



FINAL | February 2012

Buellton Vision Plan



Table of Contents

Chapter 1: Background and Process

- A. Introduction 1-1
- B. Visioning Process 1-2
- C. Assets and Opportunities 1-6

Chapter 2: Community Vision

- A. Introduction 2-1
- B. Vision Statement and Goals 2-2
 - Goal 1: Portray a Positive Buellton Image and Brand..... 2-4*
 - Goal 2: Expand Opportunities for Healthy and Active Living 2-6*
 - Goal 3: Offer a Variety of Arts and Culture Opportunities 2-7*
 - Goal 4: Promote Desired Change through Planning and Design 2-9*
 - Goal 5: Create a Vibrant Downtown..... 2-11*
 - Goal 6: Maintain a Strong Sense of Community and Family..... 2-14*
 - Goal 7: Be a Leader in Environmental Sustainability and Stewardship 2-16*
 - Goal 8: Foster Local Economic Development that Supports the Community Vision.. 2-18*

Chapter 3: Implementation Strategy

- A. Introduction 3-1
- B. About the Implementation Matrix..... 3-2
- C. Initiating and Sustaining the Vision 3-2
- D. Key Planning Efforts..... 3-4
- E. Potential Funding Mechanisms 3-14
- Implementation Matrix..... 3-17*

Appendix A: Subcommittee Recommendations

Appendix B: Community Input

Appendix C: Economic Information

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Chapter 1: Background and Process

A. Introduction

In late 2009, the City of Buellton began to engage the community in an important discussion about the future. The City had a number of documents in place that were intended to guide or generate positive changes, such as the Community Design Guidelines, General Plan, Redevelopment Plan, and the Avenue of Flags / Highway 246 Urban Design Plan. Indeed, changes had been taking place, driven by the City, businesses and community members: new development, streetscape improvements and new recreational facilities. Yet there was a feeling that the community was lacking the shared sense of purpose and direction that was needed to support the transformation of the Avenue of Flags and other City initiatives.

The Public Visioning Process revealed a set of common values and collected a wealth of ideas about how Buellton can become the kind of community that residents envision. Through workshops and surveys, these ideas were organized into a vision statement and eight community goals:

- 1. Portray a Positive Buellton Image and Brand**
- 2. Create a Vibrant Downtown**
- 3. Maintain the Strong Sense of Community and Family**
- 4. Promote Desired Change through Planning and Design**
- 5. Expand Opportunities for Active and Healthy Living**
- 6. Be a Leader in Environmental Sustainability and Stewardship**
- 7. Offer a Variety of Arts and Culture Opportunities**
- 8. Foster Local Economic Development that Supports the Community Vision**

The vision embodied in this Vision Plan is not a project—instead, it shows what Buellton aspires to become. It provides a path for realizing those aspirations, with goals, objectives and action steps that are laid out in Chapter 2. The Vision Plan does not signify the end, but rather the beginning of community collaboration toward shared ideals. A strategy for implementing, refining and updating the vision over the long term is described in Chapter 3.

B. Visioning Process

The Buellton Vision Plan was initially drafted over a ten month period and involved numerous community participation activities to collectively develop a vision for the City. Detailed notes and community comments from each activity can be found in Appendix B, Community Input. The plan was revised at the end of 2011 after a series of Steering Committee meetings and subcommittee meetings were held to prioritize and refine the implementation actions.



Steering Committee

The City appointed a 17 member Steering Committee composed of residents, local businesspeople and other stakeholders, which worked closely with the consultant and staff throughout the visioning process. The Steering Committee's initial role was to provide input

Economic Background and Analysis

During the visioning process, the City contracted with MR+E to provide economic conditions information and analysis of catalyst projects that had been proposed by community members.

During the third community visioning workshop, MR+E presented a framework for evaluating the opportunities associated with each catalyst project based on capital cost, visitor vs. resident use, operations cost and competition.

