ACTION ITEMS OPERATIONAL

Goal 1 – Portray a Positive Buellton Image and Brand

Objective 1.2 Highlight and Celebrate Buellton's Unique Offerings and Heritage

Action 1.2.2 Hold Festivals and Events

Priority 1, minor cost. On the Parks and Recreation Commission to do list as authorized by the City Council.
The City is now home to several annual festivals and events in conjunction with the Chamber of Commerce and private sponsors.

Action 1.2.1 Comprehensive Listing of Historical Information

Priority 1, minor cost.
The historical society is the lead in implementing this action item.

Goal 2 Expand Opportunities for Active and Healthy Living

Objective 2.1 Increase Connectivity for Pedestrians and Cyclists

Action 2.1.1 Develop and Implement a Bikeway and Pedestrian Master Plan

Priority 1, moderate cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

The Pedestrian and Bikeway Master Plan has been adopted and is being implemented as projects are processed.

Goal 3 Offer a Varierty of Arts and Cultural Opportunities

Objective 3.1 Foster and Support Local Artists

Action 3.1.1 Create Incentives to Attract and Retain Artists to Locate Studios and Work Spaces in the City and Amend Ordinances Accordingly

Priority 1, no cost.
The Mixed Use Ordinance was adopted and contains live-work units in all commercial and industrial zones. This allows artists to live, work, and sell in one location.

Objective 3.2 Expand Tourism to Include Arts and Cultural Activities and Venues

Action 3.2.1 Organize and Carry Out Community Events or Festivals that Celebrate Arts and Culture

Priority 1, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Events that support this action item have been held and are going to be held, including Arts on the Avenue and the Vintners' Festival.

Goal 4 Promote Desired Change Through Planning and Design

Objective 4.2 Promote Attractive, Well-maintained Neighborhoods and Districts

Action 4.2.1 Revise the Mixed Use Development Standards

Priority 1, no cost.
The Mixed Use Ordinances has been modified and adopted to reflect this action item.

Goal 5 Create a Vibrant Downtown

Objective 5.1 Coordinate Development and Improvements along the Avenue

Action 5.1.1 Incorporate Downtown Bikeways and Trails into Bikeway and Pedestrian Master Plan

Priority 1, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Bikeway and Pedestrian Master Plan adopted with bikeways and trails included in the downtown area.

Objective 5.2 Ensure Organizational Support for Transformation of the Avenue

Action 5.2.2 Form an Avenue of Flags Property Owners Group

Priority 1, no cost.
This group has been formed and has met on numerous occasions.

Goal 6 Maintain a Strong Sense of Community and Family

Objective 6.1 Foster Community Events and Programs to Promote Social Interaction

Action 6.1.1 Operate and Support Recreational Events for Residents
Action 6.1.2 Create Programs that Encourage Interaction between People of Different Ages and Backgrounds

Priority 1, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Numerous events are provided throughout the year by the City, including Winterfest, Arts on the Avenue, the Holiday Bazaar, and the numerous programs and trips the City offers.

Objective 6.2 Maintain an Ongoing Dialogue with Community Members

Action 6.2.1 Expand City Communications with Residents through Online and Smart Phone Tools

Priority 1, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

The City's website has been revised to reflect community events and to make more user friendly. Facebook and twitter also provide event information to the public. The City determined not to spend money on a smart phone application as it is not cost effective.

Action 6.2.2 Post Information about Events in Public Locations

Priority 1, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Flyers and notices continue to be placed in public kiosks and notice boards.

Action 6.2.4 Hold Annual Town Hall or State of the City Meetings to Share News with Residents

Priority 3, no cost.
An annual state of the city address is held each year. In addition, informational workshops on different city functions have been held.

Action 6.2.5 Consider Informal Communications with Residents

Priority 3, low cost.
This year, the mayor has been holding monthly office hours. The city also provides a newsletter to residents on a bi-monthly basis via the water bill mailing.

Objective 6.3 Engage the Community in Civic Affairs

Action 6.3.2 Engage Youth in City Governance by Offering Internships and Youth Positions on Committees.
Action 6.3.3 Expand Participation of the Parks and Recreation Commission by Adding a Youth Representative and School District Representative and Assign Members to be Liaisons with PAWS Park and the Botanic Garden

Priority 2, no cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Youth members have been added as members of the Parks and Recreation Commission. The Commission regularly works with PAWS Park and the botanic garden.

Objective 6.4 Strengthen Community and Families by Matching Available Jobs and Housing so People can Live and Work in Buellton

Action 6.4.1 Continue to Implement Housing Element Policies to Promote Housing Opportunities for a Range of Income Levels

Priority 2, low cost.
Housing projects continue to move forward in the city for all income levels.

Action 6.4.2 Provide Information about Housing Assistance Programs

Priority 2, no cost.
We continue to work with the County of Santa Barbara Housing Division, the Housing Authority, and People Helping People to provide this information.

Goal 7 Be a Leader in Environmental Sustainability and Stewardship

Objective 7.2 Maintain a Compact City Form Bounded by Natural and Rural Areas

Action 7.2.1 Direct Growth into Undeveloped and Underutilized Areas within the Urban Growth Boundary

Priority 1, no cost.
All development occurs within the urban growth boundary of the City.

Action 7.2.2 Identify and Protect Agricultural Areas Surrounding the City to Maintain an Urban-Rural Boundary

Priority 2, no cost.
The City honors the greenbelt area between Buellton and Solvang. No other incursions to agricultural areas have occurred.

Action 7.2.7 Identify and Protect Key Viewsheds throughout the City

Priority 3, no cost.
Viewshed analysis is part of the city's development review process.

Objective 7.3 Promote Citywide Resource Conservation and Efficiency

Action 7.3.2 Ensure that Buellton has Adequate Clean Water even during Prolonged Drought through Wise Management of Water Resources

Priority 1, low to moderate cost.

The City maintains an adequate and safe water supply, with a drought buffer, for support of build-out of the City in accordance with the General Plan.

Action 7.3.3 Use the Most Effective Methods Available to Limit Waste and Promote the Re-use of Materials

Priority 2, low to moderate cost.
The city recycles and uses energy efficient surge protectors. Energy efficient lighting is being installed in City buildings and in City street lights.

Objective 7.4 Adopt Green Building Standards and Create Incentives for Green Building Practices

Action 7.4.1 Vigorously Support Implementation of CalGreen Standards in Buellton and Consider Extending these Standards to Building Expansions and Remodels
Priority 1, low cost.
The City follows the mandatory requirements of the Cal Green Building Code. Projects are also conditioned to provide green features above and beyond the code requirements.

Action 7.4.5 Identify and Specify Materials and Insulation Techniques for Repaving Roadways and Parking Lots that Reduce Water Runoff and Heat Generation

Priority 3, low cost.
The City works with developers to install permeable paving and techniques to reduce runoff.

Goal 8 Foster Local Economic Development

Objective 8.2 Develop Buellton as a Known Visitor Destination within the Valley

Action 8.2.1 Create a Special Events Committee

Priority 1, no cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

The committee has been formed

Action 8.2.1 Continue to promote the hospitality industry through a BID

Priority 2, low cost.
BID has been formed in the valley, including Buellton.

ACTION ITEMS IN PROGRESS

Goal 1 – Portray a Positive Buellton Image and Brand

Objective 1.1 Provide a Consistent and Clear City Image

Action 1.1.1 Develop a Branding Strategy

Priority 1, High Cost.
The City Council tabled going out for an RFP for a branding consultant until the economic development strategy has been completed. Will move forward at some point in the future.

