peak hours, as well as during periods of time on weekends and holidays. This limits job growth, causes non-local serving businesses to leave, and increases the costs of doing business for local serving enterprises.

In general, there is an accelerated disconnect between jobs and housing: Housing costs more, at the same time that the higher paying jobs are leaving and median income is decreasing. Housing affordability continues to decline. Housing purchases are driven more by wealth than by income from jobs. The younger generation has very little chance of ever breaking into housing ownership. Commuting peaks out.

Western Ventura County: By 2010, the population increases 10% to 516,000. Thus, Ventura County continues to have more people, and a larger total economy, than all of Santa Barbara County. As in Santa Barbara County, natural population growth—births less deaths—is the largest portion of the increase.¹³ Net in-migration, which accounted for only 10% of the growth during the 1990s, is causing a gradual evolution in the ethnic makeup of the County. The largest population increases will be in the numbers of children and retirees.

Jobs increase by 19% to 183,000 (from 154,000). This increase is almost double the population increase for the region. Job growth will be concentrated among employers that produce or supply high-value-added goods and services. Thus, the strong growth will be primarily in higher paying jobs: nearly 70% of the 2,900 jobs created on average each year will employ workers with competent or advanced/superior skills. (Just over 20% will be in the basic range, and fewer than 10% will be in the minimal skill range.¹⁴) While fluctuating widely from city to city, the average jobs/housing ratio increases from 1.01 in 2000 to 1.11 in 2010, still in the healthy range.

Household median income grows moderately, staying slightly below that of the South Coast. This matches the increase in housing costs, which in absolute dollars increase slightly faster in the South Coast than in Western Ventura County.

The housing stock grows by 7.5%, slower than the population increase, but closer to the population increase than in North Santa Barbara County. Construction numbers are constrained less by SOAR than are types and location. Housing prices increase the fastest of the three regions, jumping by 69% during the decade. As stated above, although increasing at a faster rate than housing prices in the South Coast, the gap actually gets wider, because of the large starting disparity.

Commute traffic on Highway 101 reaches theoretical capacity during the peak commute hours in both the northbound (to the South Coast) and southbound (up the Conejo Grade towards Thousand Oaks and the San Fernando Valley) directions. Thus, for the over 25% of Western Ventura County workers who commute out of their region to work every day, there is no good direction in which to head.

In general, the continued relatively high population/housing unit and high median household income will maintain the highest housing affordability of the three regions. Unemployment will remain low, as the number of jobs continues to rise faster than growth in the working age population. Even with this jobs

WESTERN VENTURA COUNTY TRENDS:

- *The largest population increases will be in the numbers of children and retirees.*
- *Strong growth will be concentrated in businesses that produce or supply high value-added goods and services.*
- *Housing prices increase the fastest of the three regions, jumping by 69% during the decade.*
- *The variety of housing options becomes a critical issue, as demand for non-single family homes increases.*
- *Commute traffic on Highway 101 reaches theoretical capacity during the peak commute hours in both the northbound and southbound directions.*

¹³ UCSB Economic Forecast Project, *The 2002 Ventura County Economic Outlook*, p. 43

¹⁴ WIB of Ventura County, *State of the Workforce 2003*, p. 41

increase, commuting pressures to the South Coast will increase, as the job-age population is not growing in the South Coast, while the number of jobs is.

SUCCESS STORIES AS A BACKDROP FOR OPTIMISM

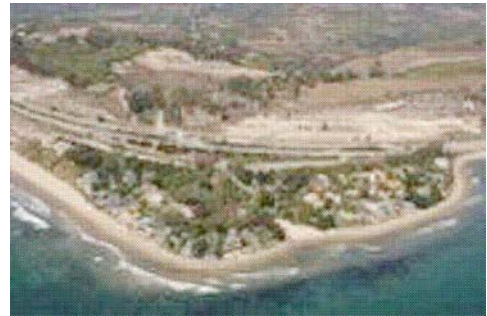
In spite of the challenges faced by the three sub-regions, several success stories of regional cooperation have set the stage for further collaboration and alliances. Two in particular stand out.

The Coastal Express – Meeting Transportation Needs¹⁵

The Santa Barbara County Association of Governments (SBCAG) and the Ventura County Transportation Commission (VCTC) jointly fund the Coastal Express, a luxury coach service between Ventura and Goleta. The seven days a week service began in 2001. The buses include onboard restrooms, reclining seats, bike racks, and storage. With ten trips per weekday and nine per weekend, the service is used by workers who regularly commute, students, and tourists. The cost of the service is supported by federal and regional funds and fares.

BEACON – Addressing Coastal Erosion¹⁶

The Beach Erosion Authority for Control Operations and Nourishment (BEACON) was formed in 1986 to address coastal erosion and sedimentation in the Coastal littoral cell off-shore Santa Barbara and Ventura counties. BEACON is currently working on a comprehensive sand management and opportunistic beach replenishment program called South Central Coast Beach Enhancement Program (SCCBEP). BEACON has just finished its best year ever, with a multi-million dollar beach replenishment project completed and a six site, two-county opportunistic beach fill project that has almost received final approval by regulatory agencies. Mayors, city council members and county supervisors from both counties work with member agency staffs from all agencies to carry out joint and individual projects across the county line as though it were one jurisdiction.



¹⁵ For more information, readers are directed to <http://www.sbcag.org> or <http://www.goventura.org>

¹⁶ For more information readers are directed to <http://www.beacon.ca.gov>

IV. POLICY RECOMMENDATIONS

THE NEW REALITY

The policy recommendations of the Project Team and the Policy Steering Group are made up of a set of seven core policies and an explicit set of immediate and near-term implementation steps intended to serve as a “catalytic communication process” to transform its inter-regional partners from onlookers to team strategists. Just as every campfire starts with a bit of kindling and springs into a source of heat, energy and output, so does the focused advancement of the interregional partnership we have envisioned. These recommendations are based upon five key assumptions that communities and the entire region need to consider.

1. Whether we like it or not, the overall area’s population is increasing through both net immigration and natural increase (births over deaths). There is no local mechanism that will halt the pressure for further internal and external growth from occurring.
2. No one city or region will be able to buffer itself from the impacts of continued development and redevelopment. Nor can we “build our way out” of these growth pressures.
3. Regional problems require regional solutions.
4. Meaningful change will require the development of interregional partnerships and alliances which heretofore have not been nurtured.
5. “Big Picture” policy changes will require a regional approach that can effectively exert political influence at the state-level through strategic cooperation at the local level.

These policy recommendations below represent the core strategies that should be utilized by elected officials, community leaders and community organizations to address the existing and emerging problems that are adversely affecting the quality of life for residents, workers, business and industry within the two-county region¹⁷

Within each policy area, strategies are described in terms of the problems, challenges and opportunities they are intended to address as well as both timing (immediate or near term) and priority.¹⁸ Following this section of the report, a “framework for action” is described along with a set of “next steps” that are necessary for implementation.

First and foremost, it is the recommendation of this report that the policies outlined within each of the seven topical clusters be adopted by both the Ventura Council of Governments and the Santa Barbara County Association of Governments as formal regional policies that begin addressing housing, economic development and mobility concerns. Policy recommendations listed under “Immediate Action Steps” are each high-priority recommendations, capable of being implemented without delay.

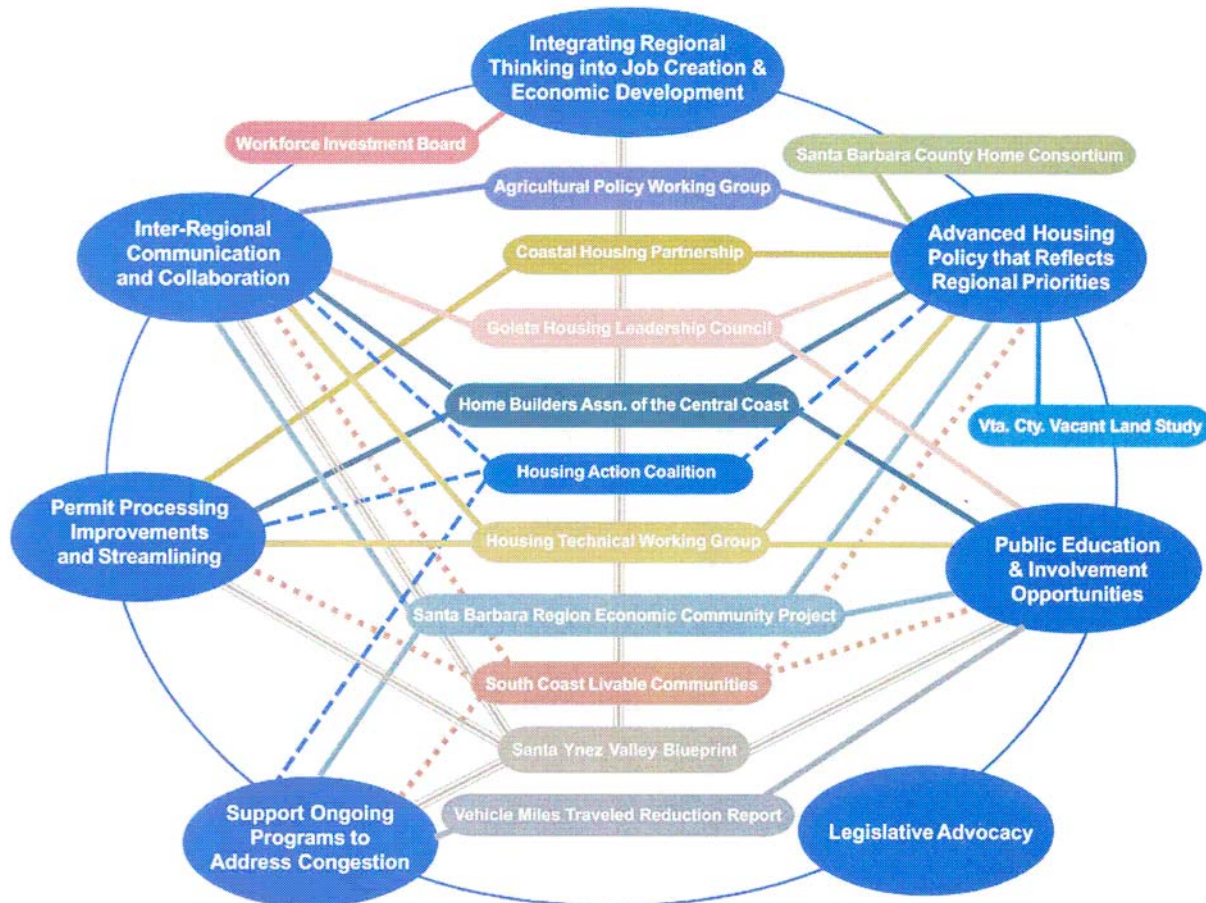
Finally, it should be noted that a number of community-based organizations have prepared policy papers, guidelines and strategies oriented toward addressing many of the same issues that this report addresses. While not exhaustive, those organizations include:

¹⁷ In addition to these broad policy prescriptions, the Appendix to this report contains more specific implementing strategies oriented toward local agencies as well as a matrix of policy initiatives being articulated by other organizations and alliances. These additional strategies are recommended efforts that local agencies can undertake to further address regional issues at the local level.

¹⁸ With the exception of Public Education and Outreach, long-term strategies are not proposed within this report; they are expected to be the topic of follow-up efforts to address jobs-housing-mobility issues and may be more appropriately articulated based upon the lessons learned by focusing on immediate and near term strategies.

- Goleta Housing Leadership Council
- Housing Action Coalition
- Coastal Housing Partnership
- Homebuilders Association of the Central Coast
- Housing Technical Working Group
- Santa Barbara County Home Consortium
- Santa Ynez Valley Blueprint
- South Coast Livable Communities
- Santa Barbara Region Economic Community Project
- Faith Initiative
- Housing Opportunities Made Easy (HOME)
- Agricultural Policy Working Group

This report's analysis of many of the action steps and policy prescriptions noted below track closely with the recommendations of these organizations. Accordingly, one or more of these organizations may play a key role in future inter-regional collaborations to implement one or more of the specific proposals outlined below. Table 2, which follows the specific policy recommendations, outlines potential implementation and funding partners for the Immediate Action Steps referenced below. Table 3 outlines this same information for near-term action steps. It is important to note in reviewing Tables 2 and 3 that the Ventura County Transportation Commission has the lead responsibility with regard to regional transportation issues whereas the Ventura Council of Governments has primary responsibility for regional issues including housing and land use matters.



RECOMMENDATIONS

INTER-REGIONAL COMMUNICATION AND COLLABORATION

Problem/Challenge/Opportunity: The Santa Barbara/Ventura County line (and, in some cases, other jurisdictional boundaries) functions as a kind of dividing line when it comes to communication and collaboration. There is little or no apparent ability for common approaches to permeate between the cities and counties that lie on either side of that jurisdictional watershed point – geographically, jurisdictionally, and culturally. Even within each county, cities don't communicate or collaborate with each other or the county within which they reside. This lack of communication is also reflected, to a lesser degree by non-governmental organizations and community interest groups as well. As a result, opportunities for joint gains and collective influence are passed over.

Yet at the same time there are significant common values and complementary skills on both sides of this divide. These assets hold considerable promise for an alliance or coalition that can speak with a clear and coherent voice to each other as well as their counterparts in the state legislature regarding regional needs and funding for change. As a starting point, issues of critical importance, which deserve attention by the region include: success stories in the provision of affordable and work force housing, the need for state and federal funding to support inter-regional rail and transit, and retention of businesses and local industries. (For further details, See Section IV. Call to Action.)

Immediate Action Steps (Start within six months)

Collaboration Policy #1: Initiate efforts that allow Policy Steering Group members, working in conjunction with SBCAG and VCOG staff, to engage local governments, civic organizations, and businesses in an ongoing regional discussion of next steps. Initiate regular meetings and work-sessions between members of VCOG and SBCAG to frame regional opportunities and initiatives for joint gains.

Collaboration Policy #2: Use existing sub-regional organizations such as Ventura and Santa Barbara Planning directors, staff committees, and advisory committees (e.g., Santa Barbara County Housing Advisory Committee, Common Efforts Initiative, etc.) to convene regular meetings to exchange ideas, skills and specific approaches for addressing affordable housing, smart growth and urban infill techniques and share success stories.

Collaboration Policy #3: Convene meetings with regional councils of chamber of commerce representatives from the two regions to initiate a dialogue about narrowing the separation between job-creation and housing provision.

Recommended Near-Term Actions (6 months to 2 years)

Collaboration Policy #4: Establish a series of formal and informal meetings or work sessions between elected and appointed officials (boards of supervisors, city councils, planning commissioners, etc.) that address the strategic advantages of regional or sub-regional initiatives - directed toward the state legislature regarding regional infrastructure needs, public finance and property tax reform, state Regional Housing Needs Assessment reform, revenue sharing and state-wide tax policy and land use reform.

Collaboration Policy #5: Explore the use of video-conferencing facilities within Ventura and Santa Barbara Counties as a vehicle for inter-regional dialogues and collaboration; initiate quarterly meetings among public and private sector organizations to address substantive approaches to minimize jobs-housing imbalances.

Collaboration Policy #6: Sponsor issue-specific forums and community summits directed at exploring specific approaches and housing initiatives and congestion management.

Collaboration Policy #7: Institute semi-annual joint planning commission meetings between adjacent jurisdictions to discuss proposed large development projects and impending changes to

General Plans. Focus professional organizations with a local or regional presence (such as the Central Coast Chapter of the American Planning Association) to address regional issues on an on-going basis.

Collaboration Policy #8: Designate a bi-county task force to study, recommend and support proposals for a regional and inter-regional revenue plan including tax-sharing arrangements.

Nexus to Regional Thinking and Local Control:

- Establishes interagency communication and collaboration on regional issues.
- Improves mutual understanding of common problems and innovative solutions.
- Builds and improves working relationships where they have not existed before.

In addition to building cooperation between Santa Barbara and Ventura Counties, efforts should also be initiated to engage the elected officials, community based organizations and business/industrial interests present within San Luis Obispo County. Such an alliance will be critical to addressing issues with North County. Appendix C within Part II provides an overview of a two-county Geographic Information System (GIS) framework intended to support interagency collaboration and planning. This GIS approach will also enable the IRP participants to test various policy options and explore their benefits and impacts. The coupled GIS systems/simulation model will be capable of displaying current and future land use patterns, relative concentrations of jobs and housing, and key indicators reflecting the impact of policy changes and other implementation strategies.

ADVANCING HOUSING POLICY THAT REFLECTS REGIONAL PRIORITIES AND PERSPECTIVES

Problem/Challenge/Opportunity: Regional problems related to housing issues arise from four conditions that have worsened the historical supply/demand imbalance.

- First, the region is running out of room by using low-density land use patterns to construct significant amounts of housing to respond to demand (both internal population growth, and immigration trends).
- Second, what is being built does not match what is needed in terms of housing price, type and size.
- Third, much of the new housing construction is located in the wrong place to address local needs, such as proximity to key transit hubs.
- And finally, much of the housing that is produced is bought by people who work elsewhere and, therefore commute from the community within which it is constructed.



Immediate Action Steps (start within 6 months):

Housing Policy #1: *Build community support for specific approaches or initiatives that direct local agencies to permit and developers to construct a range of housing types that more closely match the demographics of local communities.*

Housing Policy #2: *Utilize CEQA exemptions for mixed use, higher density, infill projects within existing urban boundaries of areas, particularly those with jobs housing ratio over 1:1.35.*

Housing Policy #3: *Encourage local agencies, housing developers, larger employers, not-for-profit foundations and others to jointly establish local waiting lists for below-market rental and purchase housing. Such waiting lists would be used to place local employees with less than 200% average median income in local housing to the greatest extent allowed by fair housing law.*

Housing Policy #4: Support statewide efforts to expedite 'construction defect liability reform' legislation as a high priority to facilitate development of new multi family units.

Recommended Near-Term Actions: (within 6 months to two years)

Housing Policy #5: Seek legislative recognition (see Legislative Advocacy, below) of the need to subsidize housing for households earning up to 200% of median family income in high housing cost areas.

Housing Policy #6: Provide for easier entry into market and below-market housing for prospective homebuyers through 40-year mortgages, cost and equity-sharing with equity partners, and longer-term affordability provisions.

Housing Policy #7: Build community support for specific approaches or initiatives that direct local agencies to permit and developers to construct a range of housing types that more closely match the demographics of local communities.

Housing Policy #8: Adopt revisions to land use and design standards that result in more compact development and that specify a higher range of minimum density standards in urban areas.

Housing Policy #9: Address jobs/housing relationships in the review of General Plan updates and amendments and review of large commercial/industrial projects.

Housing Policy #10: Insure any permit reservation system used as a means of controlling growth must use jobs housing balance as a performance criterion or goal.

Housing Policy #11: Consider increasing residential opportunities in communities where the jobs-housing balance ratio is greater than 1.35:1. (Goleta, Santa Barbara, UCSB, Solvang, Ventura, Port Hueneme, and Camarillo).

Housing Policy #12: Pursue a mutual agreement between the local agencies within the two-county region that each jurisdiction will pursue a level of housing production that equates to explicit measures of their own housing demands (work force + natural increase).

Nexus to Regional Thinking and Local Control:

- Reduces aggregate commute distances, congestion and vehicle miles traveled by locating individuals and family members in closer proximity to their workplaces.
- Reduces the rate of increase in housing prices for local residents and workers.
- Reduces the rate of increase in housing construction costs.

INTEGRATING REGIONAL THINKING INTO JOB CREATION AND ECONOMIC DEVELOPMENT



Problem/Challenge/Opportunity: Regional problems related to the nature and location of jobs and economic development are driven by land cost, tax structure and permit processes, among other factors. However, at present, industrial development generates jobs that do not match the human resources and skills present in the communities where development occurs. As a result, there is a disconnect between local job skills and local employment availability, leading individuals to commute long distances between home and work.

Immediate Action Steps (start within 6 months):

Jobs and Economic Development Policy #1: Require local preference to the greatest extent allowed by law that new housing opportunities be directed at local residents and to those already working in local communities. (See also Housing Policy #3 above)

Recommended Near-Term Actions: (within 6 months to two years)

Jobs and Economic Development Policy #2: *Develop job resource centers at the community college level that seek to recruit high-end jobs and then provide job training to ensure local work force can succeed. Link workforce development with community colleges.*

Jobs and Economic Development Policy #3: *Develop and implement incentives to move businesses to where workers live; explore remote site employment centers (moving part of the business to where workers live).*

Jobs and Economic Development Policy #4: *Provide funding to support schools' ability to include trades education in their curriculum in order to attract and retain wage-earning families as a key element of the communities they serve.*

Nexus to Regional Thinking and Local Control:

- Reduces aggregate commute distances, congestion and vehicle miles traveled by locating individuals and family members in closer proximity to their workplaces.
- Improves local job placement and skills development to match employment with local resource capabilities.
- Increases disposable income of local community providing more capability to afford market and below market housing.
- Closer regional coordination of economic development and job location issues will maximize local benefits and contribute to social equity issues facing communities which are considered "jobs poor."

LOCAL PERMIT PROCESSING AND STREAMLINING IMPROVEMENTS

Problem/Challenge/Opportunity: Higher density housing projects designed to address specific community needs meet with delays and high processing costs due to multiple levels of review, unclear and subjective review requirements and environmental review requirements that don't reflect jobs/housing/mobility relationships, creating a friction that increases time and dollar costs for neo-traditional and cutting-edge projects.