The full report can be found in Appendix C, Economic Information.

on outreach and event ideas, and encourage participation in the visioning process through direct communication with other community members.

Public Visioning Survey #1

The visioning process began with a Public Visioning Survey from September 2009 to March 2010. Community members had the opportunity to participate in the survey online and by submitting comments in writing. Over 230 people participated in the survey and provided input on why they chose to live in Buellton, what they like or value most about the City, what they dislike or value most about the City, and what ideas they had to improve the City. The City promoted participation in the survey through online advertisements. In addition, Steering Committee members distributed the survey directly to residences.

Community Workshops

During the spring of 2010, a series of three workshops were held to engage the community in dialogue about their visions for Buellton and the potential plans, programs and changes necessary to achieve the visions. The workshops were advertised through the local newspapers, notices in the water bills, the City's website and Facebook page, and through flyers distributed by Steering Committee members and posted in public buildings. The flyers were also provided in Spanish to expand community outreach efforts. The extensive outreach efforts led to a turnout of approximately 60 to 100 people at each meeting.

Workshop #1: Visions for Our Future was held on March 18, 2010. After a brief presentation, community members engaged in individual and group exercises focused on identifying key themes or topics to be addressed through the visioning process and developing a draft vision statement for Buellton.

Workshop #2: Shaping Our Future was held on April 17, 2010. The objective of the workshop was to gain a greater depth of understanding about what community members desire for the future, identify community preferences and priorities, as well as articulate objectives and identify planning and design preferences for topics that emerged in the survey and first community workshop. Attendees participated in a TownScan™ exercise to identify preferred architectural styles, streetscape treatments and other design elements by individual voting with handheld polling devices and group dialogue. Attendees also participated in Design and Dialogue Circles to discuss one of four key topics (Avenue of Flags, Local Economy, Active

Living and Mobility, and Arts, Culture and Community), develop specific objectives for each key topic, identify potential implementation /action steps, and locate ideas on maps.

Workshop #3: Choices About Our Future was held on June 2, 2010. The workshop began with a presentation of the framework of the vision that has emerged so far, including key goals. Attendees then provided feedback on two concepts for the Avenue of Flags. David Bergman, economic analyst with MR+E, presented analysis of the catalyst projects that have been suggested by community members and what may be needed in order for them to succeed, presenting options for the community to consider. Community members then provide direction on which catalyst projects should be considered to be pursued.



Public Visioning Survey #2

Following the third community workshop, a second Visioning Survey sought further input from community members. The survey provided information similar to that presented in the third community workshop and asked for comments on the draft Vision Statement, the catalyst projects and the concepts for the Avenue of Flags. To date, approximately 100 people have taken the survey.



Steering Committee Open Workshop

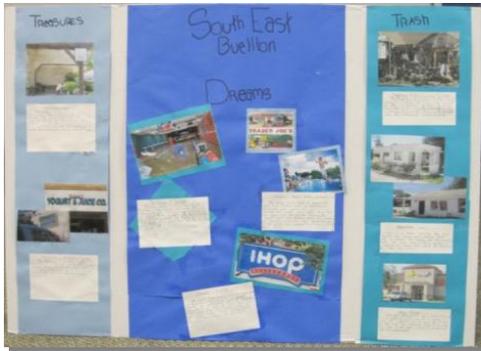
An open-house style Steering Committee meeting was also held on June 29, 2010 and advertised to the public to allow the community to provide input on refining draft goals, objectives and actions to be incorporated into the Vision Plan.

Youth Visioning

In order to engage Buellton’s youth in the visioning process, a series of activities were held with students from Jonata Middle School. Two workshops were held - the first on March 10, 2010 and the second on May 27, 2010. At the first workshop, students from the Wheel and Life Skills classes identified aspects of Buellton that they treasure, things they see as challenges for the community and their visions for the future of the City.