Goal 2 Expand Opportunities for Active and Healthy Living

Objective 2.1 Increase Connectivity for Pedestrians and Cyclists

Action 2.1.2 Work with Caltrans to Develop Traffic Calming and Safe Crossings on Highway 246

Priority 1, moderate cost.
Staff continues to work with Caltrans on safe crossings of Highway 246. The first lighted crosswalk has been installed across Highway 246.

Action 2.1.5 Develop and trail and recreational areas along Zaca Creek

Priority 3, moderate cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

The first project has been conditioned to install a portion of the Zaca Creek trail (Buellton Apartments). Subsequent projects will be required to install the trail.

Objective 2.3 Increase Recreational Opportunities for All Ages

Action 2.3.3 Encourage the Development of Private Facilities for Recreational Activities

Priority 2, low cost.
Staff is working with a developer for the development of a bowling alley and entertainment complex.

Goal 3 Offer a Varierty of Arts and Cultural Opportunities

Objective 3.3 Provide Opportunities for Residents and Others to Participate in Arts and Culture

Action 3.3.3 Develop a Community Arts Center that Provides Space for Classrooms and Galleries

Priority 2, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

The Recreation Center provides classroom space for art and cultural classes.

Goal 4 Promote Desired Change Through Planning and Design

Objective 4.1 Maintain a Rural Small-town Character

Action 4.1.1 Revise the Community Design Guidelines to Reflect Recent Work of the Visioning Process, including Form Based Codes

Priority 1, low cost.
The Planning Commission has begun work on the Community Design Guidelines by reviewing new types of architecture. Recommendations will be forwarded to City Council later this year.

Action 4.1.3 Review and Modify Existing Ministerial Thresholds for Development Projects
Action 4.1.4 Build Upon and Strengthen the Existing Permit Process for Development Review following the Zoning Clearance
Action 4.1.5 Strengthen the Review Process to Limit Zoning Changes that would Produce Incompatibly Land Uses

Priority 2, low to moderate cost.
The Planning Commission will be reviewing the entire zoning ordinance and making recommendations to the City Council on suggested changes. These action items will be included.

Objective 4.2 Promote Attractive, Well-maintained Neighborhoods and Districts

Action 4.2.3 Revise the Sign Ordinance

Priority 2, low cost.
Several sections of the sign ordinance have been modified. Additional revisions to be reviewed by the sign committee and Planning Commission.

Action 4.2.4 Continue to implement streetscape improvements along Highway 246

Priority 3, high cost.
The Highway 246 improvements have been completed. Other Highway 246 and Avenue improvements would need City Council authorization.

Objective 4.3 Provide an Environment that Appeals to and Supports both Residents and Visitors

Action 4.3.1 Implement a Wayfinding Signage Program

Priority 2, moderate cost.
This action has been budgeted by the City Council and should be completed within 6 months.

Action 4.3.2 Implement Improvements to the Gateways to the City including Streetscape, Landscaping, and Signage

Priority 3, moderate cost.
The Highway 246 improvements have been completed. Other Highway 246 and Avenue improvements would need City Council authorization.

Goal 5 Create a Vibrant Downtown

Objective 5.1 Coordinate Development and Improvements along the Avenue

Action 5.1.4 Conduct a Corridor Study and Select a Traffic Pattern for the Avenue

Priority 1, unknown cost.
The Corridor Study was prepared and presented to the City Council. The City Council referred the study to the Steering Committee. The Steering Committee reviewed the study and made a recommendation to keep the alignment of the Avenue of Flags as currently it currently exists. Keeping the current alignment of the Avenue was also the consensus of the Avenue property owners. This action item needs closure by the City Council by endorsing the recommendation of the Steering Committee at a future meeting.

Action 5.1.8 Enhance parking options by creating public parking areas

Priority 2, unknown cost.
Staff has been researching public parking districts.

Action 5.1.10 Conduct an Infrastructure Analysis for the Avenue Corridor

Priority 2, unknown cost.
Basic infrastructure analysis completed as part of the Corridor Study.

Objective 5.2 Ensure Organizational Support for Transformation of the Avenue

Action 5.2.1 Assign Economic Development and Redevelopment Staff to Oversee Plans to Revitalize the Avenue

Priority 1, moderate cost.

The Kosmont Company, the Chamber of Commerce, and staff are including the Avenue of Flags area in the economic development analysis for the City.

Goal 6 Maintain a Strong Sense of Community and Family

Objective 6.2 Maintain an Ongoing Dialogue with Community Members

Action 6.2.3 Consider a Permanent Location on Highway 246 for Signs or Banners Promoting City Events

Priority 2, moderate cost. The wayfinding signs will be installed within 6 months. The Chamber of Commerce is also considering a permanent banner location over Highway 246. The Chamber is working with Caltrans to obtain an encroachment permit.

Goal 7 Be a Leader in Environmental Sustainability and Stewardship

Objective 7.2 Maintain a Compact City Form Bounded by Natural and Rural Areas

Action 7.2.4 Promote the Establishment of a River Trail with Multiple Access Points

Priority 2, moderate cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

The Bikeway and Pedestrian Master Plan includes the river trail and the City has acquired some easements in this area. Other easements will be obtained as properties develop.

Objective 7.5 Promote Green Technology Businesses and Green Tourism

Action 7.5.1 Address Ways to Grow and Recruit Green Businesses as Part of the Economic Development Strategy

Priority 1, unknown cost.
Will be included as part of the Kosmont Company prepared economic study.

Goal 8 Foster Local Economic Development

Objective 8.1 Guide Economic Development Efforts by Strategy and City Staff Support

Action 8.1.2 Follow CALED Report to Develop an Economic Development and Tourism Strategy

Priority 2, moderate cost.
This is part of the economic development work being prepared by the Kosmont Company.

ACTION ITEMS PENDING

Goal 1 – Portray a Positive Buellton Image and Brand

Objective 1.1 Provide a Consistent and Clear City Image

Action 1.1.2 Create a Staff Person to Act as Public Information Director

Priority 1, High cost.
Current City budget does not contain funds for a new position.

Action 1.1.3 City Communications and Marketing Plan

Priority 1, unknown cost.
Cannot move on this item forward until branding is completed. Branding on hold until economic analysis is completed.

Action 1.1.4 Branding Committee

Priority 2, minor cost.
Committee could be created if branding consultant is eventually hired.

Goal 2 Expand Opportunities for Active and Healthy Living

Objective 2.1 Increase Connectivity for Pedestrians and Cyclists

Action 2.1.3 Study and Develop Electric Shuttles within City Limits

Priority 1, high cost.
Funds not encumbered for implementation of this action item.

Action 2.1.4 Initiate a Study to Improve Pedestrian and Bicycle Access across Highway 101

Priority 2, high cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

The study has not been initiated at this time.

Objective 2.2 Ensure Access to Healthy Food Sources

Action 2.2.1 Organize a Farmer's Market

Priority 1, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

No site has been determined for a farmer's market.

Action 2.2.2 Develop a Community Garden Program

Priority 2, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

No site has been determined for a community garden.

Action 2.2.3 School Food Program using Local Foods and Fresh Produce

Priority 2, low cost.
Would be the responsibility of the school district.

Action 2.2.4 Develop a Policy to Recruit Healthy Food Stores to Buellton

Priority 3, no cost.
No policy has been developed.

Action 2.2.5 Develop an Incentive Program for Existing Stores and Restaurants to Provide Healthy Food

Priority 3, no cost.
No program has been developed.

Action 2.2.6 Consider Planting Edible Landscape in Public Areas

Priority 3, no cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Program not initiated at this time.

<u>Objective 2.3 Increase Recreational Opportunities for All Ages</u>

Action 2.3.1 Develop Additional Recreational Opportunities through Public and Private Partnerships and Regional Coordination

Priority 1, unknown cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

No programs initiated at this time.