Immediate Action Steps (start within 6 months):

Streamlining Policy #1: *Designate staff coordinators to facilitate interdepartmental permit processing and environmental review of projects that address regional jobs-housing issues.*

Streamlining Policy #2: *Utilize the CEQA Infill Exemption for affordable housing projects where appropriate.*

Streamlining Policy #3: *Utilize Specific Plans and other planning and land use tools to simultaneously establish pre-entitlements and implement a programmatic level of environmental review that pre-mitigates significant impacts.*

Streamlining Policy #4: *Negotiate processing timelines between agencies and use interagency review panels to expedite the reviews of projects proposed near municipal boundaries.*

Recommended Near-Term Actions: (within 6 months to two years)

Streamlining Policy #5: *Support efforts to refine CEQA such that jobs-housing imbalance implications are addressed as a part of the analysis of "Indirect Effects" and/or "Growth Inducement" within Environmental Impact Reports.*

Nexus to Regional Thinking and Local Control:

- Expedites the processing and development of housing opportunities with sensitivity to local needs and issues.
- Improves interagency collaboration regarding land use permit processing.

SUPPORT ONGOING PROGRAMS TO ADDRESS CONGESTION

Problem/Challenge/Opportunity: Because of geography, Highway 101 is functionally the only transportation corridor available for travelers moving between Western Ventura County, the Santa Barbara South Coast and, to a lesser extent, Northern Santa Barbara County. As a result, chronic daily congestion and unacceptable levels of service are the norm during rush hour and on weekends. Even when alternatives to driving alone exist, they are not attractive to the great majority of the driving public. Linkages between modes of travel are limited and do not respond to user preferences or habits. Congestion relief is decades away. Finally, current land-use policy reinforces these problems rather than facilitating a new paradigm for growth management.

Immediate Action Steps (start within 6 months):

Congestion Relief Policy #1: *Initiate discussions between Ventura County Transportation Commission and Santa Barbara County Association of Governments to jointly pursue state and federal funding of inter-county transit and passenger rail enhancements, and other near-term transportation improvements that facilitate inter-county travel during peak and off-peak periods.*

Congestion Relief Policy #2: *Expedite the completion of the 101 Implementation Plan (“101 in Motion”) and build broad community support for its execution.*

Congestion Relief Policy #3: *Initiate the development, funding and use of videoconferencing centers as satellite work/conferencing stations by business, business parks, industry and government. These videoconference centers would be designed to function as neighborhood work sites and minimize unnecessary vehicle trips centers between Northern Santa Barbara County, the Santa Barbara South Coast and Western Ventura County.*

Recommended Near-Term Actions: (within 6 months to two years)

Congestion Relief Policy #4: *Require employer-based transportation demand management strategies (e.g. carpooling, etc.) to be undertaken in business parks and all businesses with greater than 25 employees. Engage chambers of commerce in the implementation of specific programs.*

Congestion Relief Policy #5: *Initiate general plan and zoning ordinance revisions to intensify land use densities (via minimum density standards) along arterial transportation corridors.*

Congestion Relief Policy #6: *Connect transit at inter-regional, regional and local levels and facilitate movement between systems by reducing inter-modal headways at transit centers; support and fund closer route coordination and scheduling.*

Congestion Relief Policy #7: *Increase capital investment for additional equipment to provide mass transit opportunities (bus and rail) between Ventura, Lompoc, and the Santa Barbara South Coast.*



Congestion Relief Policy #8: *Establish an incentive program for housing and mixed-use development near transit corridors and employment centers.*

Nexus to Regional Thinking and Local Control:

- Promotes options to the use of the single occupant auto.
- Increases rider-ship of transit and rail transportation.
- Provides additional inter-regional transportation linkages and limited capacity enhancements.

PUBLIC EDUCATION AND INVOLVEMENT OPPORTUNITIES

Problem/Challenges/Opportunities: People become perplexed when they hear terms such as “smart growth,” “TODs” and “infill.”¹⁹ It is no wonder that many view change as suspect, particularly when they do not understand the terms of communication and the insider language of land use planning. Still others have not become familiar with emerging trends in population growth, growth management or congestion management. For the communities within Western Ventura and Santa Barbara Counties to embrace change and more regionally responsive land use planning and development, a better understanding of what can happen and how it can happen is a starting point for integrating regional thinking and housing/jobs/mobility balance.

Immediate Action Steps (start within 6 months):

E & O Policy #1: *Establish a clearinghouse within SBCAG and within VCOG for housing initiatives in order to facilitate collaboration, and play to the unique strengths of organizations and agencies addressing local and regional housing challenges*²⁰

E&O Policy #2: *Designate a regional public/private support team to establish an ongoing public education program and to actively build support for programs developed by inter-regional partnership efforts.*

E&O Policy #3: *Engage and support community-based organizations such as the Ventura County Civic Alliance and Santa Barbara Economic Communities Project in public outreach and education efforts oriented toward housing, economic development, growth management and mobility issues.*

Recommended Near-Term Actions: (within 6 months to two years)

E & O Policy #4: *Establish working partnerships with the Ventura/Santa Barbara County media to report on regional issues and highlight success stories in addressing jobs, housing and mobility issues shared by the two counties.*

E & O Policy #5: *Implement a comprehensive package of public education and community outreach activities to raise the level of understanding of existing housing and jobs-balancing efforts and initiatives*²¹. *Utilize the print and television media to highlight success stories and accomplishments and correct misconceptions and myths regarding affordable housing smart growth and transit-oriented development.*

Nexus to Regional Thinking and Local Control:

- Better understanding of the background and context for regional planning will facilitate communication and collaboration among and between local agencies, community organizations and the broader public regarding land use, housing, economic development and mobility issues.

LEGISLATIVE ADVOCACY FOR CHANGE

Problem/Challenge/Opportunity: Local municipalities, counties and the communities they represent have limited influence when they seek to address regional issues such as housing affordability, job

¹⁹ A Glossary of Terms has been included at the end of Part I of this Report.

²⁰ As noted above, there are a host of community based organizations that have articulated policies and implementation strategies focused on smart growth, housing production, and transit-oriented development. These organizations and resources may contribute to the success of such a clearinghouse (s).

²¹ Public outreach and education opportunities will be consistent with the provisions of federal and state policy regarding environmental justice including “Policy Guidance Concerning Application of Title VI of the Civil Rights Act of 1964 to Metropolitan and Statewide Planning” (Federal Register, May 19, 2000), and Environmental Justice (EJ) Executive Order 12898.

creation and mobility on a strictly local basis. Increasingly, local agencies are confronted by state-mandates, such as habitat preservation and the need to construct housing for all income segments. However, state fiscal policies make it difficult to retain sufficient amounts of locally generated taxes to pay for the infrastructure and service costs of that housing and protection of the environment. This “disconnect” forces communities to compete against each other with parochial land use policies, and promote retail centers for shoppers instead of housing for their residents and job holders.

For example, only 14 cents of every tax dollar stays locally, the rest is taken by the state. For every new tract home sold for \$500,000 local government only receives \$750 in property tax revenue.²² In the final analysis, this fiscal reality contributes to problems of long distance commuting, housing shortages, price escalation and a lack of community cohesion that erodes the vitality of neighborhoods and communities. To reverse these trends, communities are better served by creating strategic alliances that address the sources instead of the symptoms of jobs-housing-mobility problems.

Immediate Action Steps (start within 6 months):

Legislative Advocacy Policy #1: *Prioritize a regional approach to legislative advocacy as a near term strategy to guide regional cooperation. Facilitate joint meetings among existing public and private-sector advocacy organizations in Santa Barbara and Ventura Counties to identify opportunities for strategic alliances and influence on emerging state legislation*

Legislative Advocacy Policy #2: *Identify and prioritize responses to key legislation (e.g. AB 389/SB 493, AB 2251/SB 2292, etc.) being considered by the State Legislature in its current session that could realign the state and local fiscal relationship. Specifically focus joint efforts among local agencies with regard to:*

- *Revenue Protection Initiatives (e.g., reducing “take” of local tax increment revenues)*
- *Local Implications of the Education Revenue Augmentation Fund (ERAF) on local revenues and property tax transfers*
- *Tax structure to reduce the “fiscalization of land use” and the support tax sharing arrangements*
- *Other jobs, housing and mobility issues affecting local communities [spacing with above bullets off]*

Collectively monitor the recommendations of the State/Local Finance Reform Committee, Assembly Local Government Committee, the Assembly Budget Subcommittee on State Organization and the Senate Local Government Committee for policy initiatives involving revenue sharing and resources of regional importance.

Legislative Advocacy Policy #3: *As part of the 2004-2005 budget discussions, seek immediate reform to protect local revenues. Share county and municipal resources to identify the direct and indirect implications of the currently proposed Governor’s Budget on local agencies and their budgets.*

Recommended Near-Term Actions (within 6 months to two years)

Legislative Advocacy Policy #4: *Pursue the development of a legislative bill similar to AB723 which seeks to operationalize approaches developed by Inter-regional partnerships (in Bay Area/Central Valley) to create a tax-increment financing mechanism for designated jobs-housing opportunity zones.*

Legislative Advocacy Policy #5: *Support the proposed League of Cities initiatives on the November ballot that protects local revenues from state raids, and implement sound land use planning principles.*

Legislative Advocacy Policy #6: *Establish new alliances between government, business and non-profit institutions and organizations (environmental interest groups, chambers of commerce, and not-for-profit networks) to articulate regional benefits and complimentary local solutions to issues related*

²² Source: William Fulton, Solimar Research Group

to open space preservation, environmental management, water quality issues and transportation/mobility issues.

Legislative Advocacy Policy #7: *Sponsor forums between elected and appointed state representatives and local officials and community leaders to improve communication and maximize regional accountability of legislative representatives. Develop grass-roots support for specific regional initiatives.*

Legislative Advocacy Policy #8: *Support continued State funding and establishment of Jobs-Housing Balance Improvement efforts as a permanent state program with a broadened scope to include interregional economic growth and environmental issues, not just those involving jobs-housing imbalance.*

Legislative Advocacy Policy #9: *Encourage the State Housing and Community Development Department to develop a partnership approach with regional and local agencies to produce a variety of housing types.*

Legislative Advocacy Policy #10: *Develop and forward initiatives that integrate housing open space and transportation solutions at the local and regional level.*

Nexus to Regional Thinking and Local Control:

- Mutual understanding of fiscal constraints and legislative dynamics affecting the two-county region.
- Articulates opportunities for joint gains regarding state-wide policy formulation and its implications on local resources.

Tables 2 and 3 in Section VI summarize the Implementation and Potential Funding Partners associated with initiating the Immediate and Near-Term Action Steps outlined within the seven Policy Clusters above.

V. FRAMEWORK FOR ACTION

The policy recommendations highlighted in the previous section of this report will not be implemented without intentional and deliberate efforts by community and business leaders, high-level management staff within agencies, and most importantly, elected officials. The “policy clusters” articulated in Section IV contain immediate action steps that can build momentum for a shift in thinking from a local or parochial focus to a more regional context for housing, economic development and mobility options and initiatives. This report envisions a series of four milestones over the next six to 18 months.

MAKING THINGS HAPPEN – INITIAL STEPS

Milestone One: Establishing a Context for Inter-Regional Discussions

Any meaningful discussion of housing, economic development, mobility and related regional issues requires the identification of specific problems, challenges and opportunities. The initial step in reaching this milestone has already been completed through the work of the Policy Steering Group, IRP Project Team and selected community and business leaders, and elected officials. The next step is to ascertain the willingness and interest of elected officials, key agency staff, and community leaders to invest the time and resources in addressing regional problems and challenges. This step has been initiated but requires additional efforts to broaden the involvement and engagement of participants in future discussions. A third step is to create a hospitable space for participants to talk. Initial discussions with key participants has built a basic level of trust and respect in the process, but additional efforts are necessary to “reality test” the underlying assumptions of the overall program. The fourth and final step of this component entails “framing the questions” that will engage participants. A well-framed question will provide access to the collective wisdom and resources necessary to address challenges because it:

- is simple and clear;
- is thought-provoking;
- generates energy;
- focuses energy;
- surfaces assumptions; and
- opens new possibilities.

Several of these organizing questions are suggested in Section VI, Call to Action and Funding. Milestone One will be realized when government and community leaders from both counties have initiated informal discussions, have begun to frame the agenda for more formal meetings and are seeking to broaden involvement and participation. Within Milestone Two, some local agencies will have already convened internal task forces comprised of city managers, council members, planning commissioners and planning staff to review the recommendations of this report.

Milestone Two: Making it Easy for Conversations to Take Place

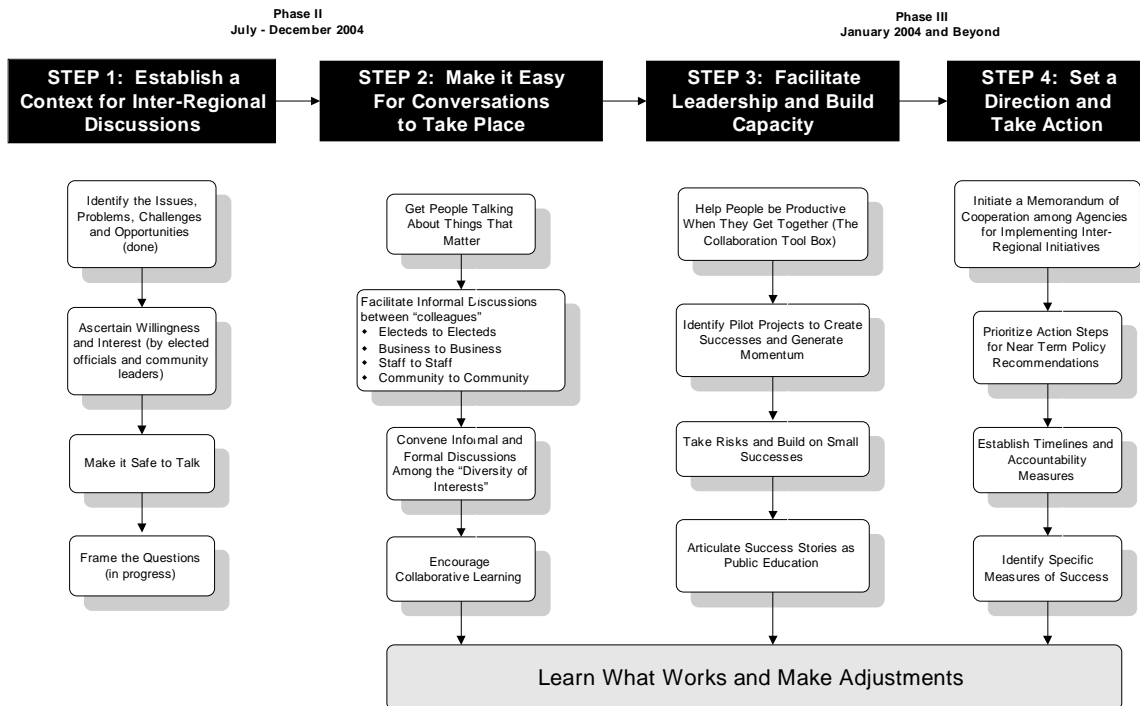
Facilitating conversations among local and regional leaders is challenging because of logistical and temporal factors. The best-framed questions are those that get people talking about things that matter. Initial efforts have been made to engage informal conversations between “colleagues” - between elected officials, between representatives of business and commerce, between professional staffs of agencies, and between community leaders. However, these conversations are in their early stages and will be more meaningful with the adoption of the policy recommendations within this report because such an action will highlight the importance of these critical regional issues, serving as a call to action so to speak. Once homogeneous conversations have taken place, the more diverse heterogeneous discussions will be more meaningful and generate results because of the diversity of interests that are engaged. This report envisions those conversations taking place through the leadership of existing community alliances and initiatives such as the Ventura County Civic Alliance, the Santa Barbara Economic Community Project, and Improve North County (INC). By hosting conversations among a diverse mix community and business leaders, elected officials and other key stakeholders, people learn more about not only how

other people perceive shared problems, but also how they envision their role in finding and implementing solutions to those problems.

Milestone Two will have been reached when elected officials, community leaders and other stakeholder interests have initiated meetings regarding some of the organizing questions outlined below, and have begun to share success stories and perspectives across jurisdictional and geographical boundaries.

With the formal support of regional and local agencies, Milestones One and Two can be completed within the next six to nine months.

Figure 3
Framework for Action
Charting a Course for Results



Milestone Three: Facilitating Leadership and Building Capacity

Milestone Three entails expanding community involvement beyond traditional leaders by bringing a broader range of people together, across jurisdictional and cultural boundaries for brainstorming and joint problem solving in a manner that is efficient and productive. Diverse stakeholders, community interests and professionals will expand their ability to work collectively to address jobs, housing, and mobility issues on a broader, more regional (or at least multi-jurisdictional) level. This is accomplished through design charettes, community forums and educational/learning forums and specific project initiatives. A key to success will emerge when broad-based alliances acknowledge that the status quo is no longer acceptable at the local level. The ultimate achievement of Milestone Three is evidenced by a reduction in the contentiousness surrounding specific proposals to address jobs, housing and transportation issues in the region. Meaningful working relationships will have been forged among disparate interest groups and general discourse will, in turn, be more constructive.

Milestone Four: Set a Direction and Take Action

Milestone Four overlaps the previous step and entails regional leadership becoming institutionalized. Elected leaders from Santa Barbara and Ventura counties will have clearly articulated the compelling arguments for regional cooperation, and will have initiated efforts to enter into a regional “Memorandum of Cooperation” (MOC). This MOC will formally memorialize the basis for collaboration across county lines. Specific objectives of such an alliance will be articulated, such as pursuing state and federal funding for transit, rail and operational improvements that benefit both counties and their local communities. The criteria for prioritizing longer term action steps might be characterized within this milestone, as well as establishing timeframes and accountability measures. Achievement of this milestone will be evidenced by jointly developed proposals and funding strategies that address specific elements of the jobs, housing and mobility challenge.

Milestones Three and Four could take between six months and one year from the time Milestone Two is reached.

VI. CALL TO ACTION

This report anticipates that follow-up action will take place consistent with the “Framework for Action” outlined in the previous section. This section focuses on the specific, intentional steps that are necessary to initiate the policy implementation process for each of the seven policy clusters outlined in Chapter IV. Throughout the development of this report and the public outreach efforts that have accompanied it, stakeholders and community leaders have consistently called for a “roadmap” of what to do, who should do it and in what order should it take place. This section provides a punch list of specific actions or “immediate steps” to be taken at each of the initial four levels of interest: regional, county, municipal, and key community based organizations.

INTER-REGIONAL COMMUNICATION AND COLLABORATION

Assuming that the Immediate Action Steps to enhance inter-regional communication and collaboration are considered vital to advancing regional jobs, housing and mobility policy, the following next steps are intended to serve as the first component of an implementation plan.

Regional / Council of Governments Level

1. The Santa Barbara County Association of Governments (SBCAG), the Ventura Council of Governments (VCOG) and the Ventura County Transportation Commission (VCTC) should appoint ad-hoc subcommittees to explore issues of mutual concern or benefit, including: a) a two-county partnership oriented toward identifying and acquiring federal and state funding for inter-county transit and passenger rail enhancements (SBCAG and VCTC); and, b) pursuit of methods to provide for local preference in the creation of new housing opportunities (SBCAG and VCOG).
2. These subcommittees should meet quarterly to structure a series of meetings among elected officials from both counties to discuss their successes and lessons learned in addressing housing, land use, transportation and economic development programs applicable to other agencies within the region.
3. The subcommittees should explore the benefits of developing a “Memorandum of Cooperation” between the two councils of governments to advance regional problem solving and opportunity seeking.
4. The subcommittees should report back to their respective boards on the progress made during the latter half of 2004 with recommendations for next steps for 2005.

County Government Level

1. Meetings among Planning Directors from San Luis Obispo, Santa Barbara and Ventura counties (Common Efforts Initiative) should focus on regional problem solving on at least a quarterly basis. Efforts should be taken to facilitate attendance by Planning Directors from cities within the region.
2. These meetings initially should address county-state relations with regard to housing mandates and economic policy and the approaches each jurisdiction is taking.

Municipal/Local Government Level

1. Initially, the cities of Ventura and Santa Barbara should initiate meetings among elected officials and city managers/administrators to discuss common interests, interrelated problems and joint problem solving.

Community-Based Organizations

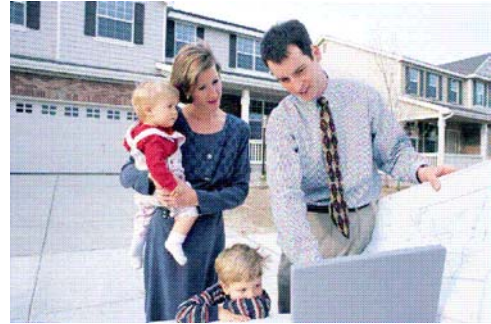
1. The Ventura County Civic Alliance (VCCA), Improve North County (INC), and the Santa Barbara Economic Community Project (SB ECP) should collaborate on how to share resources to enhance the community outreach and public educational efforts of each other's organization.
2. Chambers of Commerce from the communities within Ventura and Santa Barbara Counties should initiate quarterly or semi-annual work sessions to explore common challenges and opportunities related to housing, business retention and legislative advocacy issues pertaining to the two-county region.

ADVANCING HOUSING POLICY

Housing production, particularly that which is available and marketed to local individuals and families within existing communities is a core recommendation of this report. In order to advance this policy cluster, the following next steps should be considered.

Council of Governments Level

1. SBCAG and VCOG should fund the continuation of the Interregional Partnership for Jobs Housing Balance and pursue state grants to support local efforts to implement housing and economic development policy that has a positive effect on jobs-housing ratios at the local level.
2. Santa Barbara and Ventura Counties in cooperation with their respective Councils of Governments, housing authorities, and the local chapter of the American Planning Association should sponsor a series of bi-monthly work sessions among professional planners to highlight success stories and lessons learned with regard to permit streamlining, affordable housing provision, and strategies to achieve local preference. The results of these work sessions should be presented to the SBCAG and VCOG Subcommittees focused on Inter-regional Issues.



County/Municipal/Local Government Level

1. Individual cities should convene internal meetings among elected officials, city managers, planning staff and community representatives (business, neighborhood and environmental stakeholders) to review the specific housing and permit streamlining recommendations and implementation strategies of this report for relevance in their individual municipalities.
2. Individual cities and counties should appoint a Jobs/Housing/Mobility Ad-hoc Task Force consisting of an elected official, city/county administrator, planning commissioner, and planning professional to review the specific recommendations within this report and determine the appropriateness of implementing specific administrative or policy recommendations within their agency.

