

BUELLTON IMPROVEMENT PROJECT

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REDEVELOPMENT 101

What is Redevelopment? Redevelopment is a process used to improve the physical, social, economic and environmental well being of designated geographic Project Areas. Typical programs and activities include site acquisition and reuse, business expansion and development, rehabilitation loans and grants, construction of public facilities and infrastructure, improvement and expansion of housing, and enhancement of public streetscapes.

What is a Redevelopment Plan?

A Redevelopment Plan represents the basic framework within which specific projects will be undertaken. It identifies the type of programs and public actions that will be undertaken to improve conditions within a Project Area, the financial means by which to implement the Plan, and the duration of redevelopment activities. Redevelopment Plans typically do not regulate land use; rather, they empower the Agency with broad authority to remove blight in accordance with General Plan policies.

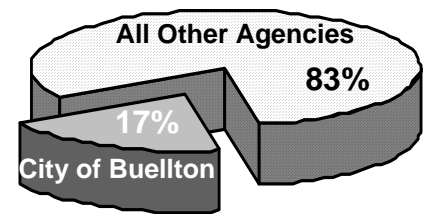
What is a Redevelopment Agency?

The Redevelopment Agency is a separate and distinct legal entity of the City. The Agency's sole function is to provide policy direction and oversee activities within designated Project Areas. In Buellton, the City Council serves as the governing board of the Agency, while day-to-day administrative responsibility is delegated to the City Manager as Executive Director, the Assistant to the City Manager as Secretary, the Finance Director serving in the same function and the City Attorney as General Counsel.

What distinguishes a City from a Redevelopment Agency? The Redevelopment Agency is uniquely different from the City in two important ways:

- **Property Acquisition.** The City and Agency both have the power to acquire private property, with or without the use of eminent domain. However, the City's authority to acquire private property is strictly limited to specified public purposes such as the development of parks and installation of streets. The Agency, on the other hand, may acquire property for a broader array of purposes such as the removal of blighted buildings or the development of commercial or industrial facilities by private parties.

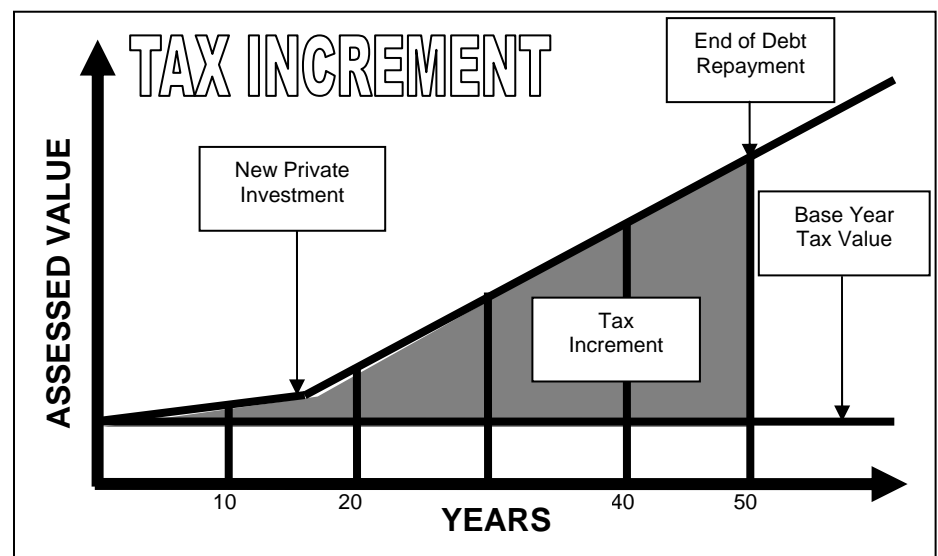
- **Tax Increment.** At present, the City of Buellton receives roughly 17% of all property taxes that are collected. The other 83% of property tax receipts flow to other taxing entities such as the County of Santa Barbara. The Agency has no power to levy new tax of any kind. However, once a Project Area is established, the majority of property taxes that are derived from the growth in assessed valuation go to the Redevelopment Agency.



What is debt financing? By law, the Redevelopment Agency must create debt in order to receive tax increment. Typically, this entails borrowing from the City or the selling of tax allocation bonds. This debt is then amortized over a period of years and repaid with tax increment. Agency debt is not a general obligation of the City and will not result in increased taxes.

What is the community's role in the Redevelopment Process?

The process of establishing or amending a Redevelopment Plan involves extensive public participation. During this formative phase, the Agency is required to consult with affected taxing agencies, the City's Planning Commission and the Project Area Committee (if one exists). In addition, all property owners, residents and businesses must be given written notice 30 days in advance of final Agency and City Council action.