During the second workshop, students in the Life Skills class participated in a mapping exercise to identify unsafe areas, places they currently frequent by walking or on bicycle, new facilities and amenities they want to see located in Buellton, and the routes they would use to walk or bike to these places. Students in the Life Skills class also created



“PhotoVisions”, boards with pictures and descriptions that expanded on the treasures, challenges and visions for Buellton.

In addition to the work of the two classes, a Graffiti Wall was placed in “The Zone” to allow youth to write or draw additional ideas for the future of Buellton.

Latino Outreach Activities

Several efforts were made to include native Spanish speakers in the visioning process, including having a translator at each community workshop and advertising the workshop with flyers in Spanish. The community survey was also available in Spanish. A Spanish-language workshop was promoted through Santa Ynez Valley People Helping People and held on May 14, 2010 at the Buellton Recreation Center. The few attendees opted to continue the workshop in English. They also volunteered to help with further outreach to Latino residents, and on May 30 they set up a table outside Church at the Crossroads during the Spanish-language church service, and conducted a visioning exercise with attendees.

Subcommittees

After the plan was drafted, the City Council asked the Steering Committee to make recommendations on how to prioritize the action items. This led to the formation of the following seven subcommittees, some of which met several times in the fall of 2011 to develop their recommendations: Branding, Goal 2 & 6 (Expand Opportunities for Active and Healthy Living, and Maintain a Strong Sense of Community and Family), Arts & Culture, Goal 4 (Promote Desired Change through Planning and Design), Revitalization of the Avenue of Flags, Sustainability, and Economic Development. The subcommittees presented their recommendations to the full Steering Committee on November 5, 2011. These recommendations were integrated into the final plan revisions and are also included as Appendix A, Subcommittee Recommendations.

C. Assets and Opportunities

The Public Visioning Process revealed several major assets and opportunities for Buellton.

Location and Setting

Buellton is fortunate to have spectacular rural surroundings, both natural and agricultural. Clean air and a pleasant climate add to the enjoyment of the outdoors. Buellton is conveniently located on U.S. Highway 101 / El Camino Real, which provides a connection to Santa Barbara and makes Buellton a natural entry point to the Santa Ynez Valley and Lompoc Valley.

Recreation

Buellton has a growing number of recreation facilities, including the Recreation Center and parks that allow residents to enjoy time outdoors. Its small size makes it ideal for walking and biking around town—or traveling on a Trikke—and residents are eager for trails and other accommodations to make these forms of transportation safer and more enjoyable.