Action 2.3.2 Update the Parks and Recreation Master Plan

Priority 2, unknown cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Revision to Master Plan has not been initiated at this time.

Goal 3 Offer a Varierty of Arts and Cultural Opportunities

Objective 3.1 Foster and Support Local Artists

Action 3.1.2 Create Public Gallery and Performance Spaces in New or Existing Community Facilities

Priority 1, low cost.
No public spaces have been created to take advantage of this action item.
Action 3.1.3 Promote local artists and culture through media and advertising

Priority 1, low cost.
This action item has not been initiated at this time.

Action 3.1.4 Encourage the Display and Sale of Local Artwork in Local Businesses

Priority 2, no cost.
No City regulations prohibit local businesses from displaying and selling local artwork.

Action 3.1.5 Display Local Artwork at Festivals and Events

Priority 2, no cost.
This action item can be easily implemented by City and Chamber of Commerce.

Action 3.1.6 Recruit Local Artists for Art in Public Places Projects

Priority 3, no cost.
This action item has not been initiated at this time.

Action 3.1.7 Consider Adoption of an Ordinance Requiring a Percent for Arts Program on Projects of a Certain Size

Priority 3, unknown cost.
Has not been initiated at this time.

Objective 3.2 Expand Tourism to Include Arts and Cultural Activities and Venues

Action 3.2.2 Create a Visitor's Center

Priority 2, high cost.
Has not been initiated at this time.

Objective 3.3 Provide Opportunities for Residents and Others to Participate in Arts and Culture

Action 3.3.1 Create an Arts and Culture Development Council

Priority 1, low cost.
The creation of an arts council has not been initiated.

Action 3.3.2 Provide Ongoing Arts and Cultural Programming in a New Civic Center

Priority 2, high cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

No new civic center has been planned or budgeted.

Action 3.3.4 Nurture and Grow Progressive Arts and Cultural Leadership by Including the Arts in Branding and Economic Development

Priority 3, low cost.
This action item may be included in the economic development discussions.

Goal 4 Promote Desired Change Through Planning and Design

Objective 4.1 Maintain a Rural Small-town Character

Action 4.1.2 Establish a Board of Architectural Review that Advises the Planning Commission

Priority 1, low cost.
Creation of a BAR has not been authorized at this time.

Objective 4.2 Promote Attractive, Well-maintained Neighborhoods and Districts

Action 4.2.2 Evaluate Central Avenue and other Highly Traveled Streets for Traffic Calming Improvements.

Priority 2, moderate cost.
Has not been initiated at this time.

Action 4.2.5 Implement a Façade Enhancement Program

Priority 3, unknown cost.
Item is on hold due to loss of RDA funds. No other funds are available at this time.

Action 4.2.6 Create a Neighborhood Enhancement Program to Organize Volunteer Clean-up Efforts

Priority 3, low cost.
Has not been initiated at this time.

Objective 4.3 Provide an Environment that Appeals to and Supports both Residents and Visitors

Action 4.3.3 Accommodate Large Trucks and Trucks Drivers by Providing Safe Parking and Amenities Outside of Pedestrian Oriented Areas

Priority 3, unknown cost.
Action item has not been initiated at this time.

Goal 5 Create a Vibrant Downtown

Objective 5.1 Coordinate Development and Improvements along the Avenue

Action 5.1.2 Enhance the Property Refurbishment Program to Promote Private Renovations

Priority 1, unknown cost.
Funding from City not available at this time.

Action 5.1.3 Look at Options for a Town Square/Central Plaza Area

Priority 1, unknown cost.
This action item can be addressed once the alignment of the Avenue is determined.

Action 5.1.5 Prepare a Downtown Specific plan

Priority 1, high cost.
This has not been initiated and will depend on a final decision by the City Council on alignment of the Avenue.

Action 5.1.6 Establish a Special Zoning District for the Avenue of Flags

Priority 1, high cost.
Not initiated at this time and would be part of the Downtown Specific Plan.

Action 5.1.7 Provide Public Art and Event Spaces in the Area

Priority 1, unknown cost.
No formal program at this time. Existing medians are currently used for this purpose.

Action 5.1.9 Coordinate Site Planning to Create a Pedestrian Network

Priority 2, unknown cost.
Not initiated at this time and would be part of the Downtown Specific Plan.

Action 5.1.11 Establish Financial Incentives for Private Development

Priority 2, high cost.
No money has been budgeted for this purpose.

Action 5.1.12 Identify Catalytic Projects

Priority 3, unknown cost.
Not initiated at this time

Objective 5.2 Ensure Organizational Support for Transformation of the Avenue

Action 5.2.3 Form a Downtown Merchants Association

Priority 2, low cost.
Association has not been formed at this time.

Goal 6 Maintain a Strong Sense of Community and Family

Objective 6.1 Foster Community Events and Programs to Promote Social Interaction

Action 6.1.3 Promote Community Involvement on Volunteer Efforts

Priority 2, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Has not been initiated at this time

Action 6.1.4 Create Events that Celebrate Cultures Represented in the Region

Priority 3, unknown cost.
Specific events have not been identified at this time.

Action 6.1.5 Hold Neighborhood Block Parties

Priority 3, no cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Up to citizens to organize and not the City.

Objective 6.3 Engage the Community in Civic Affairs

Action 6.3.1 Recruit Community Members to Serve on Committees Recommended in Vision Plan

Priority 1, low cost.
No additional committees have been formed at this time

Action 6.3.4 Encourage the Formation of a Youth Commission to Provide Oversight to the Zone

Priority 3, no cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

Commission has not been formed.

Action 6.3.5 Develop a Civic Academy to Improve Local Residents Understanding of Government Operations

Priority 3, low cost.
A civic academy has not been created.

Goal 7 Be a Leader in Environmental Sustainability and Stewardship

Objective 7.1 Demonstrate Leadership in Environmental Sustainability through a Signature Program

Action 7.1.1 Explore Options for a Trikke and Bike Program Promoting Greater Use of these Vehicles

Priority 1, low cost. On the Parks and Recreation Commission to do list as authorized by the City Council.

No alternative transportation programs have been developed.

Action 7.1.2 Identify and Consider other Signature Programs

Priority 2, unknown cost.
No other programs have been investigated at this time.

Objective 7.2 Maintain a Compact City Form Bounded by Natural and Rural Areas

Action 7.2.3 Promote Local Businesses that can be Accessed by Foot, Bike, and Transit as Opposed to Auto Trips

Priority 2, no cost.
Action item has not been implemented.

Action 7.2.5 The Parks Master Plan should Provide a Network of Accessible Parks and Open Space

Priority 2, unknown cost.
The revisions to the Master Plan have not been scheduled at this time.

Action 7.2.6 Promote the Creation of Nature Preserves along the Santa Ynez River with Permission of Property Owners

Priority 3, unknown cost.
Has not been initiated at this time

<u>Objective 7.3 Promote Citywide Resource Conservation and Efficiency</u>

Action 7.3.1 Work Towards becoming a Net Zero City by Matching Energy Demands to what can be Produced Locally.

Priority 1, unknown cost.
The City would have to work with the energy companies to make this action item a reality. Probably not doable in the short term.

<u>Objective 7.4 Adopt Green Building Standards and Creative Incentives for Green Building Practices</u>

Action 7.4.2 Establish Incentives to Encourage Green Retrofitting of Existing Buildings

Priority 1, unknown cost.
No program has been established at this time.

Action 7.4.3 Consider making Cal Green Tier 1 Standards Mandatory or Adopting Comparable Rating Systems

Priority 2, unknown cost.
City has adopted the mandatory measures green building requirements. Tier 1 features are added on a case-by-case basis. No plans at this time to make Tier 1 mandatory.