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What is a Project Area Committee? By law, a Project Area Committee (“PAC”) must be formed if the Project Area includes a substantial number of low and moderate income persons and the Redevelopment Plan empowers the Agency to utilize eminent domain in acquiring property on which such persons reside. Membership on the PAC is determined by election and must include proportionate representation from residential owner occupants, residential tenants, business owners, and existing organizations within the Project Area. Following Plan adoption, the Agency must consult with the PAC on matters affecting the residents of the project area. This obligation continues for a minimum of three years following Plan adoption with one-year extensions by the Agency thereafter.

Once a Project is adopted, how can residents stay involved? By law, the Agency must provide property owners with the opportunity to participate directly in the redevelopment process. At a minimum, owners must be notified of any plans to redevelop their property and be given the opportunity to submit competing proposals. In addition, reasonable preferences must be given to existing businesses to remain in a Project Area. Furthermore, before the Agency can sell property that was acquired with tax increment funds, a noticed public hearing must be conducted. Finally, the Agency is required to conduct a public hearing and adopt an Implementation Plan once every five years. The Implementation Plan sets forth projects, programs and priorities for the ensuing five years.

What obligations does the Agency have to provide affordable housing? Twenty percent (20%) of all tax increment must be used to preserve, improve or expand the supply of affordable housing low and moderate-income persons. Such funds may be used to finance home purchases, housing rehabilitation and new construction in neighborhoods inside or outside the Project Area. In addition, 15% of all new privately developed housing and 30% of Agency-assisted housing within the Project Area must be made affordable to persons and families of low and moderate income. Finally, all low and moderate-income housing must be replaced within four years of removal by the Agency. Under applicable statutes, low income is set at 80% of the area wide median and moderate is set at 120%.

AFFORDABLE HOUSING REQUIREMENTS

| | BASIC REQUIREMENT | COMPLIANCE THRESHOLD | AFFORDABILITY PERCENTAGE | | APPLICABILITY | DURATION OF COVENANTS |
|---------------------------|--|--|--------------------------|---------------|--|---|
| | | | Total Low/Mod | Very-Low | | |
| INCLUSIONARY HOUSING | Agency Developed New Housing and Substantial Rehabilitation | Construction/ Rehabilitation Undertaken Directly by the Agency through a General Contractor | 30% | 15% | All Redevelopment Plans Adopted After January 1, 1976, and all Territory Added After January 1, 1996, Regardless of the Date of Plan Adoption | Duration of Redevelopment Plan Land Use Controls |
| | Privately Developed New Housing and Substantial Rehabilitation | Construction/ Rehabilitation Undertaken by a Private Owner With or Without Agency Assistance | 15% | 6% | | |
| LMI HOUSING SETASID FUNDS | Rental Units Developed or Substantially Rehabilitated with LMI Housing Funds | Direct or Indirect Involvement by the Agency | 100% | Not Specified | All Redevelopment Plans Adopted After January 1, 1977, and all Redevelopment Plans After July 1, 1996, Regardless of the Date of Plan Adoption | 45 Years for Each Affordable Unit |
| | Owner-Occupied Units Developed or Substantially Rehabilitated with LMI Housing Funds | Direct or Indirect Involvement by the Agency | 100% | Not Specified | | 30 Years with Early Buy-Out Provisions Tied to Equity Share |

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| INCOME CATEGORY | HOUSEHOLD SIZE | | | | | | | |
|------------------|----------------|----------|----------|----------|----------|----------|----------|-----------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| Area wide Median | \$47,000 | \$53,700 | \$60,400 | \$67,100 | \$72,500 | \$77,800 | \$83,200 | \$88,600 |
| Very-Low (50%) | \$27,250 | \$31,100 | \$35,000 | \$38,900 | \$42,000 | \$45,100 | \$48,250 | \$51,350 |
| Low (80%) | \$43,600 | \$49,800 | \$56,050 | \$62,250 | \$67,250 | \$72,200 | \$77,200 | \$82,150 |
| Moderate (120%) | \$56,400 | \$64,400 | \$72,500 | \$80,500 | \$86,900 | \$93,400 | \$99,800 | \$106,300 |

Source: California Department of Housing and Community Development. Figures are effective February 28, 2008.

What restrictions apply to the expenditure of redevelopment funds? In general, redevelopment funds may only be used for capital outlay and administrative expenses. Maintenance activities and public services, for example, are generally not eligible. Redevelopment funds must either be spent within the Project Area or, with the Agency's approval, may be used for public projects outside of a Project Area that benefit the Project Area. An example would be traffic improvements outside of a Project Area that enhance circulation within the Project Area.