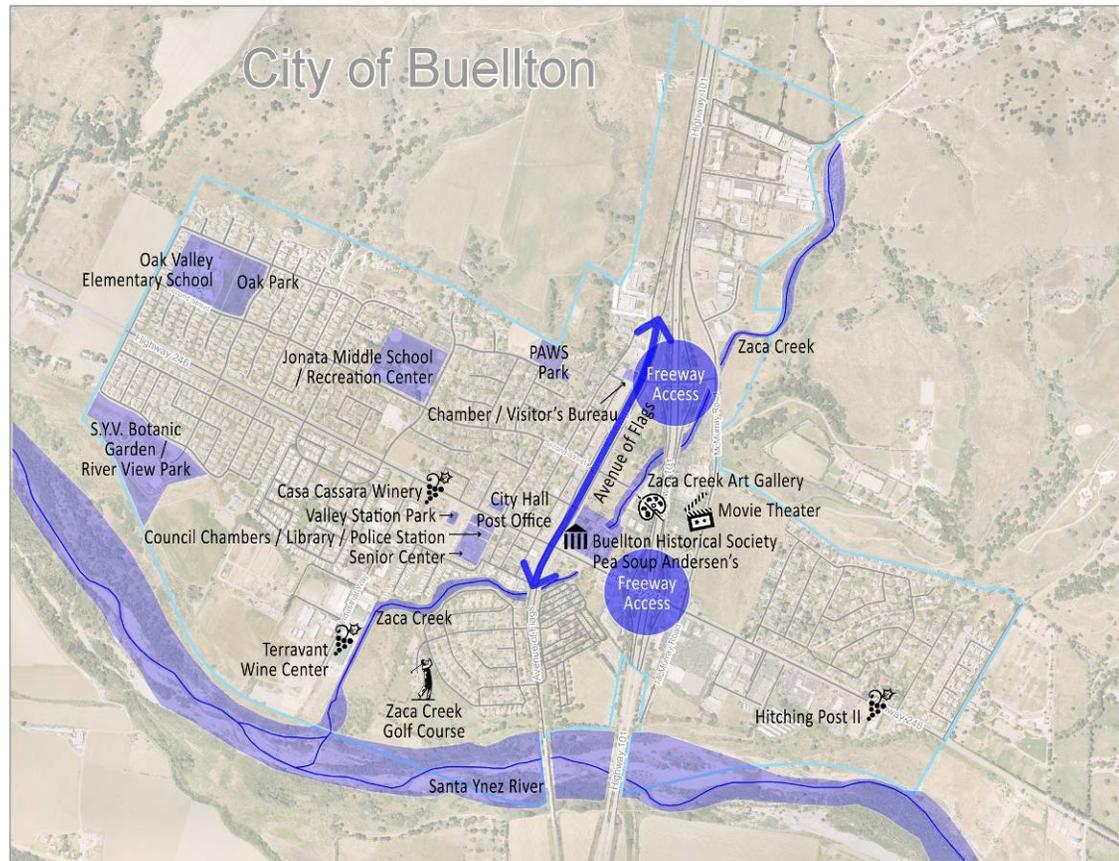
Tourism

Tourism is important to the local economy. Accommodations and food service account for one-third of the jobs available in Buellton. At the same time, the City benefits from considerable tax revenue generated by hospitality. Visitors stay in the RV park, hotel, and motels.

Billboards for Pea Soup Andersen’s are familiar landmarks for Highway 101 travelers. More recently, the movie *Sideways* increased awareness of Buellton as part of the wine country of Santa Ynez Valley. More than merely a gateway to wine country, Buellton also offers its own wine tasting rooms. The Valley’s art, history, farms and ranches, restaurants, and outdoor recreation offer a variety of other experiences for visitors.

Tourism efforts are underway with increased staff for the Visitors Bureau, and members of the Valley’s hospitality industry are now taxing themselves to pay for additional promotion efforts through a Tourism Business Improvement District.





Some of Buellton's assets: waterways, community facilities, recreation, and visitor attractions.

Industry and Art

The quality of life that Buellton offers makes it an attractive home for educated and creative workers, while freeway access provides a vital connection for business. Manufacturing provides 20% of the jobs available in Buellton, with two industrial areas that are home to a variety of small businesses, including high-tech and artisan industries. Buellton's artists have a place among the galleries of the Santa Ynez Valley. The city's central Santa Barbara County

location provides access to institutions of higher education, technology and aerospace industries, airports, and rail.

Schools

With so many children in Buellton, maintaining the high quality of local schools is important to residents. Recreation facilities located on the campuses help to make these schools into community centers.

Avenue of Flags

The Avenue of Flags presents a major opportunity for Buellton and many residents feel that it is important to focus resources on developing it into a true downtown. Several improvements have been carried out in recent years, guided by the Avenue of Flags / Highway 246 Urban Design Plan.

Sense of Community

Many residents said they like the friendly people of Buellton and its small town feel. This sense of community leads to participation in civic efforts such as the construction of PAWS Park and the Buellton Visioning Process.