Community-Based Organizational Level

1. Community-based organizations are in a unique position to convene a discussion of best practices for Integrating Housing Production, Smart Growth and Environmental Management. Topics/questions to discuss with local agencies, neighborhood groups, labor organizations and others might include:
 - a. *What values need to be reflected as local solutions are designed and applied with regard to workforce housing production and smart growth?*
 - b. *What specific technical and policy approaches best suit those community values?*
 - c. *Who needs to be engaged in developing a local “toolbox” of strategies and approaches?*
 - d. *How often and in what manner will we keep our “tools” sharp and relevant to the emerging dynamics of our communities?*

REGIONAL JOB CREATION AND ECONOMIC DEVELOPMENT

Providing local preference for both jobs and housing opportunities is critical to initiating change to positively affect the balance of jobs and housing within the region. The following action steps should be undertaken as immediate implementation efforts.

Community-Based Organizations and Business/Government Alliances

1. Housing providers and developers should collaborate with employers of nurses, teachers, police, firefighters and professional workers to place qualified individuals and families in housing built within the communities within which they are employed.
2. Business interests, economic development coordinators, and community leaders should initiate a series of bi-monthly meetings whose location is rotated within the region to consider what can be done to retain and relocate business within the region. Specific questions that may be worthwhile to consider at the regional level include:
 - a. *What can local agencies and business and community organization collectively do to anticipate business out-migration?*
 - b. *How can the assets of the region be communicated to encourage businesses to maintain a regional, if not localized presence?*
 - c. *How can communities better market their human resource and other strengths to existing and potential businesses and industry to maximize economic development opportunities that contribute to improving the quality of life of the region as a whole?*
3. Business leaders, in collaboration with local and county officials, and institutions of higher learning (UCSB, CSCI, & community colleges) should develop an ongoing forum to discuss the benefits of maximizing the use of technology for communication and collaboration. Some organizing questions might include:
 - a. *What specific opportunities exist or are emerging for improved and more efficient communication through the use of information and video/visual communication technology?*
 - b. *How could organizations within Ventura and Santa Barbara counties benefit from enhanced technology for communication and collaboration?*
 - c. *What are the elements of a compelling argument for integrating video-conferencing and other technological tools for communication between the two counties?*
 - d. *What hurdles or barriers to implementation must be overcome for meaningful and positive change to occur?*

PROCESSING AND STREAMLINING IMPROVEMENTS

In an attempt to provide incentives for appropriately designed housing proposals, the following next steps could be implemented in the near term.

Counties, Municipalities and Other Local Agencies

1. Local agencies update their administrative processing procedures to allow for assigning staff as process facilitators to expedite the development review of projects that address regional jobs-housing issues. Specific methods that can be employed include giving priority to affordable housing projects on staff, committee and planning commission agendas, etc.
2. Local agencies should make more widespread use of California Environmental Quality Act Categorical Exemptions (CEQA Sec. 15332) regarding urban infill projects (Class 32). This allows projects within city limits surrounded by existing development and meeting certain conditions to be excluded from environmental review requirements.
3. Specific Plans provide a vehicle to accomplish integrated environmental and infrastructure planning in a variety of circumstances. Local agencies are urged to apply the Specific Plan approach embodied within California Government Code §65450 et seq. to streamline the review of larger scale projects, and in particular to streamline the environmental review of subsequent residential projects consistent with its applicable Specific Plan

4. Where projects that address jobs-housing balance are located near or adjacent to coterminous jurisdictional boundaries, the staff from the lead agency should include the adjacent jurisdiction in early design review issues to anticipate interagency review requirements and coordinate timely processing amongst all reviewing agencies. Where state or federal regulatory agencies are involved in permit review, those agencies should be engaged through the use of negotiated processing timelines.

ONGOING PROGRAMS TO ADDRESS CONGESTION

Traffic congestion and diminished mobility are direct externalities of the imbalance between jobs and housing. In order to advance this policy cluster, the following next steps should be considered.



Regional / Council of Governments Level

1. SBCAG IRP Subcommittee and VCTC representatives should be formally or informally convened as soon as practical to address one or more of the following organizing questions:

Regional Transit – Making the Connection:

- a. *What near term actions (bus-stop locations, routes, etc.) would make interregional transit more attractive for use by not only commuters, but also business, government and community?*
- b. *Taking into account pragmatism, political reality, funding availability and user habits, what modal options could generate cost-effective options for moving people between city cores and business activity centers?*
- c. *What would encourage government, industry and communities to invest in such approaches?*
- d. *What barriers to implementation will need to be overcome and who will take the first steps?*

Enhancing Congestion Relief at a Bi-County Level:

- a. *What are the elements of a compelling argument to state and federal funding agencies to invest in regional solutions that would collectively benefit western Ventura County and Santa Barbara County?*
 - b. *What is the most practical forum for bringing together representatives from passenger and freight rail, Caltrans, Metrolink local agencies, business and community organizations to develop a step-wise approach to expanding passenger rail between the two counties?*
 - c. *How can such a forum be initiated and maintained?*
2. As part of the 101 Implementation Plan (“101 in Motion”) SBCAG should engage VCTC and VCOG to determine what elements of the plan are relevant to corridor planning efforts within western Ventura County and determine the degree to which the two counties can benefit from joint data gathering, analysis and information sharing.

County Level

1. Representatives from the Public Works, and Planning Departments from both counties should initiate discussions regarding the benefits of joint use of video-conferencing facilities between the two agencies for virtual commuting and communication such that unnecessary trips between the two jurisdictions are avoided.

Municipal/Local Government Level

1. Representatives from the Public Works, and Planning Departments from municipalities should continue their engagement in the 101 in Motion process for addressing improvements along the U.S. 101 Corridor.

Community-Based Organization Level

1. Local community business, environmental and sustainable transportation organizations and their agency counterparts should initiate efforts to sponsor a one-day forum to address the topic of "Maximizing the Use of Technology for Communication and Collaboration" and consider the following organizing questions:
 - a. *What specific opportunities exist or are emerging for improved and more efficient communication through the use of information and video/visual communication technology?*
 - b. *How could organizations within Ventura and Santa Barbara counties benefit from enhanced technology for communication and collaboration?*
 - c. *What are the elements of a compelling argument for integrating video-conferencing and other technological tools for communication between the two counties?*
 - d. *What hurdles or barriers to implementation must be overcome for meaningful and positive change to occur?*

PUBLIC EDUCATION AND COMMUNITY ENGAGEMENT

Public education, community outreach and public engagement are critical to building capacity and a greater sense of the inter-connectedness between jobs, housing and mobility issues.

Council of Governments Level

1. The Santa Barbara County Association of Governments (SBCAG) and the Ventura Council of Governments (VCOG) should lead a media campaign to heighten community understanding of how jobs, housing and mobility issues impact the quality of life of the region. Successful forums and workshops should be videotaped and replayed on community access television.

County and Municipal Government Levels

1. Local agencies should work with community based organizations to sponsor regular forums with identified homeowner and neighborhood groups to dispel myths and understand underlying values that need to be addressed by proposals to intensify residential land uses in selected areas. Successful forums and workshops should be videotaped and replayed on community access television.

Community-Based Organizations

1. The Ventura County Civic Alliance, Improve North County (INC) the Santa Barbara Economic Community Project and other community based organizations should collaborate on structuring a regional and community forums oriented toward articulating key land use, environmental, transportation and housing issues facing the region. Specifically, some of the organizing questions that might further such an effort include:
 - a. *What are the core components of a civic engagement initiative built around addressing housing and land use issues?*
 - b. *Who needs to be engaged in the process of raising community awareness of regional challenges?*
 - c. *What community leaders have the most influence in changing attitudes toward work force housing, job training, and governmental accountability?*
 - d. *What would be the characteristics of a pilot engagement project that could be designed and implemented in the next six months?*

- e. *What opportunities exist for developing a speakers' bureau on regional issues and raising the consciousness level at community forums?*

Successful forums and workshops should be videotaped and replayed on community access television.

2. Chambers of Commerce from the communities within Ventura and Santa Barbara Counties should initiate quarterly or semi-annual work sessions to explore common challenges and opportunities related to housing, business retention and legislative advocacy issues pertaining to the two-county region.

THE FUNDING PUZZLE – INVESTING IN RESULTS

As noted at the beginning of this report, this process has been funded by the State Department of Housing and Community Development, with supplementary funds being provided by Santa Barbara County and Ventura County. Currently (July, 2004) there is no source of funding to continue these efforts or implement the recommendations of this report.

However, the consistent theme of feedback from community and business leaders is that this effort should continue into the future as outlined within this and previous chapters. Given the severity of the problem and the current and emerging trends identified within the section addressing Existing Conditions and Modeling Results, it is clear that a Phase II for interregional cooperation and action is warranted.

This report recommends that regional and local governmental agencies, transit authorities, chambers of commerce, larger employers, community-based organizations and foundations actively explore ways of pooling financial and "in-kind" resources to continue these efforts and begin the implementation process. Such an approach could serve as the basis for a funding proposal that will attract matching and supplemental funds from the State Housing and Community Development Department, the Business Transportation and Housing Agency, and the California Department of Transportation (CALTRANS) as a starting point.

The policy prescriptions and implementation strategies outlined within this report form the basis for moving beyond insular approaches to solving problems in a parochial and case-by-case manner to a new more integrated and sustainable paradigm of leveraging the diversity of thinking and problem solving techniques of the broader region as a whole. Without such an approach, the long-term aggregate costs of continued incremental thinking will take its toll on the health, vibrancy, economy and security of the region at large.

ADAPTIVE MANAGEMENT – LEARNING FROM EXPERIENCE

Presuming that a follow-up implementation phase emerges out of the Inter-regional Partnership effort, it is important to employ the basic adaptive management approach and systems thinking that underpin a systems perspective of the jobs-housing-mobility puzzle. Only by thoughtful and deliberate monitoring, evaluation, and responsiveness to the emerging trends, symptoms and proposed solutions can a program such as the one proposed to its best at solving regional problems in a manner that is fair, wise, efficient and durable.

IMMEDIATE ACTION STEPS

\$ = Potential Funding Responsibility for Implementing Policies within Designated Cluster

❖ = Suggested Lead Responsibility for Implementation

☐ = Supportive Responsibility

	State of California	Caltrans & BTH	HCD	State Universities	Regional Agencies	SBCAG	VCOG/VCTC*	SBMTD	Local Agencies	Santa Barbara & Ventura Counties	North County Cities	South Coast Cities	Western Ventura Cities	Community-Based Orgs.	Improve No. County	SB ECP	Ventura County Civic Alliance	Community Colleges	Chambers of Commerce	Building Industry / CAR (Realtors)	Industrial & Employer Associations	
Housing Policy #3: Encourage local agencies, housing developers, larger employers, not-for-profit foundations and others to jointly establish local waiting lists for below-market rental and purchase housing.									<input type="checkbox"/>					<input type="checkbox"/>						<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing Policy #4: Support statewide efforts for further 'construction defect liability reform' legislation to facilitate development of new multi family units.														<input type="checkbox"/>						<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. JOBS AND ECONOMIC DEVELOPMENT ACTION STEPS																				\$	\$	\$
Jobs and Economic Development Policy #1: Require local preference to the greatest extent allowed by law that new housing opportunities be directed at local residents and to those already working in local communities.										<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. PROCESS STREAMLINING ACTION STEPS									\$	\$	\$	\$	\$									
Streamlining Policy #1: Designate staff coordinators to facilitate interdepartmental permit processing and environmental review of projects that address regional jobs-housing issues.										<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									
Streamlining Policy #2: Utilize the CEQA Infill Exemption for affordable housing projects where appropriate.										<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									
Streamlining Policy #3: Utilize Specific Plans and other planning and land use tools to simultaneously establish pre-entitlements and implement a programmatic level of environmental review that pre-mitigates significant impacts.										<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									

IMMEDIATE ACTION STEPS

\$ = Potential Funding Responsibility for Implementing Policies within Designated Cluster

❖ = Suggested Lead Responsibility for Implementation

☐ = Supportive Responsibility

<p>E & O Policy #1: Establish a clearinghouse within SBCAG and within VCOG for housing initiatives in order to facilitate collaboration, and play to the unique strengths of organizations and agencies addressing local and regional housing challenges</p>	<p>E&O Policy #2: Designate a regional public/private support team to establish an ongoing public education program and to actively build support for programs developed by inter-regional partnership efforts.</p>	<p>E&O Policy #3: Engage and support community-based organizations such as the Ventura County Civic Alliance and Santa Barbara Economic Communities Project in public outreach and education efforts oriented.</p>	State of California											
			Caltrans & BTH		HCD		State Universities		Regional Agencies					
			SBCAG		VCOG/VCTC*		SBMTD		Local Agencies					
			Santa Barbara & Ventura Counties		North County Cities		South Coast Cities		Western Ventura Cities					
			Community-Based Orgs.						Improve No. County		SB ECP		Ventura County Civic Alliance	
			Community Colleges						Chambers of Commerce		Building Industry / CAR (Realtors)		Industrial & Employer Associations	
			<p>7. LEGISLATIVE ADVOCACY ACTION STEPS</p>											
			<p>Legislative Advocacy Policy #1: Prioritize a regional approach to legislative advocacy as a near term strategy to guide regional cooperation. Facilitate joint meetings among existing public and private-sector advocacy organizations in Santa Barbara and Ventura Counties to identify opportunities for strategic alliances.</p>											
			<p>Legislative Advocacy Policy #2: Identify and prioritize responses to key legislation being considered by the State Legislature in its current session that could realign the state and local fiscal relationship. Collectively monitor the recommendations of Senate and Assembly Committees.</p>											

IMMEDIATE ACTION STEPS

<p>\$ = Potential Funding Responsibility for Implementing Policies within Designated Cluster</p> <p>❖ = Suggested Lead Responsibility for Implementation</p> <p><input type="checkbox"/> = Supportive Responsibility</p> <p><i>Legislative Advocacy Policy #3: As part of the 2004-2005 budget discussions, seek immediate reform to protect local revenues. Share county and municipal resources to identify the direct and indirect implications of the currently proposed Governor's Budget on local agencies and their budgets.</i></p>		
	State of California	
	Caltrans & BTH	
	HCD	
	State Universities	
	Regional Agencies	
	SBCAG	
	VCOG/VCTC*	
	SBMTD	
	<input type="checkbox"/>	Local Agencies
	Santa Barbara & Ventura Counties	
	North County Cities	
	South Coast Cities	
	Western Ventura Cities	
	<input type="checkbox"/>	Community-Based Orgs.
	Improve No. County	
	SB ECP	
	Ventura County Civic Alliance	
	Community Colleges	
	<input type="checkbox"/>	Chambers of Commerce
	<input type="checkbox"/>	Building Industry / CAR (Realtors)
	Industrial & Employer Associations	

TABLE 3

NEAR-TERM ACTION STEPS																							
<p>\$ = Funding Responsibility for Implementing Policies within Designated Cluster</p> <p>❖ = Lead Responsibility for Implementation</p> <p><input type="checkbox"/> = Supportive Responsibility</p>																							
1. INTER-REGIONAL COLLABORATION ACTION STEPS																							
<p>Collaboration Policy #4: Establish a series of formal and informal meetings or work sessions between elected and appointed officials (boards of supervisors, city councils, planning commissioners, etc.) that address the strategic advantages of regional or sub-regional initiatives.</p> <p>Collaboration Policy #5: Explore the use of video-conferencing facilities within Ventura and Santa Barbara Counties as a vehicle for interregional dialogues and collaboration.</p> <p>Collaboration Policy #6: Sponsor issue-specific forums and community summits directed at exploring specific approaches and housing initiatives and congestion management.</p> <p>Collaboration Policy #7: Institute semi-annual joint planning commission meetings between adjacent jurisdictions to discuss proposed large development projects and impending changes to General Plans.</p> <p>Collaboration Policy #8: Designate a bi-county task force to study, recommend and support proposals for a regional and inter-regional revenue plan including tax-sharing arrangements.</p>																							

NEAR-TERM ACTION STEPS

\$ = Funding Responsibility for Implementing Policies within Designated Cluster

❖ = Lead Responsibility for Implementation

□ = Supportive Responsibility

2. HOUSING POLICY ACTION STEPS																					
	State of California	Caltrans & BTH	HCD	State Universities	Regional Agencies	SBCAG	VCOG/VCTC*	SBMTD	Local Agencies	Community-Based Orgs.											
Housing Policy #5: Seek legislative recognition (see Legislative Advocacy, below) of the need to subsidize housing for households earning up to 200% of median family income in high housing cost areas.	<input type="checkbox"/>		<input type="checkbox"/>						<input type="checkbox"/>												
Housing Policy #6: Provide for easier entry into market and below-market housing for prospective homebuyer through 40-year mortgages, cost- and equity-sharing with equity partners, and longer-term affordability provisions.									<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
Housing Policy #7: Build community support for specific approaches or initiatives that direct local agencies to permit and developers to construct a range of housing types that more closely match the demographics of local communities.									<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing Policy #8: Adopt revisions to land use and design standards that result in more compact development and that specify a higher range of minimum density standards in urban areas.									<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
Housing Policy #9: Address jobs/housing relationships in the review of General Plan updates and amendments and review of large commercial/industrial projects.									<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
Housing Policy #10: Insure any permit reservation system used as a means of controlling growth must use jobs housing balance as a performance criterion or goal.									<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							

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THE INTER-REGIONAL PARTNERSHIP FOR JOBS, HOUSING AND MOBILITY

PART 2: TECHNICAL INFORMATION AND SUPPORTING DOCUMENTATION

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TABLE OF CONTENTS

APPENDIX A: THE INTER-REGIONAL POLICY IMPACT MODEL

APPENDIX B: REPORT ON EXISTING CONDITIONS

**APPENDIX C: GEOGRAPHIC INFORMATION SYSTEM
OVERVIEW (not available in PDF document)**

**APPENDIX D: ADDITIONAL IMPLEMENTATION STRATEGIES
FOR CONSIDERATION BY LOCAL AGENCIES**

**APPENDIX E: COMPENDIUM OF PARALLEL POLICY
INITIATIVES BY BUSINESS, COMMUNITY AND
GOVERNMENT**

APPENDIX F: GLOSSARY OF TERMS

Appendix A: The Inter-Regional Policy Impact Model (IPIM)

Table of Contents

1. Introduction	2
2. Description of the Model	2
3. The Scenarios	4
4. Model Results	6
5. Model Inputs	8
6. Model Outputs	8
7. Data Descriptions	9

1. Introduction

The Interregional Policy Impact Model (IPIM) was designed to permit government agencies and other users participating in the Santa Barbara-Ventura Inter-Regional Partnership project to test different policy scenarios regarding job growth, housing production, and transportation improvements to determine how they might affect inter-regional commuting and the region's transportation system.

This modeling effort was originally envisioned to combine transportation modeling with economic modeling at a city level. Due to budget constraints, the original idea was revised to include less detail. As originally envisioned, it would have created more distinctions between different types of economic activity. For example, the distinction between single-family and multi-family residential units would have been delineated. The original proposal envisioned city-level detail, but sub-county regions and counties (henceforth referred to as "sub-regions") were used as the relevant geographies instead.

The five sub-regions included in this model are:

- San Luis Obispo County
- North Santa Barbara County (including the Santa Ynez Valley)
- South Coast Santa Barbara County
- West Ventura County
- East Ventura County/Los Angeles County

Most scenario models, such as PLACES, treat the region as a whole and assume that intraregional commuting is largely unconstrained. Regional transportation and economic models, likewise, allow for "imports" and "exports" to clear their calculations. The IPIM model, then, was ambitious and experimental in the way it attempted to generate scenarios from a sub-regional economic model, but then operated those scenarios on top of a regional transportation model that acknowledged commuting constraints within the region.

The model was designed to compute a forecast for the year 2010.

Key socioeconomic, transportation, and planning data were compiled for the five study areas for both 1990 and 2000. The model was benchmarked by replicating the actual 1990-2000 experience within the model. The model was also calibrated against much of the data and forecasts contained in the Regional Impacts of Growth Study (RIGS) prepared by the Santa Barbara Economic Community Project.

This model was designed by Chris Williamson, Ph.D., of Solimar Research Group and Dan Hamilton, Ph.D., of the University of California, Santa Barbara, Economic Forecast Project. It was built by Dan Hamilton. Professor Drusilla van Hengel, Ph.D., of Cal Poly San Luis Obispo provided data and technical support on transportation issues.

2. Description of the Model

The model seeks to consider the tools available to city and county governments and regional transportation agencies such as the Santa Barbara County Association of Governments and the Ventura County Transportation Commission. The specific variable factors in the model are:

- Housing production
- Amount of commercial (non-residential) development
- Transportation improvements, including rail service, bus service, and the number of freeway lanes in the region's main corridor, Highway 101.

While Cities and Counties have other decision and regulatory powers, these are the select tools that have a direct impact on local economic activity. The different scenarios created different assumptions about housing, commercial development, and transportation improvements.

The model has a simple, two-stage structure. First, using the assumptions contained in each scenario, the model forecasts the internal population and economic activity within each of the five subregions. These factors feed into a series of equations that forecast such factors as population, income, and median home price. These factors are then used in another series of equations that forecast the “commute decision” by each worker.

The first key input, new 2010 residential construction, is determined by the users. This quantity is fed into a population sub-model and a median home price sub-model.

Population estimates are initially constructed based on historical birth, death, and replacement migration trends. This is then augmented by an assumption that new housing stock is immediately filled with additional population growth. Later it is augmented yet again if new commuters are coming into the area to live.

Median home prices are determined by the quantity of new housing units built and by the level of real median family income. Real median family income is determined by real average salary, which in turn is determined by historical sector-by-sector salary trends and the forecasted job mix.