Is the Agency expressly prohibited from participating in specified activities? Within the same market area, the Agency is prohibited from assisting automobile dealerships or big box retailers that relocate from a nearby community. Within its own jurisdiction, the Agency may not assist automobile dealerships involving the development of vacant property, nor may sales tax generating businesses be assisted on vacant parcels five acres or more in size. Finally, the Agency is expressly prohibited in redevelopment activities involving gaming facilities or the construction/rehabilitation of a city hall or county administrative building.

What obligations does the Agency have to assist those displaced by redevelopment? If the Agency acquires occupied property, it must provide persons, families, business owners and tenants displaced by Agency activities

with monetary and advisory relocation assistance consistent with the California Relocation Assistance Law and implementing guidelines ("CRL"). In general, the Agency is subject to the following requirements:

- **Relocation Plan.** At such time as negotiations for the acquisition of real property are initiated and prior to proceeding with any project that will result in displacement (other than an insignificant amount of non-residential), the Agency must prepare a Relocation Plan. The Relocation Plan must demonstrate that no persons will be displaced unless comparable replacement dwellings will be available. In addition, the Agency must adopt rules and regulations in conformance with CRL.

- **Replacement Housing Plan.** Where a redevelopment project results in the loss or removal of low and moderate income housing, the Agency must prepare and adopt a Replacement Housing Plan a minimum of 30 days prior to commencing the project. All low and moderate-income housing must be replaced within four years of removal.

- **Residential Displacement.** No persons or families of low and moderate income can be displaced by the Agency unless and until there is a suitable decent, safe, and sanitary housing unit available and ready for occupancy at rents comparable to those that existed at the time of displacement of such persons or families.

RELOCATION REQUIREMENTS

- RELOCATION PLANNING
 - Preparation of Relocation and Replacement Housing Plans
 - Adoption of Relocation Policies and Procedures
- RELOCATION ASSISTANCE
 - Relocation Advisory Services
 - Compensation for Moving Expenses and Loss of Personal Property
- DISLOCATION ALLOWANCE
 - Residential Owners -- \$22,500
 - Business Owners -- \$20,000
 - Residential Tenants -- \$5,250
- ANTI-RESIDENTIAL DISPLACEMENT
 - Comparable Replacement Housing Must be Available
 - Replacement Housing Must be Affordable
 - Last Resort Housing

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- **Relocation Advisory Services.** The Agency must develop and administer a Relocation Assistance Advisory Program which assures that: (i) all persons and families displaced from their dwellings are relocated into housing meeting the criteria for comparable replacement housing, and (ii) all persons displaced from their places of business are assisted in reestablishing with a minimum of delay and loss of earnings.

- **Relocation Payments.** Persons and businesses displaced by activities undertaken by the Agency are entitled to compensation for actual moving expenses and loss of personal property. In lieu of moving expenses, businesses may elect a dislocation allowance based on average annual net earnings up to a maximum of \$20,000. In addition, residential occupants are entitled to replacement housing payments based on their ability to pay for comparable replacement housing up to a maximum of \$22,500 for owners and \$5,250 for tenants.

- **Last Resort Housing.** If comparable replacement housing is not available, the Agency may supplement the dislocation allowance (described above) in accordance with rules and regulations adopted by the Agency.

What is eminent domain? Eminent domain is the authority of a public agency to acquire property from an unwilling seller. This authority may only be exercised after all reasonable efforts to negotiate a purchase have failed. The Redevelopment Agency is required by law to pay fair market value, find comparable replacement property and pay relocation costs. In addition, owners are afforded preferential tax treatment relative to the period of capital gains reinvestment and transfer of the property's current tax basis.

How much must the Agency pay for property it acquires? By law, the Agency must pay just compensation for all property it acquires by exercise of eminent domain. This includes the requirement that the property be appraised at its fair market value including compensation for fixtures, equipment and "goodwill" for businesses. If agreement cannot be reached between the Agency and property owner, the Court will ultimately determine how much the Agency must pay.

Are there any limits on the use of eminent domain? There are three basic statutory limits on the use of eminent domain:

- **Time.** The authority to use eminent domain cannot exceed 12 years from the date of adoption or amendment of a Redevelopment Plan.
- **Use.** Without the consent of a property owner, the Agency may not acquire any real property on which an existing building is to be continued on its present site and its present form and use unless: (i) the building or site requires modification, improvement, modernization or rehabilitation; or (ii) the

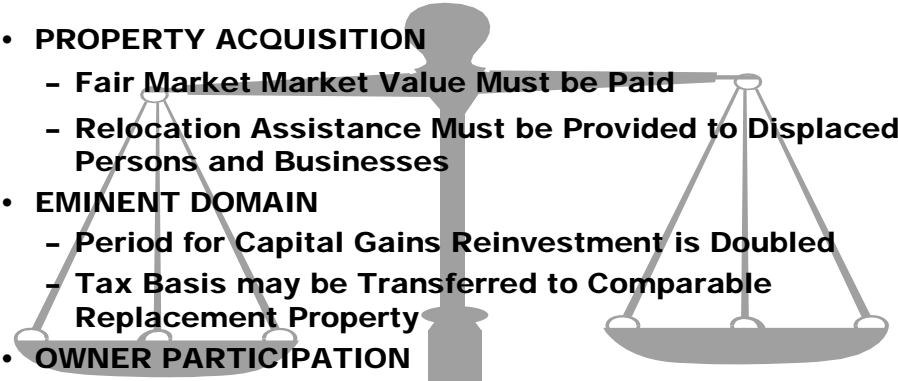
property is non-conforming to the redevelopment plan and the owner fails or refuses to participate in the property's redevelopment.