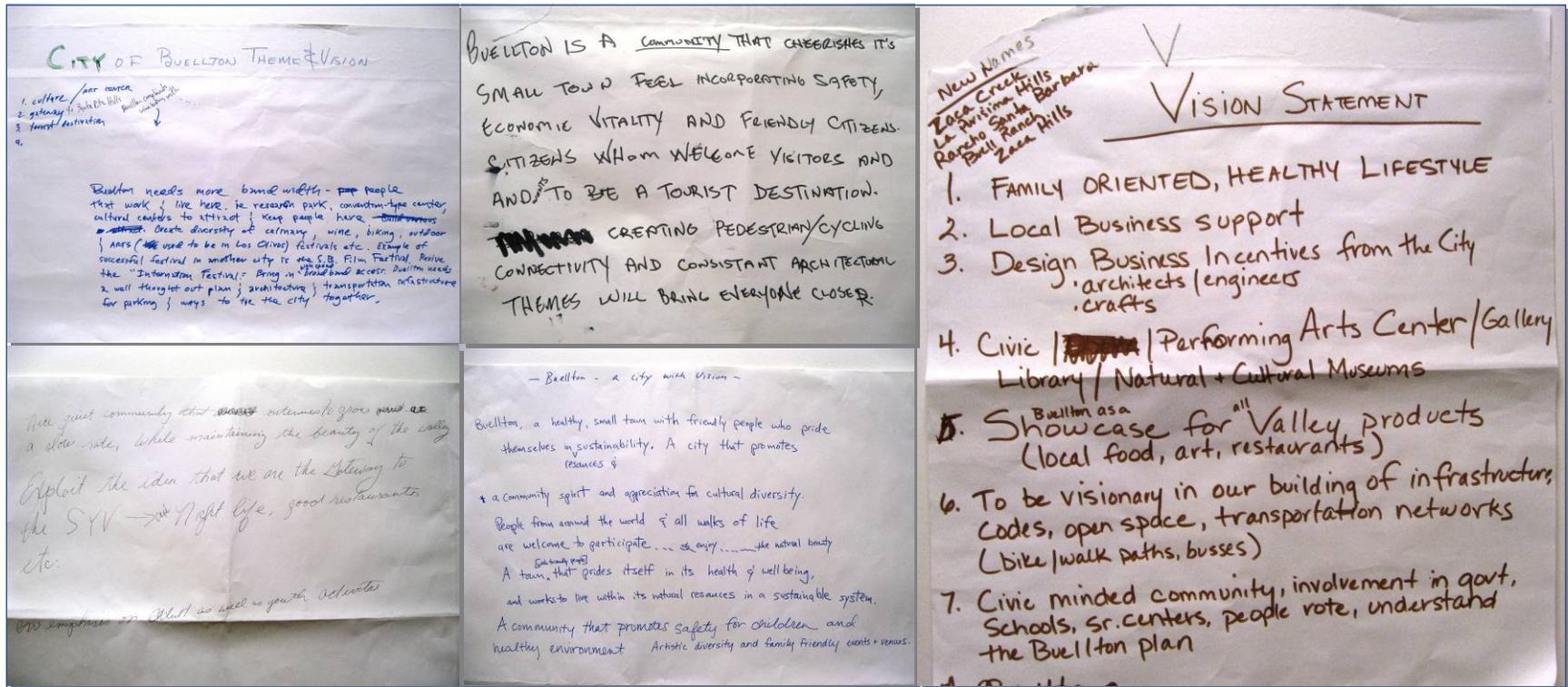
It's a close, family style, community, but progressive; none of the rat race aura of bigger cities.
-Survey 1 response

I choose to live in the Buellton area because from anywhere in town you can see the oak covered hills. In any direction, the commute from Buellton is at times tranquil, quaint, and breathtaking. I choose to live in Buellton because of the diversity of people that live here, the diversity of language, food, and incomes.
-Survey 1 response

B. Vision Statement and Goals

The intent of the Buellton Vision Statement is to articulate a desired future for the City that is shared by and developed by the community. A vision statement was developed through collaborative efforts by community members throughout the visioning process. During the first workshop, participants drafted vision statements in a group exercise (some are shown in the photographs below). These draft vision statements, along with additional input from the survey and workshop exercises, were used to draft an initial comprehensive statement. That statement was then refined by members of the Steering Committee and members of the public participating in the open Steering Committee meeting in June 2010. The Vision Statement on the following page captures major community principles and ideas from the Visioning Process. Steering Committee members desire to see the statement refined further in a future branding effort.