Action 7.4.4 Adopt Building Standards and Design Guidelines that Encourage or Mandate On-site Solar or Wind Power Generation

Priority 2, unknown cost.
The City encourages the use of alternative energy and follows the standards of the California Building Code. Making these mandatory would be cost prohibitive

Objective 7.5 Promote Green Technology Businesses and Green Tourism

Action 7.5.2 Create a Green Economic Development Zone Committee

Priority 1, unknown cost.
Committee has not been authorized or created.

Objective 7.6 Create a Plan and Structure for Implementation of Sustainability Efforts

Action 7.6.1 Assign Staff or Create a Sustainability Staff Person Position

Priority 1, high cost.
No new positions have been budgeted.

Action 7.6.2 Form a Sustainability Advisory Committee

Priority 2, low cost.
Formation of the committee has not been authorized.

Action 7.6.3 Create a Green Team of City Staff to Work on Sustainability Efforts

Priority 2, unknown cost.
A formal "green team" has not been created.

Action 7.6.4 Develop and Implement a Sustainability Plan

Priority 3, unknown cost.
Development of a plan has not been initiated at this time.

Goal 8 Foster Local Economic Development

Objective 8.1 Guide Economic Development Efforts by Strategy and City Staff Support

Action 8.1.1 Establish the Position of Economic Development Director

Priority 1, high cost.
This position has not been created or budgeted. City has hired the Kosmont Company to perform economic development services.

Table of Contents for Visioning Matrix

Goal 1: Portray a Positive Buellton Image and Brand **17**
1.1 Provide a consistent and clear City image 17
1.2 Highlight and Celebrate Buellton's Unique Offerings 17

Goal 2: Expand Opportunities for Active and Healthy Living **18**
2.1 Increase Connectivity for Pedestrians and Cyclists 18
2.2 Ensure Access to Healthy Food Sources 19
2.3 Increase Recreational Opportunities for All Ages 20

Goal 3: Offer a Variety of Arts and Cultural Opportunities **21**
3.1 Foster and Support Local Artists and Artisans 21
3.2 Expand Tourism to Include Arts and Cultural Activities 22
3.3 Provide Opportunities for Residents to Participate in Arts 22

Goal 4: Promote Desired Change Through Planning and Design **24**
4.1 Maintain Rural Small-town Character 24
4.2 Promote Attractive, Well Maintained Neighborhoods 24
4.3 Provide an Environment that Appeals to Residents/Visitors 25

Goal 5: Create a Vibrant Downtown **26**
5.1 Coordinate Development on Ave. of Flags 26
5.2 Ensure Organizational Support for Transformation of AOF 27

Goal 6: Maintain the Strong Sense of Community **28**
6.1 Foster Community Events to Promote Social Interaction 28
6.2 Maintain an Ongoing Dialogue with Community Members 28
6.3 Engage Community Members in Civic Affairs 29
6.4 Match Available Jobs & Housing so People Live & Work in Buellton 30

Goal 7: Be a Leader in Environmental Sustainability & Stewardship **31**
7.1 Demonstrate Leadership Through a Signature Program 31
7.2 Maintain a Compact City Form Bounded by Natural & Rural Areas 31
7.3 Promote Citywide Resource Conservation and Efficiency 33
7.4 Adopt Green Building Standards and Create Incentives 33
7.5 Promote "Green" Technology Businesses and "Green" Tourism 34
7.6 Create a Plan and Structure for Implementation of Sustainability 34

Goal 8: Foster Local Economic Development that Supports Vision **35**
8.1 Guide Economic Development by Strategy & City Staff Support 35
8.2 Develop Buellton as a Visitor Destination 35

Implementation Matrix (Updated December 2011)

Goal 1. Portray a Positive Buellton Image and Brand					
Objective 1.1. Provide a consistent and clear City image.					
	Action	**Implementation Leaders**	**Partners**	**Priority**	**Notes**
1.1.1 IP	Develop a City branding strategy, including logo, motto, tagline, and methods for building a brand; seek assistance from a professional branding firm or expert. *(See Key Planning Efforts)*	• City Manager • Branding Committee *(See Action 1.1.4)*	• Chamber / Visitors Bureau • Local artists / marketing professionals	1	
1.1.2 NA	Assign staff or create new staff position to act as the Public Information Director, charged with coordination of City communications and outreach activities. *(See Action 6.2.2)*	• City Manager		1	
1.1.3 NA	Develop and implement a City communications and marketing plan for ongoing consistent promotion of Buellton and the brand developed, as well as communication with residents. *(See Key Planning Efforts and Action 6.2.2)*	• Public Information Director *(See Action 1.1.3)*	• Chamber /Visitors Bureau	1	
1.1.4 NA	Convene a Branding Committee of stakeholders who can offer ongoing advice and support for Buellton's branding efforts.	• City Manager	• Local businesses • Community organizations	2	
Objective 1.2. Highlight and celebrate Buellton's unique offerings and heritage.					
1.2.1 OP	Create a comprehensive list of and information on Buellton's historical landmarks and collections, including private collections, points of interest, and specialty items.	• Historical Society	• Chamber / Visitors Bureau • Community members	1	
1.2.2 OP	Hold festivals and events that celebrate Buellton's heritage and local resources, including an annual signature event with financial support from the City.	• Special Events Committee *(See Action 8.2.1)* • Parks & Recreation Department	• Chamber / Visitors Bureau • Community organizations	1	
	Create a visitors center that tells the unique story of the Santa Ynez Valley. *(See Action 3.2.2)*				

Key OP = operational IP = in progress NA = no action at this time

Goal 2. Expand Opportunities for Active and Healthy Living					
Objective 2.1. Increase connectivity for pedestrians and cyclists.					
	Action	**Implementation Leaders**	**Partners**	**Priority**	**Notes**
2.1.1 OP	Develop and implement a Bikeway and Pedestrian Master Plan that considers both recreational and commuter cycling and connections to other communities. *(See Key Planning Efforts)*	• City Engineer	• Parks & Recreation Department • Schools • Local Trikke and cycling groups • SBCAG	1	Include the 24 acres of open space purchased by the City (Zaca Creek Golf Course) as an opportunity for trails.
2.1.2 IP	Work with Caltrans to develop a plan for traffic calming and safer crossings on Highway 246.	• City Engineer	• Caltrans • Schools	1	Improving the ability for pedestrians and vehicles to safely cross 246 should be planned so as not to preclude certain left-turn movements and should accommodate bike lanes.
2.1.3 NA	Initiate a study to expand or develop new electric shuttle transit service that would operate solely within city limits.	• City Engineer • Planning Department	• Santa Ynez Valley Transit • SBCAG	1	
2.1.4 NA	Initiate a study to improve pedestrian and bicycle access across Highway 101. Considerations include, but not limited to: • A new pedestrian/bicycle bridge • Pedestrian/bicycle improvements to existing overcrossings at Damassa Street and Highway 246 • Designating Damassa bridge for pedestrians and cyclists only	• City Engineer	• Caltrans	2	
2.1.5 IP	Develop a trail and passive recreational areas along Zaca Creek. Plan improvements in conjunction with the Bikeways and Pedestrian Master Plan. *(See Key Planning Efforts)*	• City Engineer • Parks & Recreation Department • Parks & Recreation Commission	• Property owners	3	