- **Necessity.** The Agency may not proceed with eminent domain unless it finds that: (i) the public interest and necessity require the proposed project; (ii) the proposed project is planned or located in the manner that will be most compatible with the greatest public good and the least private injury; (iii) the property is necessary for the proposed project; and (iv) the owner has been tendered an offer that the Agency believes to be just compensation for the property.

What is the general process for using eminent domain? Eminent domain is a tool of last resort. By law, the Agency must make every reasonable effort to acquire real property by negotiation. If agreement cannot be reached, there are three basic procedural steps in eminent domain proceedings:

- **Public Hearing.** The Agency must first conduct a public hearing to determine the necessity for acquiring the property. The owner of the property must be given written notice of the hearing and

FAIR AND EQUITABLE TREATMENT

- 
- PROPERTY ACQUISITION
 - Fair Market Value Must be Paid
 - Relocation Assistance Must be Provided to Displaced Persons and Businesses
 - EMINENT DOMAIN
 - Period for Capital Gains Reinvestment is Doubled
 - Tax Basis may be Transferred to Comparable Replacement Property
 - OWNER PARTICIPATION
 - Property Owners Must be Given Opportunity to Participate in Redevelopment Process
 - Businesses Must be Given Reentry Preferences

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must be given reasonable opportunity to appear and be heard on the matter. At the conclusion of the public hearing, the Agency must adopt a Resolution of Necessity justifying its action.

- **Court Filing.** Not later than six months following adoption of a Resolution of Necessity, the Agency must file a lawsuit and serve the owner with notice of its intent to acquire the owner's property by eminent domain. Concurrently, the property owner may file its own legal action and challenge the Agency's right to condemn the owner's property. Furthermore, if the Agency does not commence litigation within six months following adoption of a Resolution of Necessity, the owner may compel the Agency to either acquire the owner's property or seek damages for inverse condemnation.

- **Property Disposition.** Depending upon what actions are filed, the Court will ultimately determine whether the Agency has the right to exercise eminent domain and how much the property owner must be compensated. The time required to conclude these matters may take as long as five years. During this period, the Agency may request the Court to grant immediate possession to the property. To accomplish this, the Agency must first deposit the sum of money representing just compensation for the property. The owner may petition the Court and withdraw these funds at any time after the Agency is granted possession of the property. In general, the Agency may take possession of occupied property no sooner than 90 days from the date a request is granted by the Court and notice is served on the owner (30 days for vacant property).

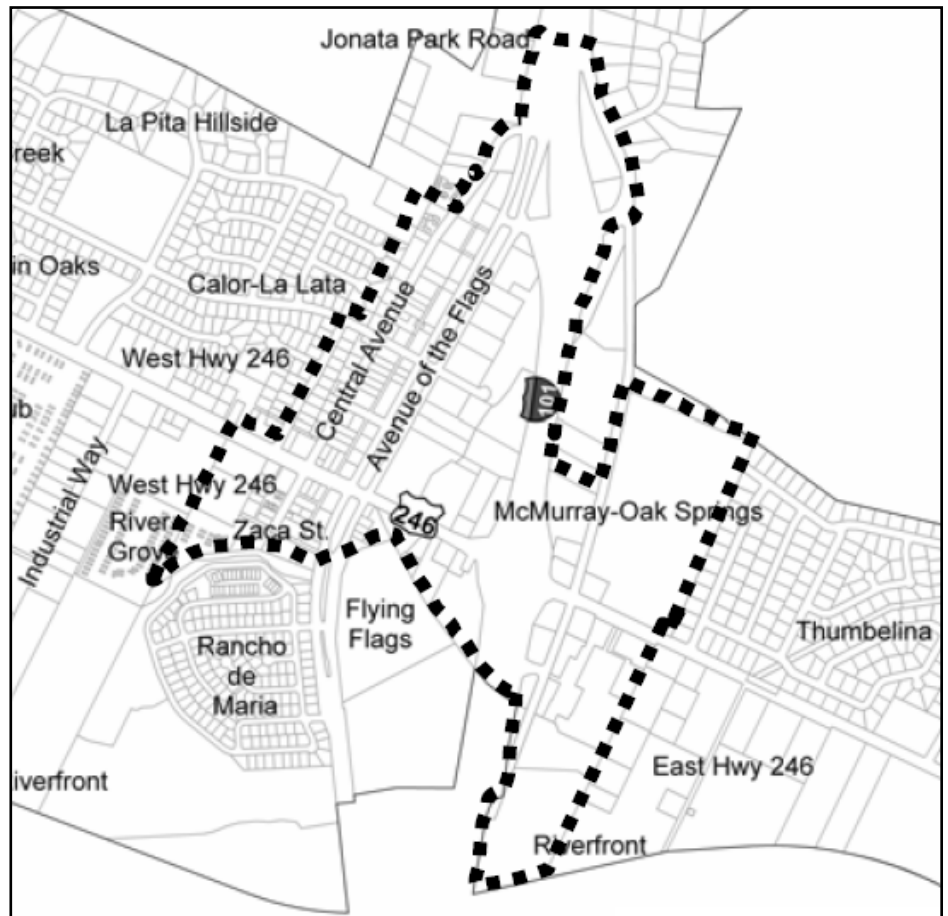
What are the current trends in redevelopment? In the aftermath of Proposition 13, Redevelopment