The forecasted job mix is determined by commercial land use, the second key input. The model tracks three types of commercial space: retail, office, and industrial. The amount of commercial square in 2010 is determined by the user. Through the use of the commercial space mapping shown at the end of this documentation – and using assumptions about the amount of commercial space required for each job – the model determines the job growth from 2000 and 2010. Jobs that existed in 2000 are assumed to be retained in 2010.

Once population and jobs are forecast for each subregion to 2010, the model moves into the second stage, where the subregions supply each other with housing or jobs and the links between the subregions absorb the increased commuting.

An important part of this stage is to forecast the commute decision for each individual job-holder. For each new job created between 2000 and 2010, the job-holder goes through a decision process whether to commute or not. This is affected by median home price differentials between the subregions, and the average salary guidelines contained in each scenario. The median home price differential specification assumes that large housing cost differentials provide strong financial incentives for commuting.

The average salary guidelines provide assumptions about which types of job-holders are most likely to commute. Jobs with very high or very low median salaries are not candidates for a new commuter. Those with high salaries have options to live where they want (close to their jobs). Those with low salaries cannot afford the transportation costs of significant commuting. The “lower bound” and “upper bound” salaries for commuters were established in the baseline scenario and maintained consistently across all scenarios.

For the remaining, mid-range salaried jobholders, the model determines which route the commuter will take based on median home price differentials, historical trends, and relative congestion.

Once the commute decision has been made and the new commuter flows between all areas in 2010 are known, the model is closed with calculations of the commuters’ impact on population and median home prices in the area they decide to live. In some cases, high freeway congestion leads to the new job being unfilled. These cases are tracked and the final 2010 job number is adjusted for this.

3. The Scenarios

With the guidance of the IRP committee, we designed 8 policy scenarios for assessing the impact of alternate policy mixes on commuting and the economy in 2010. These scenarios were really 6 scenarios, including 2 variations of 2 of the scenarios. The scenarios were:

1. Baseline (Continuation of current policies)
2. Increased housing production (emphasis on affordable and workforce housing)
- 2a. Increased housing with emphasis on preference for housing local workers
3. Increased job growth (in North SB County and Western Ventura)
4. Enhanced Transportation Improvements
5. "Markets Rule" (more market-rate housing than 2 and 2a)
6. Balanced Improvements (more jobs from #3 and more transportation improvements from #4).
- 6b. Balanced improvements with emphasis on preference for housing local workers.
7. Santa Barbara County Association of Government (SBCAG) Regional Growth Scenario (RGF)

Details of these eight scenarios are as follows:

1. Baseline

The baseline forecast is modeled after the baseline scenario in the RIGS study. Because this database does not match the RIGS database, we matched growth rates from 2000 to 2010 rather than levels. For the other areas, the forecast is based on using inputs that are:

- Similar in spirit to those for the South Coast,
- Have a relation to existing UCSB-EFP forecasts,
- Are based on a continuation of historical trends, and
- Are based on expectations of how future trends will change relative to recent history.

More specifically, jobs and new commercial space forecasts for non-South Coast areas in the model were related to UCSB-EFP time series forecasts that were published in the summer of 2003. This was done by taking the EFP jobs forecast in 2010 and using the 2000 job-to-square-foot ratio. These yield the 2010 commercial square footage that would be consistent with those new jobs. Some adjustments were then made – mainly to the South Coast – to line up our baseline with the RIGS baseline.

The baseline scenario established "lower bound" and "upper bound" salaries for commuters in each subregion. These bounds were \$40,000 to \$70,000 for San Luis Obispo County, \$25,000 to \$70,000 for the South Coast, and \$40,000 to \$60,000 for West Ventura County. (The model did not seek to model the prospective patterns of "reverse commuters" who live in job-rich areas and work in housing-rich areas. These limits were used to help fine tune the model so that it replicated 2 RIGS scenarios, the baseline and the "Infill" scenarios. These bounds were maintained across all scenarios.

2. Increased Housing

This scenario assumes an increase in housing production and a decrease in new jobs compared to the baseline scenario.

The South Coast forecast in this case is patterned after the "Infill" RIGS scenario. In this scenario, the job mix is changed a bit where new industrial and office space is restricted (relative to the baseline) and new retail space is expanded a little bit. The other geographies are changed in similar manner but an attempt is made to implement their version of this policy in light of how each area differs from the South Coast. This leads to a decline of jobs relative to baseline.

New housing construction is increased in this scenario relative to the baseline. Construction of market rate units is increased about 25 percent over the baseline scenario. Then, new affordable and workforce units are also constructed, each an additional 10 percent of the new market rate units. This leads to lower median home prices in each area relative to the baseline.

2b. Increased Housing With Local Preference

This scenario is the same as Scenario 2, but assumes that all new “affordable” and “workforce” housing is sold based on local preference.

3. Increased Job Growth

In this scenario new commercial space built in San Luis Obispo County, North Santa Barbara County, and West Ventura County is greater than in the baseline scenario.

The percentage increases relative to the baseline are:

- 32% for San Luis Obispo County;
- 65% for North Santa Barbara County, and
- 46% for Western Ventura County.

This leads to more jobs in those areas relative to the baseline scenario.

4. Transportation Improvements

In this scenario, jobs and housing remain the same as in the baseline, but the transportation system is improved. Specifically an additional lane is added to the 101 in each direction between the South Coast and West Ventura County. And, bus and rail transit options are added, again for the link between the South Coast and West Ventura County.

The bus and rail specifications call for about 400 bus riders and about 3,000 rail riders. The bus specification is based on about 10 buses each with a capacity of about 55 seats where 40 of those seats are assumed filled. Four such buses are already in operation, so the policy would entail adding 6 more such buses. This amounts to diverting 0.7 percent of the total traffic off of the 101 to buses.

The rail specification calls for seven trains, each with 5 cars that can hold 125 people. The capacity of this rail system would be such that about 4,400 commuters could be taken from the freeway system. However, we do not assume the rail system is used at 100 percent capacity. This gives the approximate 2,900 ridership number used in this scenario. This amounts to diverting 5 percent of the total traffic off of the 101 to buses.

5. “Markets Rule”

This scenario is really a variation on Scenario 2, the increased housing scenario. New housing construction is even greater than in Scenario 2; however, none of it is based on local preference. Jobs are the same as the baseline scenario.

6. Balanced Improvements

This scenario assumed a combination of policy changes contained in the other scenarios. Specifically, it includes:

- The same increased housing as Scenario 2, Increased Housing.
- The same increased jobs as Scenario 3, Increased Job Growth
- The same transportation improvements as Scenario 4, Transportation Improvements.

7. (SBCAG's Regional Growth Forecast, RGF)

This is a scenario that is based on the SBCAG 2030 Regional Growth Forecast adopted March 2002. This forecast calls for more job growth and more housing construction from 2000 to 2010 than the baseline.

4. Model Results

When the 8 scenarios were run through the model, the following significant patterns and trends were found:

- The baseline scenario increases the number of commuters per day by a little more than 11,000 persons – about 6% of the average annual daily traffic count on Highway 101. The places 101 overcapacity between Western Ventura County and the South Coast, but well within capacity in North County.
- In most scenarios, the vast majority of increased commuting occurs between North County and San Luis Obispo County, where there is much more road capacity. However, because the Western Ventura-South Coast link on 101 is currently congested, any scenario that does not include transportation improvements there will lead to overcapacity usage. The volume-to-capacity ratio on this portion of 101 does not decline unless many thousands of drivers are diverted.
- The only scenarios that significantly reduce commuting relative to the baseline are 2 and 2a, which assume increased housing production, especially for the workforce. This is due mostly to the virtual elimination of new commute trips between North County and SLO County.
- Commuting increases most under the scenarios (3, 6, and 7) that assume increased job growth. Scenarios 3 and 6 call for higher job growth in subregions other than the South Coast. This because commuting to the South Coast is not created primarily by job growth in the South Coast, but, rather, by the home price differential between the South Coast and the other subregions. Under the increased job growth assumption, home prices in the other subregions are bid up because commuters are competing for housing with local job-holders. This leads to yet more commuting, especially between North County and SLO County. Local housing preference does not alter this dynamic much.
- Commuting also increases considerably under Scenario 7, the SBCAG Regional Growth Forecast, principally because of increased job growth in both Santa Barbara County subregions, and a different job mix that assumes high wages and household incomes in the South Coast.
- Scenario 4 (“Enhanced Transportation Improvements”) and Scenario 5 (“Markets Rule”) yield about the same number of commuters as the baseline scenario.
- The two scenarios that assume transportation improvements (Scenario 4 and Scenario 6) show a short-term improvement in the volume-to-capacity ratio on Highway 101 because of expanded freeway capacity.

It is important to note that these scenarios were run out only to 2010, a mere six years from now, and therefore reflect short-term, rather than long-term, improvement. Given the fact that portions of the Santa Barbara-Ventura region are land-poor, construction of lots of additional housing might not be a viable long-term alternative.

It is also important to note that, because the scenario only runs to 2010, it does not deal with the question of whether even an expanded Highway 101 will become congested with commuter traffic in the long run. This is certainly a strong possibility. If so, it might mean that other transportation alternatives – especially rail or bus service that could operate on a separate right-of-way – will become very attractive policy options beyond 2010.

Here are some brief explanations of the underlying reasons why each scenario affected commuting the way it did:

Scenarios 2 & 2a (Housing):

This scenario generates fewer commuters for many reasons, including lower job growth and higher housing production, which leads to lower housing prices than in the baseline. Also, the emphasis on affordable and workforce housing means more jobholders are able to afford houses near their jobs. This scenario would almost certainly require local jurisdictions in the South Coast to change zoning of many parcels from commercial or industrial to residential. Also, local preference is what really gives new housing policy some impact on commuting. Almost all of the approximate 3,700 fewer commuters in the “b” version of this scenario is due to the local preference units.

Scenario 3 (Job Growth):

This scenario increases overall commuting due mostly to the new job-holders in San Luis Obispo County, who drive for more affordable housing in North Santa Barbara County. The additional jobs in North Santa Barbara County and in West Ventura County do not impact commuting much as these jobholders end up living in the same area that they work.

Scenario 4 (Enhanced Transportation):

This policy does not reduce the number of new commuters because it contains the same housing and job assumptions as the baseline. But it significantly improves the level of service on the 101 because of the assumed expansion from four to six lanes between Western Ventura County and the South Coast. The model's assumptions about increased rail and bus capacity yield a modest diversion of commuters from Highway 101. About 5 percent of commuters are diverted to rail and 0.7 percent to bus. These numbers would increase with more aggressive assumptions about bus and rail capacity.

Scenario 5 (“Markets Rule”):

This scenario assumes increased housing, but at market rates. It does help reduce new commuters relative to the baseline, but not by much. This scenario would produce 5,000 new housing units, but that is still only 6 percent of total housing stock. While the median home prices are lower across all areas under this scenario, the differentials between areas are still huge, providing a strong financial incentive for people to commute.

Scenarios 6 and 6b: (Balanced Improvements):

While the transportation improvements improve life on the 101, new commuter generation is similar to the scenario #3. This is due to jobs. Most of the jobs created in the South Coast, and many of those created in San Luis Obispo County, will lead, will lead to commuting by those job-

holders in search of cheaper housing costs. Scenario 6b, including the local preference assumption for homebuyers, reduces commuting slightly, by about 1,400 commuters.

Scenario 7: (SBCAG's Regional Growth Forecast, RGF):

This scenario results in more commuting than the baseline. This is due mostly to higher job creation in the South Coast. Although more new housing is constructed, median home prices are slightly higher than the baseline. This is because the RGF assumes a different job than the baseline, resulting in higher regional average salaries and median household incomes in the South Coast. Median home price differentials are still very high between the South Coast and North Santa Barbara, and between the South Coast and West Ventura, and between San Luis Obispo County and North Santa Barbara. These median home price differentials add to commuting by the folks who obtain jobs in the 2000 to 2010 time frame.

5. Model Inputs

New Residential units to be built between 2000 and 2010
New Retail space to be built between 2000 and 2010
New Office space to be built between 2000 and 2010
New Industrial space to be built between 2000 and 2010
Number of Freeway lanes
Percentage of Total Commute Traffic that Use Light Rail
Percentage of Total Commute Traffic that Use Bus

6. Model Outputs

Demographics
Population 0-17 years
Population 18-64 years (labor force)
Population 65 years and up
Total population

Labor Force and Jobs
Total jobs
Jobs – Agriculture
Jobs – Construction and Industry (Mining and Manufacturing)
Jobs – Transportation/Communications/Utilities
Jobs – Wholesale Trade
Jobs – Retail Trade
Jobs – Finance/Insurance/Real Estate
Jobs – Services
Jobs – Public Sector

Housing
Median household income
Median home price
Median home price after commuting
Housing stock
Additional housing demand (positive/negative) due to commuting

Ratios
Pop per housing unit
Jobs per housing unit

Traffic and Road Capacity

Average Annual Daily Traffic (bi-directional) by commuting route
Volume to Capacity ratio by commuting route

7. Data Descriptions

Residential construction activity

This data is from two sources. The first is Construction Industry Research Board (CIRB) data, available as time series data in monthly and annual frequencies for City and County geographic definitions. Unincorporated data is not detailed, i.e. it is for the entire unincorporated area in the County. The second source is the Santa Barbara County Planning Department. From this source we obtain some detail on residential permit activity in the unincorporated areas in Santa Barbara County. This data is available as monthly time series.

Retail, Industrial, and Office space (base)

This data is from various sources including City reports, County reports, Commercial Real Estate Agents, and estimates by the UCSB Economic Forecast Project. Commercial Real Estate Agents used include: Bob Tuler from Radius Group Commercial Realty, Francois DeJohn from Blair-Hayes Commercial Realty, Steve McCarty from Stafford-McCarty Commercial Realty, and CB Richard Ellis.

Agricultural Acreage

This data is from the biennial California Farmland Mapping and Monitoring Program (FMMP).

Population

This data is sourced from the US Census Bureau. We used Census Designated Places (CDP) for the geographies in this model in an attempt to ensure consistency across data type (population, median household income, etc). This is important for the computation of the sub-County areas including: North Santa Barbara County, the South Coast of Santa Barbara County, and West Ventura County.

Jobs and Average Salary by Sector

This data is from the California Employment Development Department's ES-202 file. Sub-County areas are defined by zip codes.

Median Household Income

This data is from the US Census 1990 and 2000, for the previously mentioned Places and Census Designated Places.

Median Home Price

This data is from First American Real Estate Solutions, and the Santa Barbara Multiple Listing Service.

Housing Stock

This data is from the Census 1990 and 2000, for Places and Census Designated Places. Future housing counts were based on extending trends and/or build-out analyses conducted by Solimar Research Group for Ventura County cities.

Average Annual Daily Traffic

This is from 1992 and 2000 Traffic Volumes on California State Highways, State of California, Department of Transportation, Traffic Operations Division.

Volume to Capacity Ratio

This is from 1992 and 2000 Traffic Volumes on California State Highways, State of California, Department of Transportation, Traffic Operations Division. It is a measure of the capacity of the existing lanes, obtained as a ratio of total traffic to the number of lanes.

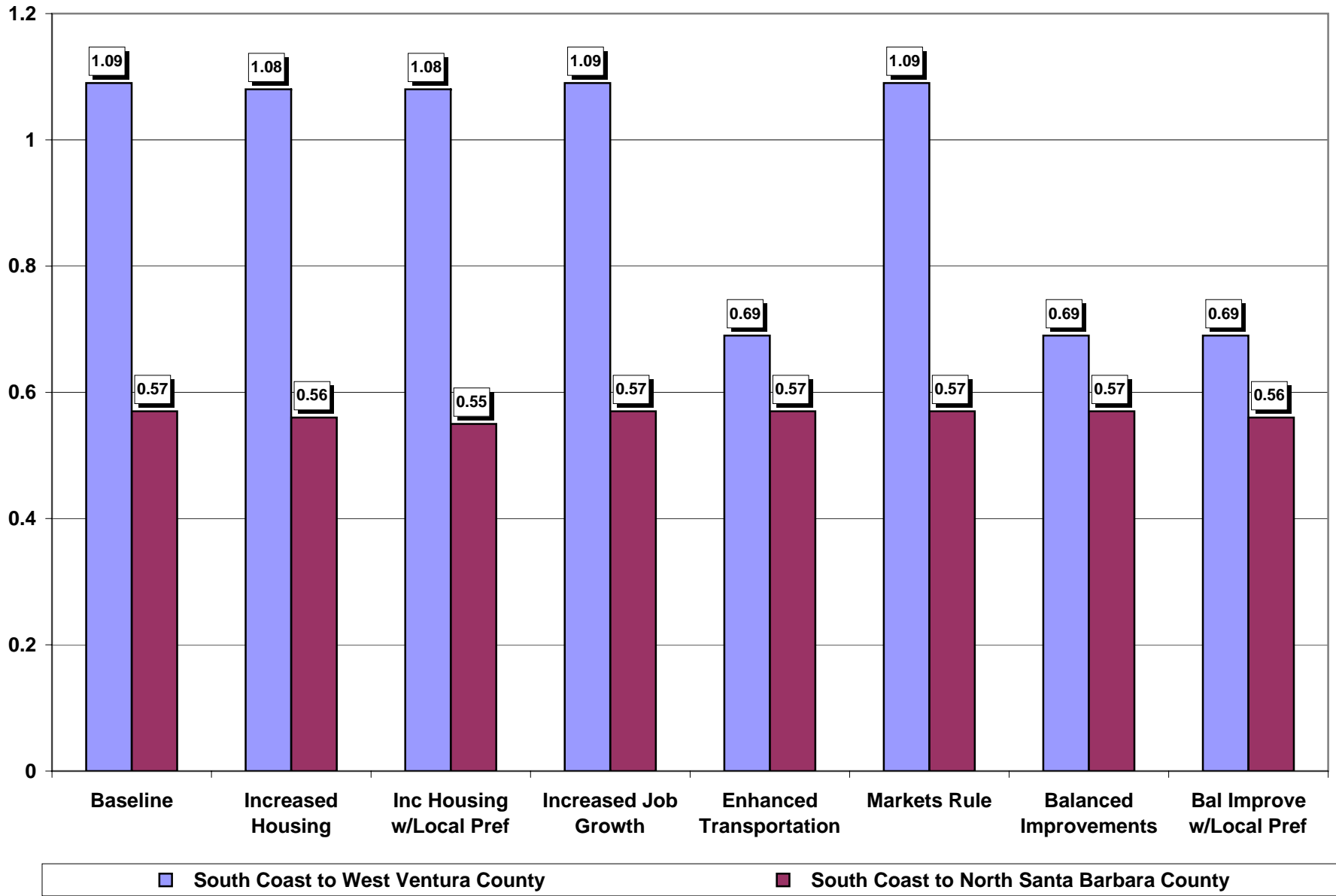
8. Mapping Between Jobs and Commercial Space

Mapping Between Jobs and Commercial Space				
	Type of Commercial Space			
Job Sector	Retail	Industrial	Office	Agriculture
Agriculture		15%		85%
Mining, Manufacturing, and Construction		100%		
Transportation, Communications, and Utilities		85%	15%	
Finance, Insurance, and Real Estate	15%		85%	
Wholesale Trade		100%		
Retail Trade	100%			
Other Services	55%	5%	40%	
Government		5%	95%	

Source: UCSB Economic Forecast Project

Note: Industrial space also includes Warehouse space

Results Across Scenarios									
SCENARIOS -->	#1 Baseline	#2 (a) Increased Housing	#2 (b) Increased Housing	#3 Increased Job Growth	#4 Enhanced Transportation	#5 Markets Rule	#6 (a) Balanced Improvements	#6 (b) Balanced Improvements	#7 SBCAG's RGF
TRAFFIC									
Total AADT (average annual daily traffic)	181,283	176,610	172,869	183,702	177,901	181,086	180,316	179,683	185,207
<i>deviation from Baseline</i>		-4,673	-8,414	2,419	-3,382	-197	-967	-1,600	3,924
<i>% deviation from baseline</i>		-2.6%	-4.6%	1.3%	-1.9%	-0.1%	-0.5%	-0.9%	2.2%
COMMUTING									
Total number of new commuters	11,137	6,295	2,472	13,551	11,088	10,940	13,501	12,787	15,712
<i>deviation from Baseline</i>		-4,842	-8,665	2,414	-49	-197	2,364	1,650	4,575
<i>% deviation from baseline</i>		-43.5%	-77.8%	21.7%	-0.4%	-1.8%	21.2%	14.8%	41.1%
Percent of total AADT	6.1%	3.6%	1.4%	7.4%	6.2%	6.0%	7.5%	7.1%	8.5%
Detailed breakout of new commuting									
Job in SC but live in NSB	4,208	3,259	2,794	4,172	4,159	4,207	4,137	3,672	6,947
<i>deviation from Baseline</i>		-949	-1,414	-36	-49	-1	-71	-536	2,739
<i>% deviation from baseline</i>		-22.6%	-33.6%	-0.9%	-1.2%	0.0%	-1.7%	-12.7%	65.1%
Job in SC but live in WVA	1,759	1,355	1,105	1,795	1,759	1,760	1,780	1,531	2,841
<i>deviation from Baseline</i>		-404	-654	36	0	1	21	-228	1,082
<i>% deviation from baseline</i>		-23.0%	-37.2%	2.0%	0.0%	0.1%	1.2%	-13.0%	61.5%
Job in SL but live in NSB	5,170	1,681	-1,427	7,584	5,170	4,973	7,584	7,584	5,924
<i>deviation from Baseline</i>		-3,489	-6,597	2,414	0	-197	2,414	2,414	754
<i>% deviation from baseline</i>		-67.5%	-127.6%	46.7%	0.0%	-3.8%	46.7%	46.7%	14.6%
Volume to Capacity Ratio (Highway 101)									
	Baseline	Increased Housing	Inc Housing w/Local Pref	Increased Job Growth	Enhanced Transportation	Markets Rule	Balanced Improvements	Bal Improve w/Local Pref	Bal Improve w/Local Pref
South Coast to West Ventura County	1.09	1.08	1.08	1.09	0.69	1.09	0.69	0.69	1.10
South Coast to North Santa Barbara County	0.57	0.56	0.55	0.57	0.57	0.57	0.57	0.56	0.60
Sources: SBCAG, Solimar Research Group, UCSB Economic Forecast Project									





APPENDIX B

Report on Existing Conditions

The Santa Barbara / Ventura Inter-Regional Partnership for
Jobs/Housing Balance

Prepared by Thomas J. Frutchey

Edited by John Jostes

June 28, 2004

Contents

<u>Section</u>	<u>Page</u>
Introduction	B-1
Background Information on the Two Counties About Santa Barbara County About Ventura County	B-3
The Regions in the Study Area: A Brief Introduction North Santa Barbara County The South Coast Western Ventura County	B-5
The Current Jobs/Housing/Mobility Challenges How This Situation Has Been Created and Sustained Where We Are	B-10
The Challenges Ahead	B-14
References	B-17

Introduction

California's population of over 34 million in 2000 has continued to grow by almost 600,000 people each year. At the rate of current growth, the state will house over 50 million people, half again its 2000 size, within the next 25 years¹. Over 14.7 million Californians are now employed². Job growth over the coming decades is also projected to be strong, especially in lower-paying service sector positions, and especially in coastal counties.