Objective 2.2. Ensure access to healthy food sources.					
	Action	Implementation Leaders	Partners	Priority	Notes
2.2.1 NA	Organize a farmers' market on the Avenue of Flags, at a Riverview Park or on existing parking lots.	• Chamber of Commerce • Parks & Recreation Department • Community organization or committee	• SB Certified Farmers Market Association • Local farms	1	
2.2.2 NA	Develop a community garden program and identify locations for gardens.	• Planning Department • Parks & Recreation Commission	• Schools • Parks & Recreation Department • City Engineer	2	Maintenance is a concern. Possible locations include City-owned property at 2nd Street / La Lata, on school grounds at Jonata and/or Oak Valley, and City-purchased acres at Zaca Creek Golf Course.
2.2.3 NA	Investigate changes to school food program to include locally produced foods and fresh produce.	• Schools • PTA • School board	• Local farms • Community organizations	2	
2.2.4 NA	Adopt a policy and develop a program to recruit healthy food providers (restaurants, grocery stores, etc.) to locate in Buellton.	• City Council • Redevelopment Agency • Economic Development	• Chamber of Commerce	3	Subcommittee felt this should be determined by market conditions.
2.2.5 NA	Develop an incentive program to encourage existing restaurants and stores to provide healthy food.	• Chamber of Commerce • Redevelopment Agency • Economic Development Director *(See Action 8.1.2)*	• Planning Department	3	Subcommittee felt this should be determined by market conditions.
2.2.6 NA	Consider planting edible landscaping (i.e. fruit trees) in public areas and along public right-of-ways.	• City Engineer	• Public Works • Senior Center • Community organizations	3	Subcommittee felt drawbacks could include rodent attraction and increased maintenance needs.

Objective 2.3. Increase recreational opportunities for all ages.					
	Action	Implementation Leaders	Partners	Priority	Notes
2.3.1 NA	Explore options to develop additional recreational facilities through public/private partnerships and regional coordination.	• Parks & Recreation Department • Parks & Recreation Commission	• Planning Department • Sports leagues	1	Will require ongoing operations and maintenance agreements between partners.
2.3.2 NA	Update the Parks and Recreation Master Plan to identify recreation needs, assess the ability of current facilities to meet those needs, and identify locations for additional facilities which may include: • Community swimming pool • Community sports complex including sports fields and tennis courts • Water play features in existing parks	• Parks & Recreation Department • Parks & Recreation Commission	• Planning Department • City Engineer	2	Provide for community input into the plan such as a survey to prioritize needs.
2.3.3 IP	Encourage the development of private facilities for recreational activities such as ice skating, bowling or paintball.	• Planning Department • Redevelopment		2	Subcommittee is open to having the City consider and support such projects as they are presented within the normal development process.

Goal 3. Offer A Variety of Arts and Cultural Opportunities

Objective 3.1. Foster and support local artists and artisans.

	Action	Implementation Leaders	Partners	Priority	Notes
3.1.1 OP	Create incentives to attract and retain artists and artisans to locate their studios and work spaces in Buellton, and consider amending City ordinances accordingly.	• Planning Department • Economic Development Director *(See Action 8.1.1)*	• Arts & Culture Development Council *(See Action 3.3.1)* • Economic Development Task Force	1	• Amend the home occupation regulation to allow artists to open home studios to potential clients, by appointment only. • Amend city sign ordinance so artists can display "flags" to signify that studios are open. • Create wayfinding street signage for art galleries and art/cultural museums. • Create incentives for property owners to lease warehouse space for studios and live/work space • Create a community-wide arts and design district.
3.1.2 NA	Create public gallery and performance spaces in new or existing community facilities, including outdoor public spaces.	• Arts & Culture Development Council *(See Action 3.3.1)*	• Community organizations • Library • Senior Center	1	• Identify and provide indoor and outdoor public spaces. • Curate exhibits, cultural displays, and performances.
3.1.3 NA	Promote local artists, artisans, public collections, and arts/culture organizations through media, advertising, and promotional materials.	• Chamber / Visitors Bureau	• Arts & Culture Development Council *(See Action 3.3.1)*	1	Create a cultural arts map/brochure.
3.1.4 NA	Encourage the display and sale of local artwork, works by artisans, and performances in local hotels, restaurants, cafes, wine bars, and breweries.	• Chamber / Visitors Bureau • Arts & Culture Development Council *(See Action 3.3.1)*		2	
3.1.5 NA	Display local artwork, works by artisans, and performing arts talent in festivals and events.	• Special Events Committee *(See Action 8.2.1)* • Chamber / Visitors Bureau • Civic organizations	• Arts & Culture Development Council *(See Action 3.3.1)*	2	Committee expressed preference for high quality work.

3.1.6 NA	Recruit local artists and other community members and organizations to create art for public spaces and development projects—including stand-alone art works, decorative elements, architectural features, and streetscape furniture.	• Planning Department • Arts & Culture Development Council *(See Action 3.3.1)*	• City Engineer • Schools • Community organizations	3	Administer professionally run selection process to identify high quality artists, artisans or others to implement projects and oversee the process from start to completion.
3.1.7 NA	Consider adopting an ordinance for a Percent for Arts program for all new capital improvement projects over a certain cost/size.	• Planning Department • Planning Commission	• City Council • Arts & Culture Development Council *(See Action 3.3.1)*	3	
Objective 3.2. Expand tourism to include arts and cultural activities and venues.					
	Action	**Implementation Leaders**	**Partners**	**Priority**	**Notes**
3.2.1 OP	Organize and carry out community events or festivals that celebrate arts and culture.	• Special Events Committee *(See Action 8.2.1)*	• Parks & Recreation Department • Chamber / Visitors Bureau • Community organizations	1	Build the reputation that Buellton is an "arts and culture community."
3.2.2 NA	Create a visitors center that tells the unique story of the Santa Ynez Valley.	• Arts & Culture Development Council *(See Action 3.3.1)* • Buellton Historical Society	• Redevelopment Agency • Economic Development Task Force • Santa Ynez Valley organizations	2	• See Appendix A, page 31. • Exhibitions related to the Valley's geography and geology, and how those unique factors have influenced our social, agricultural and cultural history from Chumash settlement to being one of California's premier wine areas. • Explore a public/private partnership to build the center.
Objective 3.3. Provide opportunities for residents and others to participate in arts and culture.					
3.3.1 NA	Create an Arts & Culture Development Council to coordinate development and implementation of programs to support local artists and artisans and expand arts and culture opportunities in Buellton.	• City Council	• Arts professionals, patrons, and artists	1	• See Appendix A, pages 34-35. • Develop an arts/culture database of artists, artisans, organizations, arts-friendly businesses, and collections within 93427 and the Santa Ynez Valley. • Create accessible and innovative ways to promote local artists, artisans, and arts-friendly

					businesses.
3.3.2 NA	Provide ongoing arts and cultural programming in a new civic center complex with components such as: • Library/life-long learning center with IT conferencing • Community art gallery • Community rooms for educational programs, meetings, and small performances	• Arts & Culture Development Council *(See Action 3.3.1)* • Buellton Historical Society	• Buellton Public Library • Parks & Recreation Department • Alan Hancock Community College • Senior Center	2	• See Appendix A, page 32. • Provide residents and others with opportunities to experience, learn about, and appreciate the world around us through on-going arts and cultural programming.
3.3.3 IP	Develop a community arts center that provides flexible spaces for visual and performing arts, including classrooms, performance spaces, gallery spaces and workrooms.	• Arts & Culture Development Council *(See Action 3.3.1)* • Parks & Recreation Commission	• Planning Department • Parks & Recreation Department • Local artists and arts organizations	2	• See Appendix A, page 33. • Until an arts center is built, create an ARTS Gallery that showcases artist- and artisan-made artworks and products, and provides small performing arts venues for all ages.
3.3.4 NA	Nurture and grow progressive arts and culture leadership by integrating arts and culture leaders into economic development, branding, and other civic efforts.	• Arts & Culture Development Council *(See Action 3.3.1)* • Parks & Recreation Commission • Economic Development Task Force • Chamber / Visitors Bureau	• Public Information Director *(See Action 1.1.3)*	3	• Include arts and culture leaders in meetings that provide an understanding of community issues associated with effective and lasting economic development outcomes. • Support synergistic relationships between the Arts & Culture Council, Visitors Bureau / Chamber of Commerce, and the Parks & Recreation Department and Commission.