Agency and Project Area formation increased dramatically. This activity accelerated with the State's subsequent diversion of local revenues as municipal agencies sought to retain their property tax basis. As a consequence, redevelopment came under increased scrutiny and precipitated sweeping legislative reforms in 1993 under AB 1290. Since this time, the number of new agencies and redevelopment projects has been dramatically curtailed. Today, the most pressing concern is the production of affordable housing and the requirement of redevelopment agencies to make timely expenditures of their housing set aside funds. This trend is evidenced in the number of bills that have been introduced on the topic in the current legislative session.

LOCAL PERSPECTIVE

What is the history of redevelopment in Buellton? The Buellton Redevelopment Agency was formed in 1993 along with creation of the Buellton Improvement Project. The Project Area encompasses 180 acres and comprises roughly 17% of the City's total land area. The boundaries generally coincide with Central Avenue on the west, Freear Drive on the east, the southerly terminus of McMurray Road to the south, and the intersection of Avenue of Flags with U.S. Highway 101 to the north. The area is predominately commercial in character with only 7% of the area comprised of residential uses.

BUELLTON PROJECT AREA



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What are the principal goals and objectives of redevelopment in Buellton? The overriding goal of the Buellton Improvement Project is to eliminate blighting influences and promote revitalization within the Project Area with principal focus on commercial properties along Avenue of Flag and Highway 246. Specific programs and project designed to accomplish this objective are summarized below:

- **Avenue of Flags Revitalization.** Strengthen the Avenue of Flags commercial core area through the consolidation and reuse of undersized or blighted properties.

- **Highway 246 Commercial Projects.** Provide for the rehabilitation of existing buildings, install landscaping, and implement design guidelines to achieve coherent streetscapes.

- **Residential Rehabilitation.** Provide for the rehabilitation of substandard and functionally obsolete dwellings through the provision of low interest property improvement loans.

- **Affordable Housing.** Increase the supply of housing affordable to low and moderate-income households with particular emphasis on preservation of existing affordable dwellings.

- **Public Improvements.** Upgrade public facilities serving the Project Area including roads, storm drainage, wastewater collection and water distribution systems. Specific project include:

- Signalization and/or intersection improvements at Avenue of Flags/Highway 246.

- Relocation and/or modification of the north-south Highway 101 ramps at Highway 246.

- Widening or other improvements to the freeway over crossing at the north end of Avenue of Flags.

- Relocation of the southbound Highway 101 off ramp at Avenue of Flags.

- Highway 246 improvements east of Highway 101.

- Circulation and parking improvements in the Avenue of Flags district.

What is the status of the Redevelopment Plan? Tables 1 and 2 compare the current adopted Redevelopment Plan against statutory parameters embodied in California Redevelopment Law (“CRL”). In short, the adopted Redevelopment Plan is both consistent and maximizes the financial and time limits afforded under current law. However, the City is nearing the end of its allotted time period to commence eminent domain proceedings. An amendment to the current adopted Plan would be required to extend this time limit.

What is the status of the Project Area Committee? By law, a PAC must be formed if the Redevelopment Plan empowers the Agency to utilize eminent domain in acquiring property on which low and moderate persons reside. A PAC for the Buellton Improvement Project has been established, although it has been inactive since 1997. Bylaws adopted by the City Council do not prescribe a term for the PAC; rather, meetings are to be held as needed. Under CRL, the City is required to maintain a PAC for a minimum of three years following Plan adoption. Having now satisfied that requirement, the decision to continue the PAC is wholly discretionary on the part of the City Council.