There are over 12.6 million housing units in the state, or one for every 1.17 job holders. In recent years, however, we have been building only slightly more than half of the new housing that the new Californians—whether they are new arrivals to the state or newborns—will need. In the last ten years, the housing shortfall in California has grown by over 500,000 homes³. Due to current zoning laws, land use patterns, and housing affordability constraints, a smaller percentage of the newly constructed housing units each year are being built close to current job centers. In general, we are creating jobs in what are already job-rich areas, mostly on the Coast, and we are creating new housing in what are already housing-rich areas, mostly farther inland, on top of prime agricultural soils.

As a result, the relationships between the location of jobs and the availability of housing that the individuals in those jobs not only want for themselves and their families, but can also afford, is becoming a significant issue in most metropolitan areas in California, especially as commuting distances and times increase, traffic congestion worsens and people are spending more and more time in their cars. The spatial mismatch between the location of jobs and the location of housing that matches the needs and financial capabilities of California households is forcing growing numbers of workers to reside further from their workplaces than they would otherwise choose. The additional mismatch between the housing types built (single family residential) versus that needed (apartments and condominiums) further exacerbates the problem. Commuting is becoming more of an issue for more and more Californians. Likewise, more and more Californians live in substandard housing and pay in excess of 30% of their income for housing.

The general balance of jobs and housing is addressed in an overall sense in State law, which requires local governments to zone “sufficient vacant land for residential use...in relation to zoning for nonresidential use...” (Government Code §65913.1). Additionally, State housing element law (Article 10.6 of the Government Code) requires that population and employment projections be considered in estimating housing need and that the “jobs/housing balance” be addressed in comprehensive plan housing elements.

California's *General Plan Guidelines* includes a detailed description of the basis of jobs-housing balance and how to improve it:⁴

“Jobs/housing balance compares the available housing and available jobs within a community or region.....Jobs/housing balance is based on the premise that commuting, the overall number of vehicle trips, and the resultant vehicle miles traveled can be reduced when sufficient jobs are available locally to balance the employment demands of the community and when commercial services are convenient to residential areas. Planning for a jobs/housing balance requires in-depth analyses of employment potential (existing and projected), housing demand (by income level and housing type), new housing production, and the relationship between employment

¹ California Department of Finance, *2000 Census, Summary File 1, State and County Summary*, www.dof.ca.gov.

² California Department of Finance, *2000 Census, SF3 CA profile*, www.dof.ca.gov.

³ Home Builders Association of the Central Coast, *The Gamut*, March 8, 2004, p. 1.

⁴ State of California, *General Plan Guidelines*, Chapter 2: Sustainable Development and Environmental Justice, 1997, p. 21.

opportunities and housing availability. Other factors, such as housing costs and transportation systems, must also be evaluated.

“Improving the jobs/housing balance requires carefully planning for the location, intensity, and nature of jobs and housing in order to encourage a reduction in vehicle trips and miles traveled and a corresponding increase in the use of mass transit and alternative transportation methods, such as bicycles, carpools, and walking. Strategies include locating higher-density housing near employment centers, promoting infill development, promoting transit-oriented development, actively recruiting businesses that will utilize the local workforce, developing a robust telecommunications infrastructure, developing workforce skills consistent with evolving local economies, and providing affordable housing opportunities within the community. Jobs-housing provisions most directly affect the land use, circulation, and housing elements.”

These same general jobs / housing patterns that have been developing throughout the State have been developing in Santa Barbara and Ventura Counties for several decades as well. The population of each is growing at a slightly lower overall rate than is the case in the state as a whole (about a 1.4% average annual population increase, compared to the state’s 1.7%⁵). The majority of this growth is resulting from an excess of births over deaths, not, as is commonly supposed, as a result of immigration. Job growth has remained strong in Ventura County (a 2.5 % average annual increase⁶) but has weakened considerably in Santa Barbara County over the past few years (declining from 2.7% in 2000⁷ to 1.5% in 2003⁸).

Each county is building housing at a slower rate than its growth in population, households, and jobs. Santa Barbara County has been adding an average of some 1,000 homes each of the past 10 years⁹, which is less than a 0.7% average increase in the existing housing stock each year¹⁰. The ability to improve traffic congestion by new roads or upgrading existing roads is extremely constrained by geography, funding is scarce, and portions of the public in sub regions of the study area are opposed to increasing road capacity.

Just as the State has become concerned about the worsening situation and has initiated responses, so too have agencies in Santa Barbara and Ventura Counties. In 1989, for example, the Santa Barbara County Association of Governments (SBCAG) adopted a policy stating that, “Each jurisdiction [in the County] needs to incorporate the goal of achieving a job-worker-housing balance in its General Plan and appropriate ordinances. Failure to address this issue locally will likely result in an exacerbation of the existing regional jobs housing imbalance, which will further impact the region’s travel patterns, work trip lengths, and increasing congestion levels.”

The concept of balancing jobs and housing units and goes beyond mere numerical accounting: “Jobs-housing balance is a planning tool that local governments can use to achieve a roughly equal number of jobs and housing units or households in their jurisdiction or part of a jurisdiction. The notion of balancing jobs and housing goes well beyond trying to attain numerical equality. Ideally, the jobs available in a community need to match the labor force skills, and housing should be available at prices, sizes, and locations for workers who wish to live in the area. Hence, there is a "qualitative" as well as "quantitative" component to achieving jobs-housing balance.”¹¹

⁵ California Department of Finance, *2000 Census, Summary File 1, State and County Summary*, www.dof.ca.gov

⁶ Ventura County Workforce Investment Board, *State of the Workforce: 2002*, pp. 34-35.

⁷ University of California at Santa Barbara, *The 2002 Santa Barbara County Economic Outlook*, p. 74.

⁸ California Employment Development Department, *California Labor Market Review*, p. 11.

<http://www.calmis.ca.gov/file/1fmonth/CaLMR.pdf>

⁹ University of California at Santa Barbara, *The 2002 Santa Barbara County Economic Outlook*, p. 120.

¹⁰ University of California at Santa Barbara, *Economic Forecast Project, Input Data for Jobs/Housing Model, 2004*.

¹¹ Atlanta Regional Commission, *Jobs-Housing Balance Toolkit*, page 4, from www.altreg.com/qualitygrowth/toolkits.html

It is important to note that there is no single jobs/housing ratio that is the goal for all regions. The appropriate jobs/housing ratio for a given region¹² is a function of its employment patterns (the number of multi-income families, retired empty nesters, etc.) and of its housing patterns (the number of bedrooms in its residential units, the number of persons per household, etc.)

Similarly, there is no goal for all communities within a given region. It can be healthy to have what seem to be, at first glance, significant community-to-community differences. Not every community either can or wishes to provide exactly the same number of jobs and job seekers. The Montecito community, for example, treasures its residential character; on the other side of the coin, the City of Industry in Los Angeles County has almost no land zoned or suitable for residential development. The farther from the ratio of job holders to housing units balance that a given community is, however, the more commuting that will be necessary to connect workers and their jobs¹³.

Background Information on the Two Counties

Santa Barbara County

Santa Barbara County has 110 miles of coastline and is bordered inland by San Luis Obispo County to the north, Kern County to the east, and Ventura County to the south. The county occupies approximately 2,774 square miles. Federal, state, and local governments own 48% of all land in Santa Barbara County, a total of approximately 800,000 acres. Another 48% is privately owned farmland or mountainous areas. The county's urban footprint (either already urbanized or approved for urban conversion) consists of approximately 66,000 acres, or 4% of the total¹⁴. Fully one-third of the county's entire land form is located in Los Padres National Forest. The county had a total population of 410,300 in 2003¹⁵.

Approximately two-thirds (273,400) of the county's total population lives in the county's eight incorporated cities of Santa Barbara, Santa Maria, Lompoc, Goleta, Carpinteria, Guadalupe, Solvang, and Buellton. Approximately one-third (136,600) lives in the unincorporated county. As such, Santa Barbara County has greater levels of housing and other development in unincorporated areas than most other counties in California. The county's unincorporated communities include: Orcutt, Los Alamos, Isla Vista, Los Olivos, Santa Ynez, Vandenberg Village, Mission Hills/Alisa Oaks, Cuyama, Summerland, Montecito, Casmalia, and Gaviota.

There are numerous planning-related issues now facing the County, including: the cost of housing, the lack of affordable housing, the jobs/housing imbalance, limited transportation corridor capacity, limited public sector financial resources, and development pressures.

Growth is channeled into urban areas through the goals and policies of the land use element of the Santa Barbara County Comprehensive Plan. One of the Elements' four fundamental goals follows:¹⁶

Urbanization: In order for the County to sustain a healthy economy in the urbanized areas and to allow for growth within its resources and within its ability to pay for necessary services, the

¹² Even if that region were entirely self-contained.

¹³ The converse is not necessarily true, however. Even a community that has a ratio exactly matching that of its region, however, there suffer from substantial commuting, since not everyone living in a community will have want or have a job also in that community.

¹⁴ Santa Barbara County Planning & Development, *The Status of Agriculture in Santa Barbara County*, April 1999, p. 2 and *Santa Barbara County 2030 Land and Population*, November 2000, p. 10

¹⁵ California Department of Finance, *Population Estimates*, 2003.

¹⁶ Santa Barbara County, *Land Use Element Goals and Policies*, as amended through 11/25/03, pp. 80-126.

County shall encourage infill, prevent scattered urban development, and encourage a balance between housing and jobs.

Neither Santa Barbara County nor any of its cities have adopted an urban growth boundary, as have Ventura County and the virtually all of its cities.

Table 1¹⁷
Santa Barbara County Population, Jobs, Housing Units,
And Jobs/Housing Ratios

Sub-Region	Population	Jobs	Housing Units	J/H Ratio
South Coast ¹⁸	201,000	108,207	73,281	1.48
Santa Ynez	21,800	8,528	8,259	1.03
Lompoc	58,300	20,157	18,809	1.07
Santa Maria	116,800	41,508	35,317	1.18
County-wide Totals	397,900	178,400	135,666	1.31

Community or specific plans have been adopted for the following areas: Goleta (applies only to unincorporated area), Mission Canyon, Los Alamos, Montecito, Orcutt, Summerland, and Toro Canyon. Development of specific or community plans for Santa Ynez, Isla Vista, and the Lompoc area are either underway or are scheduled. Local general plans for all cities are complete; housing elements, among other elements, are being updated.

The current jobs / housing ratios for the four major population centers in the County are as follows:

Ventura County

Ventura County is bordered inland by Santa Barbara and Kern Counties to the north and west and Los Angeles County to the north and east. The county occupies approximately 885 square miles (less than one-third the size of Santa Barbara County). Ventura County had a total population of 798,000 in 2003¹⁹ (almost exactly double the population of Santa Barbara County).

Approximately 90% of the county's population lives in the county's ten incorporated cities: Ojai, Ventura, Oxnard, Pt. Hueneme, Camarillo, Santa Paula, Fillmore, Thousand Oaks, Simi Valley, and Moorpark. No one city is dominant, although four cities (Oxnard, Thousand Oaks, Simi Valley, and Ventura) have a population of 100,000 persons or more²⁰. About 60% of the county's population lives in these four cities. Virtually all cities are separated from one another by greenbelts. Guidelines for Orderly Development direct growth to take place within cities. Approximately 10% (80,000) of the County's population lives in the unincorporated county. The county's unincorporated communities include: El Rio, La Conchita/Sea Cliff, Foster Park/Casitas Springs/Oak View, Saticoy, Somis, Piru, and Bardsdale.

¹⁷ Santa Barbara County Association of Governments, *Santa Barbara Regional Growth Forecast: 2000-2030*, March 21, 2002.

¹⁸ South Coast defined as Carpinteria to Gaviota

¹⁹ University of California at Santa Barbara, Economic Forecast Project, *Input Data for Jobs/Housing Model, 2004*.

²⁰ Camarillo's effective population is over 100,000 as well, given that the local unincorporated area population is largely adjacent to city boundaries.

Ventura County’s urban footprint (either already urbanized or approved for urban conversion) consists of approximately 105,000 acres, or 19% of the total land (and almost five-times the relative size of the Santa Barbara footprint). Of the remaining land, most is either steeply sloped land (182,000 acres, or 32% of the total), cultivated farmland (112,000 acres, or 20%), or protected as open space (58,000 acres, or 10%) of the total. A small amount is wetlands. Only 95,000 acres, or 17% of the total, is undeveloped and unconstrained by these other factors.

The county's current growth boundaries contain approximately 147,000 acres, or 26% of the land. Most of this land (82,000 acres, or 56% of the total) is developed. Approximately 65,000 acres, or 44% of the land inside the boundaries, remains undeveloped.

Ventura County considers the equilibrium range for its jobs/housing ratio to be 1.10 to 1.34 full-time equivalent jobs per dwelling unit. An area within the County having a ratio of less than 1.10 : 1 is considered to be “jobs poor.” An area with a ratio of more than 1.34 : 1 is considered to be “jobs rich.”

The current jobs / housing balances for the four major areas of the County are as follows:

Table 2²¹
Ventura County Population, Jobs, Housing Units, and Jobs/Housing Ratios

Sub-Region	Population	Jobs	Housing Units	J/H Ratio
Ventura, Oxnard, Camarillo, Pt. Hueneme	362,586	166,334	121,054	1.37
Santa Paula, Fillmore, Ojai	67,558	17,483	22,423	0.78
Thousand Oaks	124,640	71,255	45,476	1.57
Simi Valley / Moorpark	144,675	41,800	47,735	0.88
Sub-region Totals	699,453	296,872	236,688	1.25

As shown in the table, two of Ventura County’s four sub-regions are considered to be jobs rich and two are considered to be jobs poor.

The vast majority of developed land in the County is currently located inside the SOAR-mandated growth boundaries. As of the year 2000, approximately 96,300 acres of land in the county was urbanized, of which 81,700 (84%) was located inside the growth boundaries. The vast majority of farmland is currently located outside the growth boundaries.

The current growth boundaries do not protect all farmland and environmentally sensitive land. Approximately 45% of the land inside the growth boundaries (65,000 acres) was undeveloped in 2000. However, this includes 10,800 acres of agricultural land, almost 14,000 acres of permanently protected open space, and 18,000 acres of steeply sloped land (25% slope or more). A policy designed to protect all farmland and environmentally sensitive land would probably lead to the creation of different growth boundaries. The stock of unconstrained undeveloped land inside the boundaries is quite small.

When all land constrained by agriculture, environmental sensitivity, and public ownership is removed, the county is left with approximately 20,800 acres of unconstrained and undeveloped land inside the growth boundaries.

²¹ County of Ventura, Resource Management Agency, *Ventura County General Plan, Land Use Appendix*, June 19, 2001, pp. 23, 24, 115.

The Regions in the Study Area: A Brief Introduction

Each of the two counties is split into two generally recognized regions within its boundaries. For Ventura County, the two areas are East County and West County, with the split occurring at the Conejo Grade and extending along the hills east of Santa Rosa Road. Eastern Ventura County encompasses the three cities of Thousand Oaks, Simi Valley, and Moorpark. This region is urbanized, large numbers of its residents commute to jobs in Los Angeles County, the demographic patterns it demonstrates and the social issues it faces tend to mirror those already underway in the San Fernando Valley and the rest of Los Angeles, and it has tended to focus on issues of importance to the Los Angeles Basin. Because of this orientation and interdependence, East Ventura County is not included in this study.

Northern Santa Barbara County, the South Coast (i.e., the region between the Gaviota tunnel and the Ventura County border), and Western Ventura County are inextricably linked economically, socially, and culturally, and ecologically. The economic development, land use planning, and transportation management systems, policies, and decisions of the three regions, however, are not. The current combination of market forces, individual citizen's decisions on where to live and work, and government actions are not producing the nature and scope of development and transportation options best able to preserve and enhance the quality of life residents of the three regions expect. Current land-use patterns and decision-making systems are often preventing us from addressing the critical planning issues we face and are polarizing individuals, neighborhoods, and communities having different perspectives.

Western Ventura County includes the seven cities of Camarillo, Oxnard, Ventura, Pt. Hueneme, Ojai, Santa Paula, and Fillmore. Although Western Ventura County also has strong ties to Los Angeles, trends and events are more similar to those areas to the west and north, including those in Santa Barbara County. Western Ventura County's land use patterns, reliance on agriculture, dominant political trends, and the issues it faces, tend to be more similar to those faced by communities in Santa Barbara and San Luis Obispo Counties. Because of the increasingly high cost of housing in southern Santa Barbara County, western Ventura County's housing demand and prices are substantially impacted. Increasing numbers of Santa Barbara workers live in western Ventura County.

Geography and history have created differences between northern and southern Santa Barbara County. The dividing point is generally seen as at or near the Gaviota pass. Northern Santa Barbara County includes the five cities of Buellton, Lompoc, Solvang, Santa Maria, Guadalupe, and unincorporated communities such as Orcutt and Santa Ynez. This area has traditionally been strongly associated with agriculture and is, on the whole, facing strong development pressures. Communities towards the southern end—including Lompoc and Santa Ynez—are strongly influenced by economic pressures and trends in the South County. Communities towards the north—such as Santa Maria—are strongly impacted by economic pressures and trends in San Luis Obispo County.

The Southern Santa Barbara County (which is also called the South Coast) includes the three cities of Carpinteria, Santa Barbara, and newly incorporated Goleta, as well as such incorporated communities as Summerland, Montecito, and Isla Vista. Traditionally, large employers such as UCSB and defense/technology companies, as well as white-collar service firms (such as law firms, engineering and architectural firms, as well as banks and financial service firms) have had a dominating influence on the overall South Coast economy. Tourism and other primarily blue-collar service activities are having increasing influence. Agriculture, including the open range lands along the Gaviota coast and the greenhouses in the Carpinteria Valley, has also played a strong role.

Various constituencies within the County traditionally have strongly disagreed on how best to address such planning-related issues as environmental protection, private property rights, and the nature and pace of development. These disagreements have led to antipathy between and among many adherents to the

different viewpoints, and to strong intra-County divergence. A petition—in response at least in part to the historical differences in opinion on planning and other related issues—has recently been certified that, if voted on positively by both halves of the county, would split the County along north county/south county lines.

Northern Santa Barbara County

The population of the North County is approximately 200,000, and is increasing by about 2,600 (or 1.6%) per year. This is just 1,000 less than the population of the South Coast. Within a few years, North County will be more populous than South County. (Similarly, by 2007, Santa Maria will become the largest city in the County, eclipsing the City of Santa Barbara.) The largest relative population increases are in working class individuals and families and in retirees.

A significant portion of this growth is due to a strong job market in the South Coast. During the 1990s, those persons with jobs in the South Coast who were not able (or chose not) to live in the South Coast were more than likely to live in Western Ventura County. Since 2000, due primarily to the increasing price and decreasing availability of housing in Western Ventura County, this pattern has altered, and an even greater percentage of commuters to the South Coast choose to live in North Santa Barbara County, despite the longer commute.

A greater portion of the recent population growth in the North County has been due to the even stronger job growth in Southern San Luis Obispo County. A larger number of persons with jobs in Southern San Luis Obispo County, a jobs-rich area similar to the South Coast, are choosing (or are being required) to commute from Northern Santa Barbara County. This trend has been accelerating²².

Jobs in the North County total 73,000, and are increasing at the fastest rate of any of the three regions. The largest relative growth is in working class jobs, those that pay less than median income. Some of the recent growth has been as a result of employers such as Raytheon relocating part or all of their work force from the South Coast to areas such as Lompoc or Santa Maria.

Because the largest relative increase in jobs is among the working class, median household income lags the other two regions, and is increasing at a slower rate than either the South Coast or Western Ventura County.

Conversely, housing stock is growing faster than in the other two regions, showing a 1.2% average annual increase. Although significant, this increase is still less than the population and jobs increases the region is achieving. As a result, the overall jobs / housing ratio for North County is at now at a relatively low 1.12.

Housing prices are lower and are increasing at a slower rate than in the other two regions²³. Viewing ownership housing as an investment, North County residents in general do not fare as well as the owners of housing in the other two regions. Viewing housing from an affordability perspective, housing in the North County continues to provide the best value for people with restricted incomes and young professionals.

Housing prices are artificially inflated by the number of individuals and families with jobs in either the five cities area and in the City of San Luis Obispo or in the South Coast who are unable to find affordable

²² University of California at Santa Barbara, Economic Forecast Project, independent analysis for the Jobs/Housing Project, 2004.