Goal 4. Promote Desired Change Through Planning and Design					
Objective 4.1. Maintain rural small-town character.					
	Action	Implementation Leaders	Partners	Priority	Notes
4.1.1 IP	Revise the Community Design Guidelines to reflect recent work done through the City Visioning Process and use innovative tools such as form based zoning. *(see Key Planning Efforts)*	• Planning Department	• Planning Commission • City Council	1	The subcommittee felt that this action is the cornerstone for design review. Having a "playbook" by which projects can be evaluated and reviewed was seen as paramount.
4.1.2 NA	Establish a Board of Architectural Review which acts in an advisory capacity to the Planning Commission and reviews development proposals for conformance with the Community Design Guidelines.	• City Council	• Planning Department • Planning Commission	1	Possible options include creating a new committee of local professionals or utilizing the County of Santa Barbara's Central Board of Architectural Review (CBAR).
4.1.3 IP	Review and modify all existing ministerial thresholds for development projects.	• Planning Department	• City Council • Planning Commission	2	
4.1.4 IP	Build upon and strengthen existing permit process for development review following Zoning Clearance, which could include the following: • City "sign off" prior to occupancy • Consultation on design modifications • Definition of "minor modification" • Inform agency stakeholders of proposed improvements • Define and adhere to development "intake" process	• Planning Department	• City Council • Planning Commission	2	
4.1.5 IP	Strengthen the review process to limit zoning changes or changes in intended land use that would produce incompatibilities among adjacent properties.	• Planning Department	• City Council • Planning Commission	2	
Objective 4.2. Promote attractive, well-maintained neighborhoods and districts.					
4.2.1 OP	Revise the Mixed Use development standards and zoning regulations in the City's Municipal Code. *(See Key Planning)*	• Planning Department		1	
4.2.2 NA	As part of the Bikeways and Pedestrian Master Plan process, evaluate Central Avenue and other highly traveled streets within the City for traffic calming	• City Engineer		2	

	improvements.				
4.2.3 IP	Revise the Sign Title and Permitted Signs and Sign Standards sections of the City's Municipal Code. *(See Key Planning Efforts)*	• Planning Department		2	
4.2.4 IP	Continue to implement streetscape improvements along Highway 246, consistent with the improvements near the Avenue of Flags and including landscaping and pedestrian improvements.	• City Engineer	• Caltrans	3	Defer additional improvements until completion of the corridor study.
4.2.5 NA	Implement a façade enhancement/building rehabilitation program to incentivize rehabilitation of commercial properties.	• Redevelopment Agency • Planning Department	• Public Works	3	
4.2.6 NA	Create a neighborhood enhancement program to organize neighborhood and district cleanup efforts by volunteer community members.	• Public Works • Community Engagement Officer *(See Action 1.1.3)*	• Redevelopment Agency	3	

Objective 4.3. Provide an environment that appeals to and supports both residents and visitors.

	Action	Implementation Leaders	Partners	Priority	Notes
4.3.1 IP	Implement a comprehensive wayfinding/signage program to direct people to parks, community facilities and special districts.	• City Engineer	• Local artists • Outside sign firm • Chamber of Commerce • Planning Commission • Design Review Committee	2	
4.3.2 IP	Implement improvements to the gateways to the City including streetscape, landscaping and City entry signage.	• City Engineer	• Planning Commission • Design Review Committee • Local artists • Outside design firm	3	
4.3.3 NA	Accommodate large trucks and truck drivers by providing safe and convenient parking and amenities outside of pedestrian-oriented areas.	• City Engineer	• Business owners	3	Locations to be determined.

Goal 5. Create a Vibrant Downtown

Objective 5.1. Coordinate development and improvements on the Avenue of Flags to generate activity, promote an attractive appearance, provide public space for events, and create a safe and comfortable environment for pedestrians.

	Action	Implementation Leaders	Partners	Priority	Notes
5.1.1 OP	Incorporate downtown bikeways and trails into the Bikeway and Pedestrian Master Plan *(See Action 2.2.2)*	• Planning Department	• Parks & Recreation Commission	1	
5.1.2 NA	Enhance the property refurbishment program to promote private property renovations.	• Planning Department • Redevelopment Agency	• City Council	1	• Create City-funded low-cost loans. • Review and refine City-funded "matching funds program."
5.1.3 NA	Identify the scope, options for locations, and potential partnerships for a town square / central plaza project.	• Planning Department	• Planning Commission • City Council	1	
5.1.4 IP	Conduct a corridor study and select an option for traffic pattern refinements along the Avenue of Flags and vicinity, including roadway width reduction.	• Planning Department • City Engineer	• City Council	1	
5.1.5 NA	Prepare a Downtown Specific Plan and necessary environmental review. *(See Key Planning Efforts)*	• Planning • City Council	• Planning Commission	1	
5.1.6 NA	Establish special district zoning for the Avenue of Flags, including general guidelines for architectural quality and detail, and form-based guidelines that support an inviting pedestrian environment. (This could be incorporated into the specific plan preparation.)	• Planning Department • Planning Commission	• City Council	1	• Suggested boundaries: 101 Fwy, Central Avenue (both sides), Jonata Road, Santa Ynez River. • Preferred uses: public space, general commercial, hospitality-lodging, recreation, mixed use, entertainment, stand-alone residential (off AOF). • Select standard architectural styles and a mechanism for alternative style review. • Develop a policy for the transition of existing properties that do not conform to the new zoning.
5.1.7 NA	Provide public art, event spaces, and activities within the downtown district. (This could be incorporated into the specific plan preparation.) *(Also see related actions under Goal 3.)*	• Arts & Culture Development Council *(See Action 3.3.1)*	• Special Events Committee *(See Action 8.2.1)* • Chamber / Visitors Bureau	1	• Identify and provide public art and architectural embellishment options. • Identify and provide public performance areas.

					• Identify and sponsor arts, cultural and other activities.
5.1.8 IP	Enhance parking options by creating public parking areas. (This could be incorporated into the specific plan preparation.)	• Planning Department	• Redevelopment Agency	2	• Identify location options. • Outline private parcel acquisition or lease strategies.
5.1.9 NA	Coordinate site planning to create a network of pedestrian paths, public spaces, and outdoor dining areas. (This could be incorporated into the specific plan preparation.)	• Planning Department		2	• Identify public pathways to incorporate in City projects. • Develop specifications and materials scope for pathways.
5.1.10 IP	Conduct an analysis of existing infrastructure and future infrastructure needs in the Avenue of Flags, including sewer capacity and flood control. (This could be incorporated into the specific plan preparation.)	• City Engineer • Planning Department	• Redevelopment Agency	2	Also investigate flood recertification.
5.1.11 NA	Establish financial incentives for private development in the downtown district.	• Economic Development Task Force • Redevelopment Agency	• City Council • Planning Department	2	Create a committee to explore: property tax abatement, impact fee discounts, utility fee reduction, land loan program, matching funds program for small local business startup development.
5.1.12 NA	Identify additional "catalytic" projects.	• Economic Development Task Force • Chamber / Visitors Bureau	• City Council	3	• Establish a committee to identify and explore various opportunities. • Create an incentive policy for funding unique development opportunities.

Objective 5.2. Ensure organizational support for the transformation of the Avenue of Flags.