Is the Agency required to share its tax increment with other taxing entities? Tax increment “pass through” agreements were a common occurrence in California prior to passage of AB 1290 in 1993. The Buellton Redevelopment Agency is no exception and has five such agreements. Together these agreements divert roughly 10% of City’s net tax increment as compared to 30% under AB 1290.

TABLE 1: OPERATIVE LIMITS

| | STATUTORY AUTHORITY | ADOPTED PLAN |
|---------------------------|--|---|
| Plan Effectiveness | Later of: (i) 40 Years from Plan Adoption; or (ii) 1/1/2009 | 40 Years from Plan Adoption (12/7/2023) |
| Project Financing | Dollar Limits on Tax Increment and Bond Debt Must Be Specified in the Plan | Tax Increment Limit: \$105 Million Bond Debt Limit: \$27 Million |
| Debt Establishment | Later of: (i) 20 Years from Plan Adoption; or (ii) 1/1/2004 (10-Year Extension is Allowed by Plan Amendment) | 20 Years from Plan Adoption (12/7/2013) |
| Debt Repayment | 10 Years After Plan Effectiveness | 10 Years After Plan Effectiveness (12/7/2033) |
| Eminent Domain | Maximum of 12 Years (May be Extended by Plan Amendment) | Maximum of 12 Years (Expired on 12/7/2005) |

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TABLE 2: PLAN AUTHORITIES

| SUBJECT | ADOPTED PLAN |
|----------------------------------|---|
| Proposed Actions | Broad-Based Community Redevelopment Law ("CRL") Provisions |
| Owner Participation | Rules Adopted 10/14/93 |
| Relocation Assistance | Rules Adopted 1/14/99 |
| Eminent Domain | General Authority without Use Restrictions (Note: Authority Expired on 12/7/2005) |
| Public Improvements | General Authority and Definitive List |
| Replacement Housing | Restatement of CRL Requirements |
| Housing Set aside | Restatement of CRL Requirements |
| Land Use Regulation | Linked to General Plan |
| Special Land Use Policies | General Standards |
| Development Review | All Development Plans must be Reviewed and Approved by Agency |
| Method of Financing | Tax Increment, Bonds and Miscellaneous |

What is an Implementation Plan?

In contrast to the broad-based and long-range nature of Redevelopment Plans, Implementation Plans are short range and strategic. Beginning in 1994, and each five years thereafter, every redevelopment agency is required to adopt an Implementation Plan that: outlines the agency's goals and objectives for each project area; describes programs, potential projects and estimated expenditures over the next five years; ex-

plains how these activities will aid in the elimination of blight; and addresses needs for new affordable housing and replacement of units lost due to redevelopment. The current Implementation Plan has a time horizon that expires on December 31, 2009.

What are the Agency's Near Term Goals? The current Implementation Plan builds upon priori-

ties set in earlier years and is driven by three principal events: (i) update of the City's General Plan in 2006; (ii) adoption of a new Housing Element completed in 2004; and (iii) implementation of a comprehensive Settlement Agreement with the California Rural Legal Assistance executed at the end of 2003. The result is an ambitious list of 13 projects:

1. Continue implementation of circulation improvements set forth in the Urban Design Plan for Avenue of Flags: (i) pursue acquisition of right-of-way easements for interconnection of driveways and parking behind commercial parcels fronting the easterly side of the Avenue, creating secondary access between Highway 246 and Damassa Road; (ii) renovate alleyways behind commercial parcels fronting the westerly side of the Avenue; and (iii) identify opportunities and pursue development of public parking lots, with particular emphasis on the area in the vicinity of Second Street.

2. Study the possibility of reconfiguring the south-bound US 101 freeway off-ramp at Jonata Park Road to achieve traffic calming at Avenue of Flags by one of several means: (i) form a four-way stop, aligned with Central Avenue; (ii) lengthen the off-ramp and move

TABLE 3: REVENUE FORECAST

| FISCAL YEAR | TAX INCREMENT PROJECTIONS | | TAX INCREMENT REVENUES | | |
|------------------|---------------------------|---------------------|------------------------|---------------------|-----------------------------|
| | Assessed Value | Gross Tax Increment | LMIHF Deposits | Tax Agency Payments | Discretionary Project Funds |
| FY2004-05 | \$78,940,777 | \$445,083 | \$111,271 | \$52,718 | \$281,094 |
| FY2005-06 | \$82,972,771 | \$487,841 | \$121,960 | \$57,783 | \$308,098 |
| FY2006-07 | \$87,210,703 | \$534,706 | \$133,676 | \$63,334 | \$337,696 |
| FY2007-08 | \$91,665,093 | \$586,073 | \$146,518 | \$69,418 | \$370,137 |
| FY2008-09 | \$96,346,996 | \$642,375 | \$160,594 | \$76,087 | \$405,695 |
| Total | | \$445,083 | \$674,019 | \$319,339 | \$1,702,719 |

Source: Redevelopment Implementation Plan 2005-2009, Buellton Redevelopment Agency, June 9, 2005

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the point of connection with Jonata Park Road a minimum of 200 feet from the Central Avenue intersection; or (iii) a combination of the foregoing.