²³ Note: As is generally true, this overall trend masks local variations; the cost of housing in some North County areas increases at a pace even faster than the average increase achieved by the other two regions.

housing that is suitable for their needs and that is closer to their jobs. Thus, commuters have the impact of reducing the affordability of North County homes for individuals and families who both work and live in the North County. This is especially significant, as wages tend to be lower in the North County.

Congestion on Highways 101 and 154 between North County and the South Coast is beginning to be an issue among some commuters, but there is still adequate capacity until reaching southern Goleta off ramps and the City of Santa Barbara itself. There is little excess capacity for those commuters heading north, into southern San Luis Obispo County.

The South Coast

Population has remained essentially unchanged over the past several years, remaining at approximately 201,000. Within that relatively constant overall total, there is a considerable amount of evolution: retirees, the wealthy, and the poor increase; students remain relatively constant or decline—specifically at the elementary school level; and the numbers of professionals and middle class families have fallen.

The job market continues to be strong, in spite of the current slowdown in the overall economy. Jobs currently total 105,000 and are continuing to increase by an average annual rate of 0.7%. Since unemployment is very low (averaging between one and two percent) and some residents drop out of the work force on an ongoing basis (due to retirement and other factors) but not the housing market, almost all new jobs as well as the existing jobs needing to be filled are assumed by commuters. The loss of higher paying jobs has continued throughout the decade, replaced primarily by lower wage service jobs. The increase in service jobs is due, in large part, to increases in tourism and the state's land use taxation and revenue policies (which induce cities to zone for commercial, not residential). Employers are having increasing difficulty attracting employees, due to the problems of housing availability and affordability.

The housing stock has increased by an average of only 280 units per year. That is less than 0.3% per year, in one of the most desirable living areas in the entire state. The majority are market-priced housing units, with a median price over \$1 million in year 2000 constant dollars. Most of the occupants of these new units are upper income families or retirees moving into the area. These countable and forecastable new units do not serve to relieve the existing housing pressures. There are probably a significant number of illegal second units that do relieve housing pressures; the likely number of these is not known.

The jobs / housing ratio was 1.48 in 2000, well outside what is considered to be a healthy ratio. There is some ongoing loss of jobs in Goleta, but this is more than offset in numbers (not in wage scales) by job increases in the rest of the South Coast. Of greater concern than the loss itself is that the jobs being lost are primarily higher paying, technical jobs and the jobs being created are primarily lower-paying service sector jobs.

Housing prices have increased by 43% in constant dollars, in the first three years of this decade alone, fully 7 times the increase in household median incomes. "Market and demographic forces driving gentrification and minimal controls on the length of time existing affordable units remain affordable contribute to the conversion of lower priced housing to higher priced categories."²⁴ Thus, the housing affordability index, which was already extremely low, is decreasing even further.

Population per housing unit in the South Coast is at 2.61, by far the lowest of the three regions. Current trends—including the increasing number of retirees and empty nesters and the increasing percentage of the overall South Coast population that is lower income—are mixed. The mix of these trends over the coming years will determine whether population per housing unit will increase or decrease.

²⁴ Economic Community Project, *RIGS Report*, p. 17.

The South Coast suffers the majority of the effects of the overall area's traffic congestion. The number of single occupancy vehicles (SOVs) as a percentage of all automobiles during peak traffic hours either did not change or actually increased in recent years.²⁵ The 101 from Goleta to Carpinteria is clogged during the morning and afternoon peak hours, as well as during periods of time on weekends and holidays. This can limit job growth, cause non-local serving businesses to leave, and increase the costs of doing business for local serving enterprises.

In general, there is an accelerated disconnect between jobs and housing: housing costs more, at the same time that the higher paying jobs are leaving and median income is decreasing. Housing affordability continues to decline. Housing purchases are driven more by wealth than by income from jobs. The younger generation has a decreasing chance of ever breaking into housing ownership. Commuting peaks out, since capacity is constrained.

Western Ventura County

Population is at 469,000. Western Ventura County has more people, and a larger total economy, than all of Santa Barbara County. As in Santa Barbara County, natural population growth—births less deaths—is the largest portion of recent increases.²⁶ Net in-migration which accounted for only 10% of the growth during the 1990's, is causing a gradual evolution in the ethnic makeup of the County. The largest population increases has been in the numbers of children and retirees.

Total jobs are at 154,000 and are increasing each year by an annual average of 1.9%, almost double the rate of population increase for the region. Job growth is tending to be concentrated among employers that produce or supply high-value-added goods and services. Thus, the strong growth is primarily in higher paying jobs: nearly 70% of the 2,900 jobs created on average each year employ workers with competent or advanced/superior skills. Just over 20% are in the basic range, and fewer than 10% are in the minimal skill range.²⁷

Household median income is growing moderately, staying slightly below that of the South Coast, for which household median income is decreasing slightly. This matches the increase in housing costs, which in constant dollars increase slightly faster in the South Coast than in Western Ventura County.

The housing stock is growing by an average of 0.75% per year, slower than the population increase, but significantly closer to the rate of population increase than is the case in North Santa Barbara County. Construction numbers are constrained less by SOAR than are types and location. The average household size is at 3.05 per unit, the highest of the three regions.

The overall jobs / housing ratio for the region is 1.01.

Housing prices are well behind those in the South Coast, but are increasing at the fastest rate in the three regions, after having been outpaced by the South Coast during the 1990s. Although homeowners are finally seeing their prices increasing at a faster rate than housing prices in the South Coast, the gap as measured in absolute dollars is still actually gets wider, because of the large starting disparity. Thus, all other things being equal, current Western Ventura County commuters to the South Coast are still losing ground in their efforts to be able to afford to buy in the South Coast.

²⁵ SBCAG, *2002 Commute Profile*, pp. 47-48

²⁶ UCSB Economic Forecast Project, *The 2002 Ventura County Economic Outlook*, p. 43.

²⁷ WIB of Ventura County, *State of the Workforce 2003*, p. 41.

Commute traffic on Highway 101 has already reached theoretical capacity during the peak commute hours in both the northbound (to the South Coast) and southbound (up the Conejo Grade towards Thousand Oaks and the San Fernando Valley) directions. Thus, for the over 25% of Western Ventura County workers who commute out of their region to work every day, there is no good direction in which to head.

In general, the continued relatively high population/housing unit and high median household income are achieving the highest overall housing affordability of the three regions. In spite of this, the growing disparity in incomes between knowledge workers and many service workers means that we have a substantial and increasing share of the population classified as the working poor. These are employed persons who cannot command wages that will allow them to ever break into the ownership housing market.²⁸ Unemployment will remain low, as the number of jobs continues to rise faster than growth in the working age population. Even with this jobs increase, commuting pressures to the South Coast will increase, as the job-age population is not growing in the South Coast, while the number of jobs is.

The Current Jobs / Housing / Mobility Challenges

Almost all areas within the three regions are seen as desirable places to live. Urban land available for housing is very limited in all three. Western Ventura County is a net exporter of workers each day to the regions on either side of it—western Los Angeles County and the South Coast. Similarly, Northern Santa Barbara County is also a net exporter of workers each day to the regions on either side of it—southern San Luis Obispo County and the South Coast.

The most noticeable daily impacts, of course, are on commute patterns. Some 17% of all workers in the 3 regions already commute inter-county. More than 15.6 thousand Ventura County residents commute to Santa Barbara County every day, mostly by SOV, and mostly to the South Coast. By way of comparison, only 3.3 thousand South Coast residents commute in the opposite direction. The following table indicates current commute times:

Table 3
2002 Inter-County Commute Profile²⁹

County of Residence	If Work in Same County	If Work in S.B. County
San Luis Obispo	21 min.	36 min.
Santa Barbara	20 min.	20 min.
Ventura	18 min.	47 min.

Thus, the three regions are locked in an interdependent relationship that has, until now, not been explicitly addressed. The fulcrum, with the strongest job market and the least available and affordable housing, is the South Coast.

The high housing prices are having significant impacts on the South Coast, including:³⁰

- ❖ Long-Distance Commutes—greater distances and greater congestion mean long hours on the road; Ventura to Santa Barbara commute times have nearly doubled in the past ten years.

²⁸ WIB of Ventura County, *State of the Workforce 2003*, p. 1.

²⁹ SBCAG “2002 Commute Profile”

³⁰ Bill Watkins, Executive Director, UCSB Economic Forecast Project, November 7, 2002

- ❖ Degradation of Business and Job Climate—loss of tradable goods companies; artificially high prices for local goods and services; demands for high wages.
- ❖ Change in Demographic Composition--the middle class is forced out. With the exodus of the middle class, the numbers of people in the middle age groups also decreases.
- ❖ Loss of Critical Service Workers—Nurses, teachers, police officers, and others cannot find affordable housing and move out of the area.
- ❖ High Density Households—more people per unit and therefore higher demands for services per unit. Since the poor can't afford to commute, this leads to a significant increase for social services in concentrated areas.

In sum, the current array of challenges includes:

- ❖ Overall lack of ownership and buy-in by individuals, constituencies, and their representatives to the “problem at hand.”
- ❖ Identifying sufficient financial resources to fund specific strategies to ameliorate the problem.
- ❖ No single entity has enough control or influence to address these issues successfully.
- ❖ Local agencies, individually, do not have enough political power, control or regulatory authority to compel solutions that will substantively change existing trends.
- ❖ Perceived loss of control by local agencies frustrates attempts at building agreement on an explicit set of regional planning policies and implementation strategies.
- ❖ We may not have the population mass necessary to successfully support high capacity transit alternatives such as rail.
- ❖ We are all, to a greater or lesser degree, vested in the status quo. Most of us are also, to a greater or lesser degree, self-satisfied with the lifestyle we now enjoy.
- ❖ “Regionalism,” “environmental protection,” “affordable housing,” and other basic concepts are evolving to reflect new understanding and interdependence. Unfortunately, these approaches can also be used by lead agencies to assert that it is not “my” problem, but “their” problem.
- ❖ The processes and costs we have layered on development—designed to ensure that individual interests are balanced with community interests—have become an impediment to solutions.

How This Situation Has Been Created and Sustained

Although communities in the region are integrated economically, culturally, socially, and ecologically, their planning policies and decisions are not³¹.

The current land-use incentives and decision-making systems prevent communities and regions from adequately addressing the critical issues and, in fact, have tended to polarize neighboring communities and agencies.

Even if there had been more integrated systems, there has not been the political will to:

³¹ Santa Barbara Region Economic Community Project, *Preserving Our Future: Land-Use Principles for the Next Generation*, undated, unpaginated.

- ❖ Address the imbalance
- ❖ Develop an approach for the region's overall benefit
- ❖ Connect land use policies to traffic/transportation planning³²

The general trend has been worse. Periods of lesser impact include shortly after transportation improvements or when the economy softens, thereby reducing the jobs requiring commuters to fill.

It is now as bad, or at least perceived to be as bad, as ever. And we are in a relatively soft economy with no significant transportation improvements able to be funded in the near future. If funding decreases for several commuter assistance programs, such as the Coastal Express, perceptions could worsen.

Where We Are

Losing Ground. The costs of housing and doing business continue to skyrocket, the result of very strong demographic and market forces. The median price for a home in the South Coast has exceeded \$900,000. The number of South Coast residents who can afford to purchase a home in the South Coast declined from 32% to 22% in a five-year period. Average South Coast rental rates have increased by one-third. This has drained wealth from the area: we have lost ground to the rest of the state in real family incomes over the last decade, a result of the departure of higher salaried segments of the job market³³.

Paradoxically, in spite of the strong demand for housing and the apparent profits that can be made by investing in housing, the supply of new housing brought on line each year is less than half the expressed demand. Individuals and families in the job market are faced with competing for housing at prices they can afford wherever it becomes available. Prices for comparable homes in western Ventura County, just 25 miles to the south, as well as in northern Santa Barbara County, are up to \$400,000 lower than those in the South Coast³⁴. Because of the desirability as a place to live of the areas in general and the South Coast in particular, demand will probably always exceed supply.

Persistent Ambivalence. Residents of our area are aware of some or all of the challenges facing us, from too much traffic congestion to too little housing. Most are aware that the quality of life they now enjoy—or seek to achieve—is at significant risk. Strong majorities say that traffic congestion, housing affordability, population growth, and the opportunity for meaningful and well-paying jobs are areas of growing concern. Even for those who do face these obstacles on an ongoing basis, the issues often seem intractable or out of their control. The result is that residents continue to be deeply ambivalent about their own role—as well as the role of government and other institutions—in developing and implementing solutions.

Out of Sync. The substantial imbalance between jobs and housing—as well as the associated issue of inter-region commuting—is a key indicator of the overall quality of life we are capable of offering our residents and businesses to locate or remain here. In general, the ratio of jobs to households for most communities should be between 0.8 : 1 and 1.2 : 1 (meaning between 0.8 - 1.2 housing units for every full-time equivalent job). In the 15 cities within the area, as well as their associated unincorporated areas, the imbalance ranges from a low of 0.39 housing units per job to a high of 2.30 housing units per job.

³² Santa Barbara Region Economic Community Project, *Preserving Our Future*, 1996.

³³ At first glance, the influx of wealthy retirees appears to be offsetting some or all this trend. However, their wealth they bring to the area, comprising their property and other investments, has a much different impact than the wealth of working families, which leads more money to move through the economy, as their salaries are used to buy services, etc.

³⁴ Bill Fulton, President and Founder, Solimar Research Group, in a conversation in March, 2003.

When jobs at various income levels are matched against housing affordable to those income levels, the ratios become even more extreme.

Beyond a Worsening Status Quo. A better jobs / housing balance over time would indicate that one or more underlying problems are being addressed. Studies in other areas, for example, have demonstrated that census tracts with fairly equal numbers of jobs and employed residents experience significantly shorter commute times than unbalanced tracts. Other underlying problems may still persist, however: even if a more desirable ratio is achieved, which implies a better balance between incomes and the cost of housing, the housing may still require a higher-than-preferred proportion of total household income. In 2000, for example, one-half of all renters and one-third of all home-owners in Santa Barbara County were spending more than 30% of their income on housing³⁵. The comparable figures are considerably worse today.

An effective job / housing balance requires more than simply providing an ideal ratio of housing units and jobs. In order to give people the option of living close to their jobs, it is vital that a community's housing stock match the economic profile of its workers. For example, if 15% of a community's employees are in low-income jobs, then approximately 15% of that area's housing ought to be affordable to people in that income level.

Resistance to Change. Over the last few months, vocal residents throughout all three regions have expressed anger and frustration at proposals to add higher-density housing, upgrade the 101, or provide assistance to businesses considering moving into the area. People are scared of the impacts such proposals may have on their families, their lives, and the quality of life we enjoy.

Many property owners and others in our three regions have a vested interest in the status quo. What we have not yet accomplished is helping them realize that:

- ❖ we will not be successful if we try to limit growth by limiting housing; growth is going to happen, if only due to the excess of births over deaths;
- ❖ our quality of life is threatened not by growth itself, but by unmanaged growth and approaches to growth by one community that does not take account of the impacts of the growth on neighboring communities;
- ❖ the impacts of inaction include threats to the very integrity of our neighborhoods and communities; and
- ❖ the needed approach to protecting our natural resources recognizes that we are not protecting our quality of life and environment if we are not addressing the underlying factors causing the jobs/housing/mobility challenges we are facing.

Yet we have already seen difficult policy choices forced throughout the three regions by a lack of land supply, and a continuing traditional pattern of development. Communities in all three regions will certainly have to face a much more difficult set of choices in the future than in the past. Containing urban growth, protecting farmland, and preserving important wildlife habitat are not always consistent goals and in some cases may even be conflicting goals. Sometimes accommodating or protecting one involves sacrificing another, at least to a certain extent.

But there is no guarantee that our three regions will have the luxury of making this same choice in the future. Other communities throughout Southern California have already been forced by the listing of

³⁵ Santa Barbara County Association of Governments, *Census 2000 Overview: Santa Barbara County*, January 2003.

endangered species to place protection of habitat at the "top of the list" above farmland and urbanization, making habitat preservation the most important land priority.

It is theoretically possible to protect farmland and environmentally sensitive land and still maintain the urban growth boundaries in Ventura County or the low percentage of developed footprint in Santa Barbara County—but only if future development occurs at higher densities than the three regions have historically accommodated.

A frequent trend is to use growth policy to attempt to reduce the rate of growth. Many cities in California have attempted to do this by restricting the number of residential units that could be permitted or built each year. However politically appealing such a policy is, it may be difficult to sustain in the face of urbanization pressure and political forces at the state and regional level. California state housing policy requires that local governments plan for a specific increment of housing that is established through a formula based on population projections. Furthermore, there is considerable evidence that suppressing growth in one part of a metropolitan region will simply shift it to another location rather than eliminate it altogether.³⁶

Even if local residents and policymakers care little about the regional impact of suppressing growth locally, other jurisdictions elsewhere, the state government, and housing advocates can sue to challenge the practice if they believe they are not benefiting from it. Even if it is possible to limit the number of houses constructed, however, this does not mean that the pressure for urbanization will be reduced commensurately, for two reasons. First, demographic and economic change in California means that it is more difficult than it used to be to control the size of a local population by controlling the housing stock. With a greater percentage of population increase attributable to "natural increase," more residents may tend live to in each existing unit.

Residents of modest means increasingly live in motels, garages, and other buildings not originally built with long-term residence in mind. Whether or not the number of homes is restricted, these additional residents increase the pressure for land urbanization by increasing the demand for employment, retail stores, social services, and other urban activities that consume land.

Second, a strategy of reducing the growth rate simply postpones, rather than eliminates, the need to make difficult policy choices. Sooner or later, the three regions' collective populations will grow by a significant amount, and whenever this occurs the regions will be confronted with even more difficult policy choices if we wait³⁷.

The Challenges Ahead

Underlying factors indicate that the current imbalances will continue to degrade. And, with the passage of time, we have fewer—or less robust—options for addressing them. Those options that remain may be more structural in nature.

The imbalance also indicates the enduring strength of some of our cultural and social mores: the "American Dream" of the single family dwelling, surrounded by a well-manicured lawn, and featuring a two- or three-car garage; as well as our love affair with automobiles, inexpensive gasoline, and the open road persisted for many years, but is already undergoing rethinking. We must work to help a new "Dream" emerge more quickly—one that recognizes that we no longer have enough land for 4-to-the-acre

³⁶ Glickfeld and Levine, 1992

³⁷ Solimar Research Group, unpublished report, 2004.

zoning or acres and acres devoted to highways and parking. Enduring mores can change as, for instance, the changing role of women in our society in recent decades demonstrates.

All other things being equal, most people in Northern Santa Barbara County and Western Ventura County would prefer to live significantly closer to where they work. The average commute distance and times are now increasing for residents of both regions: the average commute time from Western Ventura County to the South Coast is now 47 minutes each way, more than 2 times the 20 minute commute for Ventura County residents working within the County. More than one in every six job holders in San Luis Obispo, Santa Barbara, and Ventura Counties commutes inter-county. As regions, we are evolving into an “import-export” system of employment, creating “live over here, work over there” commute patterns. Our mismatch of jobs and housing is spread across regional and county lines, complicating solutions.

It is good public policy for us, as individual communities and as interdependent regions, to create the ability for people to live and work in closer proximity. Reducing the overall time and money spent commuting means: less traffic congestion and air pollution; less of our scarce public dollars spent on building and maintaining roads; fewer traffic accidents and injuries; lower costs to business, as they can move goods and services faster; less difficulty in attracting and hiring people with the needed attitudes and expertise; more time available for volunteering, community involvement, and being a bigger influence in our kids lives—helping them with homework, keeping them out of gangs, helping them grow right, etc.

The potential risks to the area of not successfully addressing these challenges are clear, and include:

- ❖ Gentrification and stagnation of the South Coast, with significant loss of moderate to higher paying jobs.
- ❖ Having those who provide our basic services—including nurses, teachers, police, firefighters, and others—leave, because they can’t afford to live here.
- ❖ Western Ventura County and Northern Santa Barbara Counties serving increasingly as bedroom communities for middle-income workers.
- ❖ Degradation of the business and jobs climate—loss of tradable goods companies, high prices for local products, and demands for higher wages.
- ❖ Loss of sense of community. Loss of the vibrancy, adaptability to change, and other strengths that diversity brings
- ❖ Stratification and factionalism—institutionalization of income stratification; recognition by lower income workers that they will never be able to afford the type of housing they desire.

If we don’t develop innovative and creative solutions to the underlying problems, they will get significantly worse: if current trends continue, Santa Barbara and Western Ventura Counties’ population will increase by 208,000, employers will create 105,000 jobs, but builders will construct only 61,000 new housing units, or one unit for every 1.7 jobs. The South Coast will add one-third of the new jobs in the region, but only one-tenth of the new housing. When communities produce more housing than jobs or new jobs faster than new housing (which is the case in almost all of the region’s 15 cities) then longer commutes and their associated economic, social, and environmental costs ensue. No action is much worse than intelligent, coordinated action.

Each of the unique challenges facing the area also provides a unique opportunity for developing and implementing solutions. The chart on the following page summarizes some of the challenges and

opportunities facing Ventura and Santa Barbara counties as we collectively prescribe a set of policies and implementing strategies for moving closer to solving the jobs/housing/mobility puzzle.

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APPENDIX D

Additional Implementation Strategies for Consideration by Local Agencies

The Santa Barbara / Ventura Inter-Regional Partnership for
Jobs/Housing Balance

Prepared by:

Interactive Planning and Management

June 28, 2004

INTRODUCTION

The tables on the following pages summarize additional implementation strategies that were discussed by the Policy Steering Group (PSG) during their deliberations. They do not represent an explicit consensus of the PSG as a complete list of proposals, but serve as a starting point for further discussions among housing advocates, community-based organizations, neighborhood groups, and local agency representatives and elected officials.

It is important to acknowledge that many of the local agencies within the two-county region have updated Housing, Circulation and Land Use Elements which address many of these issues. Depending upon the resources of and external factors facing local agencies, it is hoped that these “talking points” will help to further the discussion of jobs, housing and mobility issues as they affect each localities planning, community development and overall pursuit of an improved quality of life.