	Action	Implementation Leaders	Partners	Priority	Notes
5.2.1 IP	Assign economic development and redevelopment staff to oversee implementation of plan(s) for the Avenue.	• City Manager • Economic Dev. staff *(See Action 8.1.1)*	• Economic Dev. Task Force • Chamber / Visitors Bureau	1	
5.2.2 OP	Form an Avenue of Flags property owners group to coordinate and assist with transformation of the corridor.	• Property owners • Economic Development staff	• City Manager • Chamber of Commerce	1	
5.2.3 NA	Form a downtown merchants association to champion the transformation of the Avenue, undertaking efforts such as joint marketing, cleanups, special events, and establishing marketing concepts and strategies.	• Avenue of Flags business owners • Economic Dev. staff *(See Action 8.1.1)*	• Chamber of Commerce	2	

Goal 6. Maintain the Strong Sense of Community and Family				
Objective 6.1. Foster community events and programs that promote social interaction between diverse residents of all ages.				
Action	**Implementation Leaders**	**Partners**	**Priority**	**Notes**
6.1.1 OP Operate and support recreational events for residents, from holiday events to more casual "anytime" events.	• Parks & Recreation	• Parks & Recreation Commission • Chamber	1	
6.1.2 OP Create programs that encourage interaction between people of different ages and backgrounds.	• Senior Center • Library	• School District • Historical Society	1	
6.1.3 NA Promote community involvement in volunteer efforts.	• Public Information Officer *(See Action 1.1.3)*	• Parks & Recreation • Chamber • Nonprofit organizations	2	
6.1.4 NA Create events to celebrate cultures that are represented in the region.	• Special Events Committee *(See Action 8.2.1)*	• Historical Society	3	
6.1.5 NA Hold neighborhood block parties.	• Residents	• Parks & Recreation • Public Information Officer	3	
Objective 6.2. Maintain an ongoing dialogue with community members.				
NA Develop and implement a City communications and marketing plan. *(See Key Planning Efforts and Action 1.1.2)*				
NA Assign staff or create new staff position to act as the Public Information Officer. *(See Action 1.1.3)*				
6.2.1 OP Expand City communication with residents through online and smart phone communication tools, including: • Improved website about community events • Continued use of social media • Smart phone applications • Highlighted activities of nonprofit groups	• Public Information Officer *(See Action 1.1.3)*	• Schools • Parks & Recreation • City department heads • City Clerk	1	Seek feedback from community members about how they use the City website, and make revisions as needed.

6.2.2 OP	Post information about upcoming and current community events in locations that are frequented by pedestrians.	• Planning • Redevelopment	• Parks & Recreation	1	In the long term, may use the plaza proposed for the Avenue of Flags (see Goal 4). In the short term, maintain regular updates at the kiosk site on the Avenue of Flags and attempt to identify other frequented locations in the city.
6.2.3 IP	Consider creating a permanent location on Highway 246 for attractive signs or banners promoting City-sponsored events.	• Public Information Officer *(See Action 1.1.3)*	• City Council • Caltrans	2	This could be similar to what Solvang has on SR 246 just west of Alamo Pintado, which would require encroachment permit from Caltrans to span the highway. Caltrans also has a gateway monument program.
6.2.4 OP	Hold annual "Town Hall" or "State of the City" meetings to share news of City initiatives with residents and foster resident feedback on a variety of topics.	• Public Information Officer *(See Action 1.1.3)*	• City Council • Planning Commission • City Manager • City department heads	3	
6.2.5 OP	Consider options to engage in informal communication with residents such as a monthly "Walk with the Mayor" or conversations with elected officials hosted in residents' homes.	• Public Information Officer *(See Action 1.1.3)*	• City Council • City Manager	3	

Objective 6.3. Engage community members, including youth, in civic affairs and implementing the Vision Plan.

	Action	Implementation Leaders	Partners	Priority	Notes
6.3.1 NA	Recruit community members to serve on the committees recommended in the Vision Plan. *(See Initiating and Sustaining the Vision)*	• Public Information Officer *(See Action 1.1.3)* • City Council • City Manager	• Planning Commission • Parks & Recreation Commission • Chamber of Commerce • City staff	1	
6.3.2 OP	Engage youth in City governance by offering internships, including youth positions on committees.	• Public Information Officer *(See Action 1.1.3)*	• School District	2	

3-

6.3.3 OP	Expand participation on the Parks and Recreation Commission by adding a youth representative and School District representative; continue to support community-led park efforts by assigning Commissioners to serve as liaisons to PAWS Park and the SYV Botanic Garden.	• Parks & Recreation Commission	• School District • PAWS Parks of Santa Ynez Valley • Santa Ynez Valley Botanic Garden • Public Information Officer *(See Action 1.1.3)*	2	
6.3.4 NA	Encourage the formation of a Youth Commission to provide oversight of "The Zone" and other topics relevant to youth, with a liaison to the Parks and Recreation Commission.	• Parks & Recreation • Public Information Officer	• School District • Library	3	
6.3.5 NA	Develop and conduct an annual Civic Academy to improve community members' understanding of local government organization and operations, and to encourage them to participate in public service.	• Public Information Officer *(See Action 1.1.3)*	• City staff • Elected and appointed City and County officials	3	

Objective 6.4. Strengthen community and families by matching available jobs and housing, so that people can live and work in Buellton.

	Action	Implementation Leaders	Partners	Priority	Notes
6.4.1 OP	Continue to implement Housing Element policies to promote housing opportunities at a range of income levels, including expanding the supply of affordable housing and providing assistance for housing rehabilitation.	• Planning • Redevelopment	• Santa Ynez Valley People Helping People • County	2	
6.4.2 OP	Provide information about housing assistance programs and affordable housing in a central location as well as through targeted outreach.	• Planning • Redevelopment • Public Information Officer *(See Action 1.1.3)*	• Santa Ynez Valley People Helping People • County • Library • School District • Employers in hospitality and service industries	2	
	Develop an Economic Development and Tourism Strategy that addresses the creation of high-skill jobs in Buellton. *(See Key Planning Efforts and Action 8.1.2)*				

Goal 7. Be a Leader in Environmental Sustainability and Stewardship					
Objective 7.1. Demonstrate leadership in environmental sustainability through a signature program.					
	Action	Implementation Leaders	Partners	Priority	Notes
7.1.1 NA	Explore options for a Trikke and Bike Program promoting greater use of these vehicles for local trips and for tourism, along with a major community Trikke *Palio* event with neighborhood teams.	• Parks & Recreation Commission • Sustainability Advisory Committee	• Chamber / Visitors Bureau • Planning Department	1	See Appendix A, pages 58-61.
7.1.2 NA	Identify and consider other signature programs.	• Sustainability Advisory Committee	• City Council	2	Ideas: • Wind turbine-solar hybrid sculptures along Avenue of Flags • Adopting a goal of "going solar" and promoting solar installations throughout the city • Building a LEED Platinum Welcome and Resource Center
Objective 7.2. Maintain a compact city form bounded by natural and rural areas.					
7.2.1 OP	Direct growth into undeveloped and underutilized areas within the Urban Growth Boundary.	• Planning Department • Redevelopment Agency	• Planning Commission • City Council	1	Consider an infill ordinance offering developers increased flexibility and other incentives for projects consistent with desired design features, economic benefits, and livability criteria (e.g., pedestrian and transit friendly).
7.2.2 OP	Identify and protect agricultural areas surrounding the city to maintain a distinct urban-rural boundary.	• Planning Department	• City Council	2	Adopt specific strategies to ensure agbelt areas are maintained (e.g., Memorandum of Understanding with Solvang and County to protect the eastern 246 corridor).
7.2.3 NA	Promote small, locally owned businesses that are readily accessible by foot, bike, and public transit while discouraging sprawl-inducing stores that rely on automobile trips.	• Planning Department • Economic Development Task Force	• Chamber of Commerce	2	Consider an ordinance with disincentives for big box stores such as limits on size or retail sales volume (retail caps) to protect Buellton's small town character and prevent, congestion, pollution, sprawl, and noise.