3. Continue implementation of streetscape and pedestrian improvements set forth in the Urban Design Plan for Avenue of Flags: (i) renovate medians and adjacent right-of-way, staged to coincide with new development; (ii) reconfigure the Avenue from Highway 246 to Jonata Park Road from four to two travel lanes and install angular on-street parking; (iii) install gateway monumentation to signify points of entry to downtown; and (iv) develop a pedestrian walkway along Zaca Creek.

4. In collaboration with the City, update the preliminary facility analysis performed in conjunction with the Urban Design Plan for Avenue of Flags, affirm the range of users and space utilization,

quantify building and site requirements, determine infrastructure needs, define site selection criteria, prepare schematic development plans, reconcile facility programming with financial resources and tenant availability, and actively pursue development of a new Civic Center.

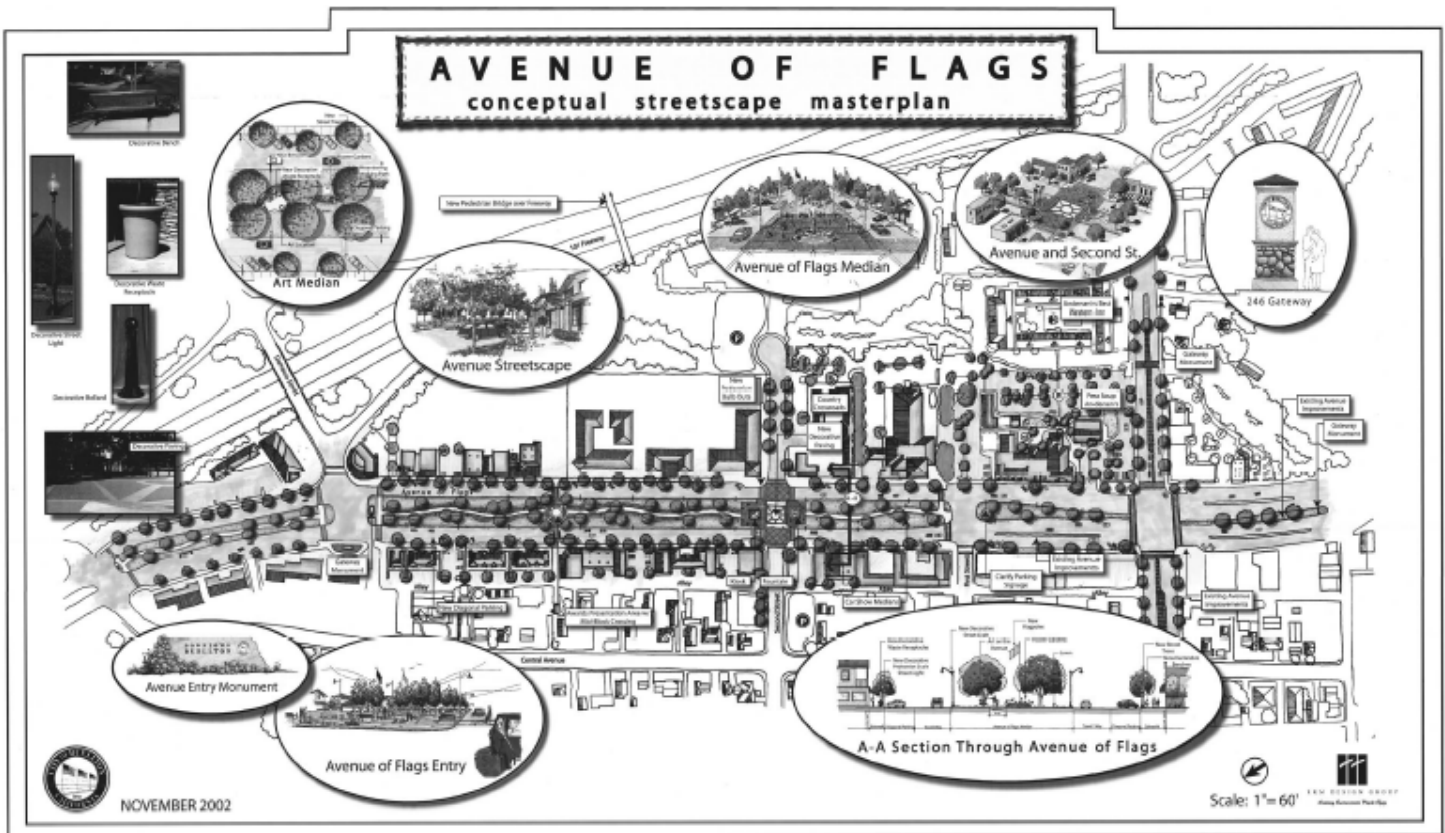
5. Actively pursue opportunities for public/private collaboration throughout the Project Area with particular emphasis on eliminating non-conforming uses, consolidating irregularly sized parcels facilitating mixed-use development, constructing affordable housing, and fostering overriding objectives of the Redevelopment Plan. Provide incentives for private property renovation through property improvement loans and grants.