Inter-regional Communication and Collaboration

The main body of Part One contains a full range of recommended action steps and implementation strategies for initiating dialogue and joint problem solving on jobs, housing and mobility issues. No other strategies are suggested at this time to address this policy cluster.

Strategies

The following additional implementation strategies are suggested for further consideration:

1. Policies Influencing Housing Demand to Serve Local Needs

<u>Prescriptions</u>	<u>Implementing Strategies</u>
<p>Policy: Promote local preference at the sub-regional level to facilitate housing opportunities for local residents and for those commuting into local communities.</p>	<p>1.1.1: Collaborate with local boards of realtors and other real estate professionals to advertise rental and for-sale housing opportunities through newsletters targeted at the local work force (i.e., nurses, fire fighters, police and service workers) before advertising on the open market.</p>
<p>Policy: Promote easier entry into market and below-market housing for prospective homebuyers.</p>	<p>1.2.1: Explore opportunities for longer-term (40-year) mortgages and</p> <p>1.2.2: Develop a methodology for pairing equity partners with prospective homebuyers in order to facilitate homeownership and share costs and appreciation.</p> <p>1.2.3: Revise local conditions of approval for affordable housing to extend roll-over affordability provisions into perpetuity.</p> <p>1.2.4: Identify and promote down payment incentives such as.....</p>

2. Policies Augmenting Housing Supply

<u>Prescriptions</u>	<u>Implementing Strategies</u>
<p>Policy: Encourage current affordability options for</p>	<p>2.1.1: Adopt in-lieu fees as a method of creating additional financial resources to be used for affordable housing development</p>

<u>Prescriptions</u>	<u>Implementing Strategies</u>
<p>developers to build new housing.</p>	<p>2.1.2: Create a new category for middle income “workforce” housing, achieved through a state/local partnership, tailored for coastal and other communities that can serve households earning up to 200% of median household income.</p> <p>2.1.3: Encourage local agency consideration and adaptation of smart growth strategies such as those suggested by the South Coast Livable Cities (SCLC) housing platform and other frameworks for smart growth, rezoning, and recycling existing housing stock, all of which is designed to lessen the potential ecological footprint of each community.</p> <p>2.1.4: Proactively seek affordable rental and owner-occupied housing sites with community and landowner input.</p>
<p>Policy: Actively pursue the creation of a diverse range of housing types that more closely match the demographics of local communities.</p>	<p>2.2.1: Promote the development of subsidized rental housing so as to maintain affordability for future generations of local workers and residents</p> <p>2.2.2: Promote the provision of housing assistance to younger singles and young families and critical occupations (e.g., nurses, teachers, etc.)</p> <p>2.2.3: Provide incentives to build multi-generational housing units</p> <p>2.2.4: Encourage the production of a variety of housing types attractive to seniors and retirees in order to increase family housing opportunities in single family zones.</p> <p>2.2.5: Establish a new class of subsidized “for sale” housing products produced at below market costs with resale –controls in order to maintain affordability for future generations of local workers and residents.</p>
<p>Policy: Revise land use and design standards to facilitate a range of minimum density standards in urban areas, consistent with infrastructure and environmental constraints.</p>	<p>2.3.1: Provide workforce/employee housing through innovative zoning in combination with bonus density, etc.</p> <p>2.3.2: Provide for density transfer capabilities to facilitate “smart” development</p> <p>2.3.3: Encourage the adoption of innovative urban design standards that encourage some increase in density, with jobs and some housing in key urban centers. Each community can adapt the basic principles in order to meet its unique needs.</p> <p>2.3.4: Change residential zoning designations for certain urban areas to reflect minimum, as well as maximum, building densities.</p> <p>2.3.5: Encourage mixed use development along major arterial corridors as a strategy to create neighborhood villages, minimize unnecessary auto use and maximize land use efficiency consistent with community values.</p> <p>2.3.6: Provide incentives that encourage higher densities (in addition to state-mandated bonus density), urban infill and reduced parking and set-back requirements for residential and/or mixed use developments.</p>

<u>Prescriptions</u>	<u>Implementing Strategies</u>
	<p>2.3.7: Revise land use standards and policies to facilitate the more efficient use of land in urban and suburban areas, consistent with infrastructure and environmental constraints.</p> <p>2.3.8: Consider changes to local parking standards including :</p> <ul style="list-style-type: none"> ➤ Allowing tandem parking ➤ Providing more flexibility for constrained sites (e.g. use of car staking devices and other space saving measures) ➤ Eliminating guest parking requirements for housing in urban downtown areas ➤ Rounding down when calculating parking requirements

3. Policies Influencing Job Creation and Location Issues

<u>Prescriptions</u>	<u>Implementing Strategies</u>
<p>Policy: Promote job training so as to more effectively match human resources within local communities with job opportunities</p>	<p>3.1.1: Enhance existing job training programs such as Workforce Resource Center through programs coordinated among all businesses in certain fields or needing people with certain skills.</p> <p>3.1.2: Develop and expand job resource centers at the community college level.</p> <p>3.1.3: Recruit high-end jobs and then provide job training to ensure local work force can succeed.</p> <p>3.1.4: Support schools’ ability to include trades education in their curriculum in order to attract and retain wage-earning families as a key element of the communities they serve.</p>
<p>Policy: Facilitate Job Location and business relocation in such a manner that existing jobs are retained within the region.</p>	<p>3.2.1: Promote urban infrastructure planning and development that facilitates the creation of satellite industry service centers that minimize commuting.</p> <p>3.2.2: Coordinate long range “campus planning” by educational, private industry and technology sectors with local government and community organizations to facilitate economic development that matches community resources and evolving job skills.</p> <p>3.2.3: Develop more incentives to move businesses to where workers live; explore remote site employment (moving part of the business to where workers live</p> <p>3.2.4: Further improve business retention efforts begun by each city and the county; improve cooperation.</p> <p>3.2.5: Promote policies and programs that facilitate different tiers of job and business incubation</p> <p>3.2.6: Implement regional approaches to economic development that promote clustering of related industries that balance housing availability, job skills and mobility.</p> <p>3.2.7: Support appropriate efforts to fix the workers compensation system</p>

4. Process Improvements and Incentives

<u>Prescriptions</u>	<u>Implementing Strategies</u>
<p>Policy: Facilitate faster, more efficient and more consistent permit processing of projects that address jobs-housing challenges</p>	<p>4.1.1: Utilize Specific Plans and other planning and land use tools to simultaneously establish pre-entitlements and implement a programmatic level of environmental review that pre-mitigates significant impacts</p> <p>4.1.2: Evaluate land swaps, transfers of development rights (TDRs) and other strategies as approaches to balance infill development with open space preservation.</p> <p>4.1.3: Explore the use of designated staff coordinators to facilitate interdepartmental permit processing and environmental review.</p> <p>4.1.4: Give priority to affordable housing projects on staff, committee and decision-maker agendas</p> <p>4.1.5: Promote the use of interagency review panels to expedite the reviews of projects proposed near municipal boundaries.</p>
<p>Policy: Achieve significant procedural reform in the review and approval of housing.</p>	<p>4.2.1: Utilize Programmatic EIRs to balance housing creation, due process, community preference and environmental protection.</p> <p>4.2.2: Reevaluate and further refine the assumptions, thresholds, and standards for the analysis and mitigation of impacts in urbanized areas.</p> <p>4.2.3: Utilize the CEQA Infill Exemption for affordable housing projects where appropriate</p>

5. Congestion Relief

No additional implementation strategies are proposed with regard to congestion relief. Currently, the Santa Barbara County Association of Governments is developing a U.S. 101 Implementation Plan, commonly referred to as the “101 In Motion” project. Additional approaches to addressing inter-county mobility and transit issues are proposed to be explored as a part of the inter-regional collaboration and communication policy cluster within the body of Part 1

6. Financing, Tax Reform and Legislative Advocacy

A number of suggested strategies have been put forth to address some of the underlying factors that contribute to the jobs-housing imbalance within the two counties. The following suggestions have been proposed for further consideration.

<u>Prescriptions</u>	<u>Implementing Strategy</u>
<p>Policy: Develop a variety of one-time and ongoing streams of income (such as housing trust funds) to serve as sources of housing assistance financing to provide project gap financing, issue bonds and to match private, state and federal funds to support affordable</p>	<p>6.1.1: Explore voter initiatives to provide a ongoing, dependable funding sources (e.g., Housing, Open Space, and Transportation (the “HOT Initiative”).</p> <p>6.1.2: Consider incremental increases in the property transfer tax or transient occupancy taxes.</p> <p>6.1.3: Dedicated property tax increments such as set-asides from a redevelopment agency or a portion of the naturally</p>

<u>Prescriptions</u>	<u>Implementing Strategy</u>
housing.	<p>occurring growth in property taxes</p> <p>6.1.4: Pursue new sources of public revenues, for example, housing linkage fees on commercial development and/or fees paid on new luxury housing, General Fund Revenues, revenue from public land sales, new voter-approved taxes and other sources;</p> <p>6.1.5: Encourage partnerships with employee pension funds, foundations, etc. as investors</p> <p>6.1.6: Explore the concept of an Insurance Trust Fund to encourage the construction of multi-family housing</p>
<p>Policy: Local property tax reform: Implement existing state law provisions on a county by county basis that allow any homeowner moving within the County to retain the property tax amount from the prior (sold) property to the newly purchased property. The sold property would be taxed at the market rate. (This policy is intended to facilitate seniors' ability to scale down their relative housing size without increasing their property taxes, thus freeing up larger houses for local families.)</p>	<p>6.2.1: Convene a multi-stakeholder task force of agency managers, elected officials, housing advocates and other stakeholders to evaluate the feasibility, tax revenue implications, public finance impacts for local agencies and special districts at the county level.</p> <p>6.2.2: Develop a memorandum of understanding among local agencies to develop and fund a financial impact study of tax revenue policy changes related to property tax reform emerging from task force recommendations.</p>
<p>Policy: Legislative Advocacy: Develop inter-regional alliances among government, community organizations and local agencies to address state-wide fiscal and tax policy with adverse implications on jobs-housing issues.</p>	<p>6.3.1: Reform state sales tax allocation structure to reflect a formula that considers both the location of the sale and overall population so that "mall wars," will not lead local agencies to zone excessive land commercial, at the expense of land for housing.</p> <p>6.3.2: Reform state legislation to reflect more effective construction defect liability considerations that attract insurers to return to the state to write more cost-effective general liability insurance.</p>



APPENDIX E

Compendium of Parallel Policy Initiatives by Business, Community and Government

The Santa Barbara / Ventura Inter-Regional Partnership for
Jobs/Housing Balance

Prepared by:

Interactive Planning and Management

June 28, 2004

The Matrix on the following pages summarizes the parallel policy initiatives that have been proposed by a series of community-based organizations in both Santa Barbara and Ventura Counties. This listing is an abbreviated one in that some organizations have put forth a significant number of recommendations to deal with land use, transportation planning, congestion management and housing production.

The following table summarizes the organizations that have been active in areas related to the jobs-housing and mobility issues that are the subject of this report.

ORGANIZATIONS REFERENCED

APWG - Agriculture Policy Working Group / VCOG
CHP - Coastal Housing Partnership - www.coastalhousing.org
GHLC - Goleta Housing Leadership Council
HAC - Housing Action Coalition - Faith Initiative - www.interfaithinitiative.org/programs/housing.html
HBACC - Home Builders Association of Central Coast - www.hbacc.org
HTWG - Housing Technical Working Group
SBCHC - Santa Barbara County Home Consortium
SBRECP - Santa Barbara Region Economic Community Project - www.sbecp.org
SBRECP-RIGS - Santa Barbara Region Economic Community Project - Regional Impact of Growth Study - www.sbecp.org
SCLC - South Coast Livable Communities - www.southcoastlivablecommunities.org
SYVB - Santa Ynez Valley Blueprint
VCVLS - Ventura County Vacant Land Study - www.ventura.org/planning/studies_eirs/studies_eirs.html
VMTRR - Vehicle Miles Traveled Reduction Report
http://www.ventura.org/planning/studies_eirs/other_studies/vmt/vmtrr.htm
WIB - Workforce Investment Board www.wib.ventura.org

OTHER COMMUNITY-BASED & GOVERNMENT ORGANIZATIONS REVIEWED

101InMotion www.101inmotion.org
Coalition for Sustainable Transportation www.coast.org
Oxnard Economic Development Corporation
Santa Barbara County Association of Governments www.sbcag.org
Southern California Association of Governments www.scag.ca.gov
UCSB Economic Forecast Project www.ucsb-efp.com
Ventura County Civic Alliance www.vccf.org
Ventura County Economic Development Association www.vceda.org
Ventura County Organization of Governments www.scag.ca.gov

Inter-Regional Partnership for Jobs-Housing-Mobility

Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
Regional Collaboration (CP)	Coordinate with other regional housing and planning advocacy groups to promote adequate provision of housing to meet the needs of both Goleta and the greater South Coast region.	GHLC
CP	Local, state and federal legislative bodies must eliminate redundant policies and practices that are found to be obstacles to the production of appropriately located affordable housing, consistent with in-fill development and habitat/open space sensitivity.	HAC
CP	Recognizing the South Coast as a distinctive planning region, the H.A.C. supports integration of all pertinent General Plans to encourage regional collaborative action by our government agencies based on the principles of economic, social and environmental diversity.	HAC
CP	Everyone in the region will benefit from solving the housing affordability problem and must work together to make significant progress towards this important community goal.	HBACC
CP	Work cooperatively with water districts to ensure affordable housing projects have priority for water allocations	HTWG
CP	Encourage collaborative efforts with cities to meet regional fair share affordable housing needs, including: join efforts to sponsor affordable housing projects; cooperation on annexation that promote affordable projects; developing joint service agreements that facilitate housing; collaborating on resolving regional traffic, water and other resource constraints	HTWG
CP	Possibly create a regional housing and community development program under a variety of organization options.	HTWG
CP	We recommend that the Cities of Santa Barbara and Carpinteria and the County of Santa Barbara develop regional policy goals and implementation actions to be adopted in their respective General Plans.	SBRECP
CP	Jurisdictions implement their portion of the proposed regional plan by amending their General Plans, ordinances and policies.	SBRECP
CP	SBCAG's South Coast Sub-Regional Planning Committee become a catalyst for enhanced South Coast regional planning. It should be give decision making authority for transportation issues specific to the South Coast, and in this role should integrate transportation planning with land-use decision making.	SBRECP
CP	The joint meetings between the City Council and the County Board of Supervisors be expanded to include the City of Carpinteria. Discussion should focus on the development of a South Coast regional planning framework that addresses land-use decisions, including the location of housing and commercial development, and the preservation of open space	SBRECP
CP	The South Coast Planning Committee of SBCAG serve as a Regional Planning Advisory Committee for South Coast jurisdiction and serve as a coordinator for regional planning, transportation tools and information. This Committee could help facilitate regional solutions to regional problems among concerned jurisdictions.	SBRECP

Inter-Regional Partnership for Jobs-Housing-Mobility
Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
CP	Recognize the South Coast as a distinctive planning region and integrate the communities' General Plans to facilitate the remaining principles.	SBRECP - RIGS
CP	Encourage on-going regional inter-jurisdictional planning efforts such as the Joint City Councils/Board of Supervisors Affordable Housing Task Group to ensure dialogue and cooperation to address housing issues on a regional basis.	SCLC
CP	Regional cooperation is needed to accomplish the recommendations put forth here. SBCAG, our regional transportation authority, is the agency in charge of funding and coordinating these programs and Ventura County is a necessary partner in the process.	SCLC
CP	Establish a SY Valley Association of Communities, concurrent with the completion of the Blueprint report	SYVB
CP / CRP	SBCAG and its member governments create a Central Coast Regional Transportation Commission to address regional issues over a tri-county planning and operations area. This commission would convert and execute its Regional Transportation Plan into a multi-modal, long-range analysis document covering western Ventura County to southern San Luis Obispo County. This would become the template for future regional planning.	SBRECP
CP / E&O	Create a Citizen Housing Advisory Committee to provide on-going citizen input and monitoring of County and cities housing policies and production goals.	SCLC
CRP	Residential and commercial development should encourage alternative forms of transportation and public transit. Population and employment growth on the South Coast adds to traffic and parking problems...The H.A.C. advocates a significant shift in regional transportation funding priorities to promote alternatives to dependence on the automobile. Public transportation dollars should be redirected to pay for the most feasible public transit systems.	HAC
Congestion Relief Policies (CRP)	Caltrans, SBCAG and local governments expand use of financial incentives for all transportation programs offering viable, alternative to one-person peak-hour vehicle trips.	SBRECP
CRP	Implement the Bikeway Master Plan and South Coast Transit Plan to offer more alternatives to one-person auto trips.	SBRECP
CRP	SBCAG adopt a unitary "Funds and Projects" reporting system, so that all members know how much total Federal, State and location transportation & infrastructure funding will be available to them each fiscal year, when it will be available, & what restrictions or priorities may apply.	SBRECP
CRP	SBCAG execute new origin/destination studies to update actual South Coast traffic patterns, and to more clearly determine highway volumes and where they're going.	SBRECP
CRP	The Measure D County sales tax be extended for improved local and countywide transportation programs with "flexible" local funding.	SBRECP

Inter-Regional Partnership for Jobs-Housing-Mobility
Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
CRP	Regional express transit services be expanded four-fold. Control of current regional express transit services should be transferred to SBCAG or its subcontractors, for a "congestion management" focus. Clear benchmarks should be installed to measure program success.	SBRECP
CRP	SBCAG reconstitute and restructure its Traffic Solutions program to help the program better promote alternatives to one-person peak-hour car trips, and to better measure "success" rates of its programs. Traffic Solutions' mission should be expanded to include not only employers and commuting employees, but also discretionary trip takers. Emphasis should be placed on carpooling and flex-hour management.	SBRECP
CRP	Create and fund and integrated regional multi-modal transportation system within and between communities on the South Coast. Ensure that any future development is effectively serviced by transit, bikeway and pedestrian pathways.	SBRECP - RIGS
CRP	Encourage the use of cabs, vans, taxis, hotel shuttles, senior shuttles, school buses, employer shuttles, & other forms of specialized transit	SCLC
CRP	Develop a plan that would charge a fee for driving at congested times of the day	SCLC
CRP	Encourage and facilitate the development of Car-Share programs, which allow a number of people to share a single vehicle, and are parked in pods near members work or residence.	SCLC
CRP	Encourage employers to offer employees a cash-out for leaving their home, and riding transit, or a cash equivalent.	SCLC
CRP	Establish, expand and promote TDM programs that create incentives and disincentives to discourage the use of Single Occupancy Vehicles during peak hours (e.g. carpooling, vanpooling, free bus passes, etc.)	SCLC
CRP	Expand availability of commuter buses and vans to eliminate some peak hours trips by private vehicles. Increase the frequency of service of Clean Air Express and Coastal Express.	SCLC
CRP	Extend the Southland commuter rail agency, Metrolink, from Montalvo to Carpinteria, Santa Barbara, and Goleta. Local, regional and state authorities have expressed a willingness to serve our area if a workable plan is put together	SCLC
CRP	Give preferential treatment to smaller, quieter and less-polluting vehicles (e.g. hybrid or electric card, buses, trucks and other vehicles)	SCLC
CRP	If lanes are added to Highway 101, dedicate them for HOVs during heavy use periods in order to encourage higher vehicle occupant loads.	SCLC
CRP	Utilize existing funding and provide new sources of funding to operate an expanded fleet of commuter buses and vans, and rail. Reauthorize Measure D (due to expire in 2009) to establish a reliable, dedicated fun for transit and rail operations.	SCLC

Inter-Regional Partnership for Jobs-Housing-Mobility

Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
CRP	Encourage exploration of creative and innovative regional transportation concepts, such as Regional Ferry Service.	SCLC
CRP	Improve connections between the Amtrak stations and the Santa Barbara Airport. Create transfer centers in Goleta and Carpinteria between express and local systems. Identify other opportunities to develop this type of interface throughout the region to facilitate the integration of intercity and intra-city carriers.	SCLC
CRP	Coordinate efforts between County and state agencies to deal with transportation issues on a regional level. Utilize SBCAG and other funding sources to improve the transportation system	SYVB
CRP	Existing commuter passenger rail service between Oxnard/Ventura and Los Angeles should be continued and expanded, if feasible.	VMTRR
CRP	Transit operators/administrators should also be included in land use planning and the environmental review process to help coordinate transit services with urban development.	VMTRR
CRP / HP	Consider creating "balanced" communities that feature an appropriate mixture of job-creating, retail and residential land uses.	VMTRR
CRP / HP	Consider creating "pedestrian oriented development". Distances between residences and retail, service and employment land uses should not exceed 1/2 mile.	VMTRR
CRP / HP	Transportation strategies can reduce vehicle miles traveled and vehicle trips by encouraging alternative modes of travel such as bicycle travel and the use of transit, and traffic flow improvements can reduce congestion and travel time. Some suggestions are: connecting streets and pathways; parking management through changes in the location and amount of parking; cash incentives for carpools and other modes of vehicle travel; paid parking and fewer parking spaces to encourage other modes of transit; and maintaining and developing new bikeways.	VMTRR
Education and Outreach Policies (E & O)	Carry out educational activities on community housing needs and advocate for the short-term and long-term planning policies by the new City of Goleta Council and Planning Agency that support and encourage production of housing to meet community and workforce housing needs.	GHLC
E & O	Create local housing advisory bodies, which include members of the building industry, to provide ongoing public input to government staff and leaders on housing issues, to monitor compliance with housing policies and goals, and to seek new housing opportunities	HBACC
E & O	Develop a public education program to explain the community's need for affordable housing	HBACC
E & O	Implement a public education and outreach program and provide technical support to groups interested in promoting affordable housing	HTWG