7.2.4 IP	Promote the establishment of a river trail within Buellton with multiple access points.	• Parks & Recreation Commission • SB County Parks	• U.S. Fish and Wildlife • Land Trust for Santa Barbara • Army Corps of Engineers • Property owners	2	Form a committee of critical stakeholders to examine possibilities for a trail and trail access points. Such trail and access points must be designed so as not to harm sensitive habitat, water quality, special status species or promote trespassing onto private property.
7.2.5 NA	Through the Parks and Recreation Master Plan update process, provide for a network of accessible parks, gardens, and open spaces within the city. (*See Action 2.3.2*)	• Parks & Recreation Department • Parks & Recreation Commission	• Planning Department • City Engineer	2	• Determine which neighborhoods are not within 1/2 mile of a park and give priority to acquisitions or agreements to serve them. • Encourage new residential development over 10 units to provide parks, gardens, or play areas for residents, and work to provide safe public rights-of-way from neighborhoods to parks.
7.2.6 NA	Promote the creation of nature preserves along the Santa Ynez River, with permission from property owners and protections against trespassing.	• Parks & Recreation Commission • SB County Parks	• U.S. Fish and Wildlife • Land Trust for Santa Barbara • Army Corps of Engineers • Property owners	3	
7.2.7 OP	Identify and protect key viewsheds throughout the city.	• Planning Department		3	Designate critical viewsheds and corridors and adopt planning tools to ensure their protection--e.g., height and setback restrictions for buildings and vegetation, screening, sign ordinances.

Objective 7.3. Promote citywide resource conservation and efficiency.					
	Action	Implementation Leaders	Partners	Priority	Notes
7.3.1 NA	Work towards becoming a "net zero" city by matching energy demands to what can be produced locally. *(See Key Planning Efforts)*	• Public Works • Planning Department	• Sustainability Advisory Committee *(See Action 7.6.2)*	1	Incorporate specific actions into Sustainability Plan *(See Action 7.6.3)*.
7.3.2 OP	Ensure that Buellton has adequate clean water even during prolonged droughts through wise management of water resources. *(See Key Planning Efforts)*	• Planning Department • Public Works	• Sustainability Advisory Committee *(See Action 7.6.2)*	1	Incorporate specific actions into Sustainability Plan *(See Action 7.6.3)*.
7.3.3 OP	Use the most effective methods available to limit waste and promote the re-use of materials. *(See Key Planning Efforts)*	• City Departments • Public Works • Waste Management	• Sustainability Advisory Committee *(See Action 7.6.2)*	2	Incorporate specific actions into Sustainability Plan *(See Action 7.6.3)*.
Objective 7.4. Adopt green building standards and create incentives for green building practices.					
7.4.1 OP	Vigorously support implementation of CALGreen standards in Buellton and consider extending these standards to existing building expansions and remodels.	• Planning Department	• City Council • Planning Commission	1	
7.4.2 NA	Establish incentives to encourage green retrofitting of existing buildings.	• Planning Department • Redevelopment Agency	• City Council • Sustainability Advisory Committee *(See Action 7.6.2)*	1	
7.4.3 NA	Consider making CALGreen Tier 1 voluntary standards mandatory or adopting compatible third-party rating system criteria (e.g. LEED, Green Point Rated).	• Planning Department	• City Council • Planning Commission	2	
7.4.4 NA	Adopt building standards and design guidelines that encourage or mandate on-site solar or wind power generation.	• Planning Department	• City Council • Planning Commission	2	
7.4.5 OP	Identify and specify materials and installation techniques for repaving roadways and parking lots that reduce water runoff and heat generation.	• City Engineer	• Sustainability Advisory Committee *(See Action 7.6.2)*	3	

Objective 7.5. Promote "green" technology businesses and "green" tourism.					
	Action	**Implementation Leaders**	**Partners**	**Priority**	**Notes**
7.5.1 IP	In developing an Economic Development and Tourism Strategy, address ways to grow and recruit "green" technology businesses, and to promote "green" tourism that is less resource intensive and increases appreciation for the natural amenities in and around Buellton. *(See Key Planning Efforts and Action 8.1.2)*	• Economic Development Director *(See Action 8.1.1)*	• Economic Development Task Force • Chamber • Buellton businesses	1	
7.5.2 NA	Consider creating a Green Economic Development Zone Committee to work with stakeholders and local universities to encourage green business opportunities in Buellton.	• Economic Development Director *(See Action 8.1.1)*	• Economic Dev. Task Force • Chamber • Buellton businesses • Sustainability Advisory Committee *(See Action 7.6.2)*	1	
Objective 7.6. Create a plan and structure for implementation of sustainability efforts.					
7.6.1 NA	Assign existing City staff, or create a new staff position, to direct sustainability efforts in Buellton and support the Sustainability Advisory Committee.	• City Manager	• Sustainability Advisory Committee *(See Action 7.6.2)*	1	Responsible for developing and implementing cost-savings, efficiency, and sustainability initiatives and coordinating the Green Team *(See Action 7.6.3)*.
7.6.2 NA	Form a Sustainability Advisory Committee to oversee efforts to make Buellton a recognized leader in environmental sustainability, to generate ideas, and to assist with public outreach.	• City Manager	• Planning • School District • Public Works • Parks & Recreation Commission	2	Request that a City Council member serve as liaison to the Advisory Committee.
7.6.3 NA	Create a "Green Team" from representatives of city departments to determine what sustainability efforts can be made in each of their areas and to interact with the Sustainability Advisory Committee.	• City Manager	• City Departments	2	
7.6.4 NA	Develop and implement a Sustainability Plan which includes baseline indicators that can be measured periodically to track progress, procedures for reporting to the Council, and methods for engaging the community. *(See Key Planning Efforts)*	• Sustainability Advisory Committee *(See Action 7.6.2)* • Sustainability staff *(See Action 7.6.1)*	• City Manager • City Council • City Departments	3	

Goal 8. Foster Local Economic Development that Supports the Community Vision					
Objective 8.1. Guide economic development efforts by a strategy and City staff support.					
	Action	**Implementation Leaders**	**Partners**	**Priority**	**Notes**
8.1.1 NA	Establish the position of Economic Development Director as a contract position through a partnership between the Economic Development Task Force and the Chamber of Commerce.	• City Manager	• Economic Development Task Force • Chamber / Visitors Bureau	1	See Appendix A, pages 66-67.
8.1.2 IP	Follow CALED report recommendation to develop an Economic Development and Tourism Strategy to attract, retain and expand business, and to support business people in Buellton. *(See Key Planning Efforts)*	• Economic Development Director *(See Action 8.1.1)*	• Economic Development Task Force • Chamber / Visitors Bureau • Buellton businesses	2	
Objective 8.2. Develop Buellton as a known visitor destination within the Santa Ynez Valley and in its own right.					
8.2.1 OP	Create a Special Events Committee to generate visitor-oriented events by recruiting events and by coordinating the creation of home-grown events involving local businesses and community groups.	• Economic Development Director *(See Action 8.1.1)* • Visitors Bureau • Downtown merchants • Arts & Culture Development Council *(See Action 3.3.1)*	• Chamber of Commerce • Wine tasting rooms • Restaurants • Hotels • Parks & Recreation • Community organizations	1	For events that require more resources and coordination, the City or partners may also wish to hire an event coordinator (comment from Goal 6 subcommittee). When an event has sponsors and raises revenue, it can absorb the cost of an event coordinator.
8.2.1 OP	Continue to promote the hospitality industry in Buellton—including tourism, lodging and conventions—through the Tourism Business Improvement District.	• Visitors Bureau	• SYV Hotel Association	2	