6. Identify those properties within the Avenue Revitalization Area that are inherently in conflict with the Urban Design Plan and

seek cooperative resolution through owner participation, property rehabilitation, cooperative acquisition and compliant redevelopment.

7. Develop and implement a financial assistance program, subsidizing multifamily infill projects within the Project Area by refunding all tax increment derived from construction of affordable units, less pass through payments to other tax agencies.

8. In collaboration with the City, actively pursue opportunities for public/private collaboration for the development of affordable housing including: (i) assisting in the review and preparation of concept drawings; (ii) analyzing development proforma and identifying gap financing; (iii) fast tracking the environmental review and entitlement permit process; (iv) utilizing the City's police powers to provide necessary land use and zoning; (v)



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supporting applications submitted to funding agencies; (vi) providing direct financial or development assistance; and (vii) employing the RDA to assemble land for development.

9. In collaboration with the City: (i) continue financial support of the mobile home repair program; (ii) evaluate expansion of emergency repair assistance to encompass low and very low income single family owner occupants, adaptive retrofit needs of disabled persons and inclusion of energy conservation features; (iii) conduct a focused outreach to owners of substandard rental property to identify interest/willingness to engage in cooperative rehabilitation; (iv) establish a budget and seek grant funds to underwrite these endeavors; and (v) prioritize funds according to the severity of need and link affordable housing covenants to the amount of funds required.

10. In collaboration with the City: (i) contact property owners of multifamily apartment projects to ascertain their interest and willingness to entertain purchase of affordable housing covenants; (ii) negotiate the terms and conditions of participation; (iii) establish a budget and seek grant funds to underwrite these endeavors; and (iv) conclude the purchase of affordable covenants. As a complimentary action, evaluate financial resources by which to continue and broaden the emergency mortgage and rent assistance program currently funded by People Helping People.

11. Update Zoning Ordinance and Map to: (i) reflect the land use designations and related policies of the Urban Design Plan; (ii) institute flexible development standards governing mixed-use projects, building height limits, lot coverage requirements and on-street parking consistent with the planning prin-

cipals embodied in the Urban Design Plan; and (iii) prevent future instances of non-conforming uses within the Avenue Revitalization Area.

12. Update the Community Design Guidelines to refine architectural themes, impose streetscape standards for the interface between the public and private property (e.g., arcade design, sidewalk planters, etc.) and establish public improvement dedication requirements (or an in-lieu fee option) as necessary and appropriate to implement the Urban Design Plan.

13. Initiate amendment of the Buellton Improvement Project Redevelopment Plan to institute compulsory design review for all future development within the Avenue Revitalization Area to ensure consistency with the planning principals embodied in the Urban Design Plan.

used planned community to a \$500,000 historic downtown retail renovation project; development of housing rehabilitation, affordable housing and home buyer mortgage assistance programs resulting in the purchase and improvement of over 1,100 dwellings; planning and redevelopment project formation for the first U.S. Navy facility closure in California under the Base Realignment and Closure Act (BRAC). Mr. Figg holds a Bachelor's degree in City and Regional Planning from California Polytechnic State University at San Luis Obispo and a Master's degree in Public Administration from California State University at Northridge. Mr. Figg is distinguished with awards from the Sacramento Building Industry Association, Bank of America, American Planning Association and Commission on Human Concerns and Community Development. He was also named Citizen of the Year Citizen of the Year in 1995 by the Port Hueneme Chamber of Commerce.

BIOGRAPHY

Thomas E. Figg, Consulting Services, is a sole proprietorship specializing in the fields of municipal planning, neighborhood revitalization, community redevelopment and project management. Before establishing his own consulting firm in early 1998, Mr. Figg served as Planning and Redevelopment Manager for the City of San Buenaventura and Community Development Director for the City of Port Hueneme for a combined total of 22 years. His specific redevelopment experience includes management of six different project areas totaling 1,000 acres with annual tax increment in excess of \$5 million; initiation, negotiation and management of assorted redevelopment projects ranging in size from a 50-acre, \$65 million mixed

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