Inter-Regional Partnership for Jobs-Housing-Mobility
Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
E & O	Publicize the positive results of the County's affordable housing program	HTWG
E & O	South Coast residents and policy makers develop a consensus on a regional plan for the year 2020 and beyond.	SBRECP
E & O	Provide Public Education/Outreach on local affordable housing successes.	SCLC
E & O	Provide information to the public about the true costs and benefits of different transportation systems, e.g. car versus transit and rail use.	SCLC
E & O	Increase public awareness of transportation alternatives	SYVB
Economic Development Policies (EDP)	Create a packet aimed at recruiting desired employers and their targeted business	SYVB
EDP	Investigate other regions similar to the Valley that have pursued selective economic development survey current local businesses to determine what support is needed to succeed	SYVB
EDP	Job training or education programs -- with appropriate support -- are the low-wage workers' assistance programs most likely to result in significant and lasting change.	WIB
Housing Policies (HP)	County and city agencies should identify and seek additional opportunities for obtaining funds to increase the supply of housing available for the County's farm workers. This would include, but not be limited to grants, cooperative ventures, affordable housing set-asides or bond issues.	APWG
HP	Designate strategic locations for higher density	APWG
HP	Projects need to be built at the zoned density or greater, in order to protect our urban limits and maximize our open space while giving us the housing we need	CHP
HP	Support residential developments within the City of Goleta that meet our community's critical housing needs, adhere to 'smart planning' principles and offer a balanced approach to managing growth and preserving our quality of life.	GHLC
HP	Good design is crucial to neighborhood acceptance of higher density projects. H.A.C. supports development of design guidelines that provide for attractive higher density affordable housing and which promote responsible, efficient, and compact development while preserving green space.	HAC

Inter-Regional Partnership for Jobs-Housing-Mobility
Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
HP	H.A.C. advocates the creation of an Affordable Housing Trust Fund as a vehicle to secure needed funds through (but not limited to) in-lieu fees, real estate transfer taxes, public subsidies, employer contributions, and philanthropy to help underwrite the cost of affordable housing development. Any affordable or workforce housing, whether for-sale or rental, receiving public subsidy (in the form of grants, reduced mitigation or permit fees, or increased density to developers) must be subject to restrictions to keep that housing affordable for the longest term possible.	HAC
HP	Mixed-use development, combining residential and appropriate commercial enterprises, is an important element in revitalizing, in particular, downtown areas. This will encourage walking and use of other modes of alternative transportation. The H.A.C. supports zoning changes within urban boundaries to convert undeveloped or underdeveloped industrially and commercially zoned land, as well as economically nonviable urban agricultural lands, in favor of zoning for affordable, higher density, multifamily residential or mixed housing/commercial use.	HAC
HP	Urban areas should be efficiently developed within their boundaries. Land within those boundaries should be rezoned to favor housing. Such housing must be efficiently developed at higher densities so that conversion of outlying open spaces and agricultural land is minimized or avoided.	HAC
HP	Create 10-year long-term affordability contracts on for-sale homes, so families receive 10 percent more of the equity annually for a decade before owning the house fully.	HBACC
HP	Develop a broad community-based funding source for affordable housing instead of relying solely on homebuilders and unfairly taxing new homebuyers.	HBACC
HP	Offer homebuilders a fair density incentive that meets or exceeds the voluntary state density bonus guidelines and exceeds the required percentage of inclusionary units by at least 10 percent.	HBACC
HP	Pursue Proposition 46 funding grants to assist qualified first-time home buyers	HBACC
HP	The Home Builders Association encourages the City Council to support infill, higher density, and mixed-use developments that meet the needs of its citizens.	HBACC
HP	Waive or reduce fees for projects with a significant percentage of affordable housing units	HBACC
HP	Allow local homebuilders to choose between donating land, paying an in-lieu fee, or building inclusionary units offsite if they cannot be built onsite.	HBACC
HP	Approve higher density developments.	HBACC
HP	Reduce minimum conforming lot size requirements in new residential developments and projects that include affordable and workforce housing	HBACC

Inter-Regional Partnership for Jobs-Housing-Mobility
Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
HP	Set aside a percentage of buildings permit fees for down payment assistance programs for first-time buyers	HBACC
HP	Aggressively pursue federal entitlement status for CDBG and HOME funding	HTWG
HP	Develop public/private partnership with lenders (with County's Permanent Financing Guarantee Fund).	HTWG
HP	Consider rezoning parcels along transit corridors and other appropriate areas to higher density	HTWG
HP	Provide a high density, fee simple zone for single family development with no common space requirements.	HTWG
HP	Modify policies to allow creation of small parcels on agricultural land for farm labor housing.	HTWG
HP	Relax or modify appropriate development standards. For example: ease street width and sidewalk requirements; provide setback reductions; provide more flexibility in minimum lot size limits and lot coverage ratios; reduce private patio and covered parking requirements; review energy conservation standards for impact on housing costs.	HTWG
HP	Provide down-payment assistance to assist 45 low-income families purchase their first home in the next five years.	SBCHC
HP	Provide financing to aid in the development of 300 two, three and four - bedroom rental units affordable to very low-income families in the next five years.	SBCHC
HP	Provide financing to aid in the development of 40 one and two-bedroom rental units affordable to very low-income elderly, special needs and other households in the next five years.	SBCHC
HP	Provide financing to aid in the development of 75 two, three and four-bedroom rental units affordable to low-income families in the next 5 years.	SBCHC
HP	Provide homeowner and developer loans to rehabilitation 100 homeownership and/or small apartment building units in the next five years.	SBCHC
HP	Promote responsible, efficient, and compact development while preserving green space, utilizing existing General Plan growth limits, and respecting the character of existing neighborhoods.	SBRECP - RIGS
HP	Promote well-designed, higher density project developments and mixed use in selected areas, such as in the urban employment hubs and along transit and transportation corridors.	SCLC
HP	Rezone land within 1/4 mile of major transit corridors to accommodate appropriately designed, neighborhood-compatible, compact development. Compact development can also facilitate the preservation of historical and environmental resources and provision of public spaces.	SCLC
HP	Encourage infill, redevelopment and reuse of vacant or underused parcels within an adopted Urban Growth Boundary.	SCLC

Inter-Regional Partnership for Jobs-Housing-Mobility

Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
HP	Provide bonus density in excess of State law requirements as an additional incentive to encourage the production of both low-to-moderate and middle-income rental and homeownership housing. Combine with other developer incentives to achieve a range of affordability.	SCLC
HP	Rezone commercial and industrial land for residential or mixed use development, in order to mitigate the jobs-housing imbalance.	SCLC
HP	Upzone existing residential areas at appropriate locations to increase density so as to facilitate development of compact affordable housing that preserves green space and respects the integrity of existing neighborhoods.	SCLC
HP	Develop a portfolio of financial incentives for developers that encourage affordable housing production and preservation, including such techniques as: fee waivers and reductions and/or subsidized fees; access to Housing Trust Funds, Pension Funds, municipal bonds, redevelopment financing, tax benefits, and other financing resources; and contributions of municipal or agency land.	SCLC
HP	Allow for flexibility in parking and open space requirements, set-backs and height limitations in order to facilitate the production of a range of affordable housing types.	SCLC
HP	Design inclusionary housing policies to restrict the resale or re-rental of affordable units, allow in-lieu fee payments in combination with a rental housing production program, and provide both on-site and off-site options as well as transfer of affordable housing credits.	SCLC
HP	Ensure and implement workable state and local second unit ordinances that allow properly permitted secondary or "granny" units in single family neighborhoods and provide carefully designed standards for location, size, parking requirements and architectural compatibility.	SCLC
HP	Extend the range of affordability to include 'Workforce' households earning between 120-200% AMI.	SCLC
HP	Rezone commercial and industrial land to for residential or mixed use development, in order to mitigate the jobs-housing imbalance	SCLC
HP	Support successful inclusionary policies by providing incentives such as higher-density zoning, 'fast-track' processing, fee deferrals, reductions or waivers (otherwise reimbursed), and financial assistance programs.	SCLC
HP	Establish minimum higher densities to ensure that existing land available for development is not underutilized.	SCLC
HP	... Encourage smart growth and sustainable development plans, by encouraging mixed-use and more intense development patterns.	VCVLS
HP	Consider supporting mixed-use development, jobs/housing diversity, higher density development, infill development, neighborhood centers and shops and services at worksites and transit centers.	VMTRR

Inter-Regional Partnership for Jobs-Housing-Mobility

Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
HP / SP	Maximize land use efficiency through innovative development styles, i.e.: compact growth development; locate retail and commercial activity at the center of urban clusters; mixed-use (clustered) development; parking structures to save retail/office space; pedestrian (and transit) oriented development; higher densities; greater flexibility for building height limitations and setbacks; streamline development review process	APWG
Streamlining Policies (SP)	Regulatory processes affecting agriculture should be streamlined to minimize or eliminate conflicting policies among agencies. Options for converting some recurring permits to ministerial actions should be studied to address costs and delay. Affected parties should be actively involved in the development of the policies and regulations.	APWG
SP	Commit sufficient planning staff and resources to achieve regional housing production goals.	CHP
SP	Develop cooperative and collaborative interdepartmental working relationships to facilitate community housing production goals.	CHP
SP	A fast-track development review for projects with a high percentage of price-restricted units must be implemented	CHP
SP	Hire staff with experience in housing development, economics and finance to proactively facilitate project developments.	CHP
SP	The project review and approval process needs to be streamlined to be fast and fair	HAC
SP	Assemble a committee of staff and the public to find ways to reduce the processing time for projects that emphasize reasonably priced homes and meet the zoning and environmental conditions	HBACC
SP	Create area-wide environmental impact studies so each project only needs an addendum rather than a separate study	HBACC
SP	Increase predictability & efficiency in the housing permitting process by clearly defining the development requirements	HBACC
SP	Hire staff experienced in housing development & financing to help assemble projects designed to provide affordable work force housing	HBACC
SP	Develop regional zoning codes and standards to create a more efficient permitting process	HBACC
SP	Reduce permit processing time by giving preferential docketing for hearings; create computer tracking system; create environmental database; prepare environmental documents in-house or with pre-selected list of consultants	HTWG
SP	Create inter-departmental task force to reduce, waive or defer processing and impact fees (for affordable projects).	HTWG
SP	Appoint Affordable Housing Planner	HTWG

Inter-Regional Partnership for Jobs-Housing-Mobility

Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
SP	Government should encourage the production of well-designed high-density rental projects because such development conserves land and when appropriately located reduces infrastructure costs and encourages the use of public transportation. Government authorities can encourage the production of a range of rental housing from affordable to market rate by providing developer incentives such as fast-track processing, fee waivers or deferrals (otherwise reimbursed), and the adoption of land use and housing policies which make clear that they will support such development.	SCLC
SP	Design and institute 'fast-track' development review and priority processing for projects that provide a significant percentage (more than minimally required) of affordable rental or homeownership units.	SCLC
SP	Create area-wide environmental impact studies	SYVB

Inter-Regional Partnership for Jobs-Housing-Mobility
Parallel Policy Initiatives

IRP Policy	Policy Statement	Organization
ORGANIZATIONS REFERENCED		
	APWG - Agriculture Policy Working Group / VCOG	
	CHP - Coastal Housing Partnership www.coastalhousing.org	
	GHLC - Goleta Housing Leadership Council	
	HAC - Housing Action Coalition - Faith Initiative www.interfaithinitiative.org/programs/housing.html	
	HBACC - Home Builders Association of Central Coast www.hbacc.org	
	HTWG - Housing Technical Working Group	
	SBCHC - Santa Barbara County Home Consortium	
	SBRECP - Santa Barbara Region Economic Community Project www.sbecp.org	
	SBRECP-RIGS - Santa Barbara Region Economic Community Project - Regional Impact of Growth Study www.sbecp.org	
	SCLC - South Coast Livable Communities www.southcoastlivablecommunities.org	
	SYVB - Santa Ynez Valley Blueprint	
	VCVLS - Ventura County Vacant Land Study www.ventura.org/planning/studies_eirs/studies_eirs.html	
	VMTRR - Vehicle Miles Traveled Reduction Report http://www.ventura.org/planning/studies_eirs/other_studies/vmt/vmtrr.htm	
	WIB - Workforce Investmen Board www.wib.ventura.org	
OTHER COMMUNITY-BASED & GOVERNMENT ORGANIZATIONS REVIEWED		
	101InMotion www.101inmotion.org	
	Coalition for Sustainable Transportation www.coast.org	
	Oxnard Economic Development Corporation	
	Santa Barbara County Association of Governments www.sbcag.org	
	Southern California Association of Governments www.scag.ca.gov	
	UCSB Economic Forecast Project www.ucsb-efp.com	
	Ventura County Civic Alliance www.vccf.org	
	Ventura County Economic Development Association www.vceda.org	
	Ventura County Organization of Governments www.scag.ca.gov	



APPENDIX F

Glossary of Terms

The Santa Barbara / Ventura Inter-Regional Partnership for
Jobs/Housing Balance

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Glossary

Developed by Tom Frutchey
Center for Excellence in Government

- **CEQA**

The California Environmental Quality Act (commencing with Public Resources Code Section 21000). In general, CEQA requires that all private and public projects be reviewed prior to approval for their potential adverse effects upon the environment.

- **COG**

Council of Governments. There are 25 COGs in California, made up of elected officials from member cities and counties. COGs are regional agencies such as the Santa Barbara County Association of Governments (SBCAG) and the Ventura Council of Governments (VCOG)^b concerned primarily with transportation planning and housing; they do not directly regulate land use.

- **Community Plan**

A portion of the local general plan that focuses on a particular area or community within the city or county. Community plans supplement the policies of the general plan.

- **Conditional Use Permit**

Pursuant to the zoning ordinance, a conditional use permit (CUP) may authorize uses not routinely allowed on a particular site. CUPs require a public hearing and, if approval is granted, are usually subject to the fulfillment of certain conditions by the developer. Approval of a CUP is not a change in zoning.

- **Density Bonus**

An increase in the allowable number of residences granted by the city or county in return for the project's providing low- or moderate-income housing (see Government Code Section 65915).

- **Design Flexibility**

Allow for flexibility in parking, lot coverage and open space requirements, setbacks and height limitations in order to facilitate the production of a range of affordable housing types.

- **Design Review Committee**

A group appointed by the city council to consider the design and aesthetics of development within design review zoning districts.

- **Development Fees**

Fees charged to developers or builders as a condition of construction or development approval. The most common are: (1) impact fees (such as parkland acquisition fees, school facilities fees, or traffic mitigation fees related to funding public improvements which are necessitated in part or in whole by the development; (2) connection fees (such as water line fees) to cover the cost of installing public services to the development; (3) permit fees (such as building permits, grading permits, sign permits) for the administrative costs of processing development plans; and, (4) application fees (rezoning, CUP, variance, etc.) for the administrative costs of reviewing and hearing development proposals.

- **Downzone**

This term refers to the rezoning of land to a more restrictive zone (for example, from multi-family residential to single-family residential or from residential to agricultural).

- **EIR**

Environmental Impact Report. A detailed review of a proposed project, its potential adverse impacts upon the environment, measures that may avoid or mitigate those impacts, and alternatives to the project.

- **Final Map Subdivision**

Final map subdivisions (also called tract maps or major subdivisions) are land divisions, which create five or more lots. They must be consistent with the general plan and are generally subject to stricter requirements than parcel maps. Such requirements may include installing road improvements, the construction of drainage and sewer facilities, parkland dedications, and more.

- **Floor Area Ratio**

Abbreviated as FAR, this is a measure of development intensity. FAR is the ratio of the amount of floor area of a building to the amount of area of its site. For instance, a one-story building that covers an entire lot has an FAR of 1. Similarly, a one-story building that covers 1/2 of a lot has an FAR of 1/2.

- **General Plan**

A statement of policies, including text and diagrams setting forth objectives, principles, standards, and plan proposals, for the future physical development of the city or county (see Government Code Sections 65300 et seq.).

- **"Granny Units" Housing**

Typically, this refers to a second dwelling attached to or separate from the main residence. California Government Code 65852.1 enables cities and counties to approve such units in single-family neighborhoods.

- **High Density Development Overlay**

Creates a new high-density overlay zoning to encourage the production of rental, workforce homeownership and special needs housing. Applies to locations with appropriate infrastructure and transportation, such as rezoned commercial properties or multi-family residential sites. The overlay zone would mandate minimum higher densities in special overlay and other zones in exchange for provision of a range of needed community housing.

- **Impact Fees**

See Development Fees.

- **In-Fill Development**

Encourages the development or redevelopment of housing within urban areas that have existing infrastructure and are surrounded by existing development.

- **Infrastructure**

A general term describing public and quasi-public utilities

and facilities such as roads, bridges, sewers and sewer plants, water lines, power lines, fire stations, etc.

- **Initial Study**

Pursuant to CEQA, an analysis of a project's potential environmental effects and their relative significance. An initial study is preliminary to deciding whether to prepare a negative declaration or an EIR.

- **Initiative**

A ballot measure which has been placed on the election ballot as a result of voter signatures and which addresses a legislative action. At the local level, initiatives usually focus on changes or additions to the general plan and zoning ordinance. The right to initiative is guaranteed by the California Constitution.

- **LAFCO**

Local Agency Formation Commission. The Cortese-Knox Act (commencing with Government Code Section 56000) establishes a LAFCO made up of elected officials of the county, cities, and, in some cases, special districts in each county. LAFCOs establish spheres of influence for all the cities and special districts within the county. These spheres of influence define areas of future urbanization or growth. They also administer incorporation and annexation proposals.

- **Minimum Density Standards**

Establish minimum densities to ensure that existing land available for development is not underutilized.

- **Mitigation Measure**

The California Environmental Quality Act requires that when an environmental impact or potential impact is identified, measures must be proposed that will eliminate, avoid, rectify, compensate for or reduce those environmental effects.

- **Negative Declaration**

When a project is not exempt from CEQA and will not have a significant effect upon the environment a negative declaration must be written. The negative declaration is an informational document that describes the reasons why the project will not have a significant effect and proposes measures to mitigate or avoid any possible effects.

- **Overlay Zone**

A set of zoning requirements that is superimposed upon a base zone. Overlay zones are generally used when a particular area requires special protection (as in a historic preservation district) or has a special problem (such as steep slopes, flooding or earthquake faults). Development of land subject to overlay zoning requires compliance with the regulations of both the base and overlay zones.

- **Parcel Map**

A minor subdivision resulting in fewer than five lots. The city or county may approve a parcel map when it meets the requirements of the general plan and all applicable ordinances. The regulations governing the filing and processing of parcel maps are found in the state Subdivision Map Act and the local subdivision ordinance.

- **Planned Unit Development (PUD)**

Land use zoning which allows the adoption of a set of development standards that are specific to the particular

project being proposed. PUD zones usually do not contain detailed development standards; these are established during the process of considering the proposals and adopted by ordinance if the project is approved.

- **Pyramid Zoning**

Allows residential development in any area of a jurisdiction except where zoned for recreation, open space, and heavy manufacturing/industrial

- **Referendum**

A ballot measure challenging a legislative action by the city council or county board of supervisors. Referenda petitions must be filed before the action becomes final and may lead to an election on the matter. The California Constitution guarantees the right to referendum.

- **School Impact Fees**

Proposition 13 put a limit on property taxes and thereby limited the main source of funding for new school facilities. California law allows school districts to impose fees on new developments to offset their impacts of area schools. However, a nexus must be demonstrated for payment of fees in excess of those set by the State.

- **Setback**

A minimum distance required by zoning to be maintained between two structures or between a structure and property lines.

- **Smart Growth**

Smart growth is development that simultaneously serves the economy, the community and the environment. Smart Growth answers these questions by simultaneously achieving:

- Healthy communities -- that provide families with a clean environment. Smart growth balances development and environmental protection -- accommodating growth while preserving open space and critical habitat, reusing land, and protecting water supplies and air quality.
- Economic development and jobs -- that create more business opportunities, local tax base improvements, provide neighborhood services and amenities, and create economically competitive communities.
- Strong neighborhoods -- which provide a range of housing options giving people the opportunity to choose housing that best suits them. Smart growth provides the choice to walk, ride a bike, take transit, or drive. It maintains and enhances the value of existing neighborhoods and creates a sense of community.

- **Specific Plan**

A plan addressing land use distribution, open space availability, infrastructure, and infrastructure financing for a portion of the community. Specific plans put the provisions of the local general plan into action (see Government Code Sections 65450 et seq.).

- **Tentative Map**

The map or drawing illustrating a subdivision proposal. The city or county will approve or deny the proposed subdivision based upon the design depicted by the tentative map. A subdivision is not complete until the conditions of approval imposed upon the tentative map have been satisfied and a

final map has been certified by the city or county and recorded with the county recorder.

- **Tract Map**

See final map subdivision.

- **Transportation Systems Management (TSM)**

A transportation plan that coordinates many forms of transportation (car, bus, carpool, rapid transit, bicycle, walking, etc.) in order to distribute the traffic impacts of new development. Rather than emphasizing road expansion or construction (as does traditional transportation planning), TSM examines methods of increasing the efficiency of road use.

- **Variance**

A limited waiver from the requirements of the zoning ordinance. Variance requests are subject to public hearing, usually before a zoning administrator or board of zoning adjustment. Variances may only be granted under special circumstances.

- **Zoning**

Local codes regulating the use and development of property. The zoning ordinance divides the city or county into land use districts or "zones", represented on zoning maps, and specifies the allowable uses within each of those zones. It establishes development standards such as minimum lot size, maximum height of structures, building setbacks, and yard size.

- **Zoning Adjustment Board**

A group appointed by the local legislative body to consider minor zoning adjustments such as conditional use permits and variances. It is empowered to conduct public hearings and to impose conditions of approval. Its decisions may be appealed to the local legislative body.

- **Zoning Administrator**

A planning department staff member responsible for hearing minor zoning permits. Typically, the zoning administrator considers variances and conditional use permits and may interpret the provisions of the zoning ordinance when questions arise. His/her decision may be appealed to the local legislative body.