"Vision without action is a daydream. Action without vision is a nightmare."
- Japanese Proverb



Buellton—A Town With A Vision

Drawing inspiration from our innovative and diverse residents, Buellton is leading the way in how "Community" is defined: by providing a supportive and collaborative environment that cultivates a healthy and sustainable way of living, working, and playing. To achieve this vision, we (residents, local government, business, and civic organizations) have joined together to develop a forward-looking community that is as beautiful, lasting, and inspiring as its natural surroundings based on the following core vision principles:

- *Promotes a small, friendly town with a strong sense of belonging, and encourages community service and philanthropy.*
- *Embraces cultural, generational and economic diversity.*
- *Preserves and protects our environment and natural surroundings and advances sustainable development and conservation.*
- *Illustrates distinctive architectural style and streetscape design.*
- *Preserves neighborhood identity and character and offers a wide range of housing opportunities.*
- *Fosters an attractive, vibrant and pedestrian-friendly downtown district that is a gathering place for residents and visitors.*
- *Encourages a robust local economy that includes ample employment opportunities and services that meet the needs of our residents.*
- *Supports community wellness through arts and cultural experiences, recreation, parks, trails, community gardens, and other resources for healthy living.*
- *Provides many transportation options, including biking, walking, driving, and public transit.*
- *Fosters positive youth development by supporting families and a strong, high performing school system.*

Goal 1: Portray a Positive Buellton Image and Brand

A brand distills a community's distinctive identity, personality, or reputation. It calls up traits that a community seeks to cultivate internally and to project to the outside world. A brand builds on a community's past and current strengths, giving direction to its future.

Buellton—and the Santa Ynez Valley in which it is situated—has changed over the past thirty years. Buellton is no longer primarily perceived as the "Home of Split Pea Soup" or "Service Town, USA". Some community members feel that the way Buellton describes itself needs to keep pace if Buellton is to broaden and take full advantage of its appeal.

Buellton is a distinctive community within the Santa Ynez Valley with unique attributes related to its geography, history, achievements, values, personality, and infrastructure. Community members feel that Buellton needs to expand upon and promote those characteristics of the community that can improve the business and civic climate; that it needs to reframe or reposition its brand and vigorously build upon it so that Buellton stands for something special.

A brand includes a motto that encapsulates positive ideas, feelings and images. But to be effective, local government, businesses, and community organizations must work in concert to deliver on the promise contained in the brand. In this way, the brand functions as the organizing concept from which community development grows.

For more recommendations on branding from the Steering Committee subcommittee, please see Appendix A, Subcommittee Recommendations (pages 2-11).

Objective 1.1. Provide a consistent and clear City image.

Objective 1.2. Highlight and celebrate Buellton's unique offerings and heritage.



Considerations for Motto/Tagline

Many community members felt strongly that the City needs a short motto or tag line. Their ideas included:

- "Gateway to Wine Country"
- "Gateway to the Santa Ynez Valley"
- "Town with a Vision"
- "Buellton: Best in the Valley"
- "Jewel of the Valley"

The Branding subcommittee suggested that Buellton could be a "base camp," "launching pad," "jumping off point," or "starting gate." Or expanding the idea of "service town," Buellton could be a "regional concierge" and central market for regional products and services.



Brand can be communicated partly through signage and websites.

*Build a brand, market it correctly, and things will happen. We already have the most CRITICAL item: location, location, location....
-Survey 1 response*



Goal 2: Expand Opportunities for Healthy and Active Living

The physical, emotional and mental health and wellbeing of individual community members are a part of the foundation for a strong community. Buellton's unique location, setting and resources provide opportunities for residents to make healthy choices on a daily basis. Residents treasure the current recreational opportunities, including local parks, facilities and youth programs as well as regional facilities. Local conditions and climate allow for growing food. The compact community allows for walking and bicycling to daily activities.

Desire for a healthy and active community is shared by youth and adults. The community would like to provide additional opportunities for active living, ensure safety of residents and increase healthy food choices. Community members expressed concern about the easy availability of fast food and limited number of restaurants offering more healthful choices.

The Steering Committee subcommittee reviewing this goal focused on the following themes:

- Overcoming physical and psychological barriers that segment the community
- Providing alternatives to reduce isolated vehicle trips
- Supporting new recreational opportunities for the community

Some key action items related to this goal have to do with pedestrian and bicycle mobility—including the development of a Bikeway and Pedestrian Master Plan, which was initiated during the vision plan process, improving pedestrian and bicycle connections across Highways 246 and 101, and trail development.

An update to the City's Parks and Recreation Master Plan would provide the best mechanism for planning additional recreational facilities requested during the vision plan process.

Objective 2.1. Increase connectivity for pedestrians and cyclists.

Objective 2.2. Ensure access to healthy food sources.

Objective 2.3. Increase recreational opportunities for all ages.



Considerations for Highway 246 Crossing Improvements

Specific considerations for improvements along Highway 246:

- Improving safety for pedestrians crossing from the schools to the neighborhoods and park south of Highway 246.
- Creating transition areas to slow traffic coming from outside of the City. These transition areas should include visual cues such as medians to narrow the perceived roadway.
- Coordination of school crossings with traffic signals.

There are no safe bike paths! This is a biking valley and I would love to see bike lanes/paths - this would be great to continue with the family feel of Buellton!

-Survey 1 response



Goal 3: Offer a Variety of Arts and Culture Opportunities

Buellton is home to a strong community of artists and artisans, as well as people from diverse cultural backgrounds. Arts and culture opportunities have been offered through programs such as the Arts on the Avenue Festival. However, there is potential to expand these offerings by creating venues for arts and culture, encouraging local entrepreneurs, and fostering an arts and culture community.

Community members expressed a desire to further support the local arts community and encourage participation in arts and cultural activities. They also hope to find new ways to showcase Buellton’s artwork, works by artisans, and performances, understanding the economic development potential of arts and culture.

Besides special events, community members proposed creating new facilities: a visitor center, community art center, and lifelong learning center. In the third workshop, some community members expressed concern about the cost and feasibility of larger community facilities; ultimately, community support will depend upon the specifics of the proposal and the partnerships that can make it happen.

Appendix A, Subcommittee Recommendations (pages 22-38) includes a “Priorities & Recommendations” document from the Arts & Culture subcommittee which provides detailed sub-actions, descriptions of desired facilities, and specifications for the Arts & Culture Development Council.

Objective 3.1. Foster and support local artists and artisans.

Objective 3.2. Expand tourism to include arts and cultural activities and venues.

Objective 3.3. Provide opportunities for residents to participate in arts and culture.

Considerations for Public Art

The Arts & Culture subcommittee recommended that the City adopt a Percent for Arts program for all new capital improvement projects over a certain dollar amount.

Art can be incorporated into functional items like street lights, benches, trash receptacles, bike racks, and railings.

Artists and artisans can also help youth or other community members to participate in the creation of artwork such as murals or mosaics.

Arts & Culture Vision Statement
(From Steering Committee Subcommittee)

A center for arts and culture within the Santa Ynez Valley, Santa Barbara County and California's Central Coast, artists and artisans in and around Buellton are recognized and promoted as vital small businesses who help the city expand tourism and provide residents and others opportunities to experience and participate in arts and cultural activities.

Through successful public/private/nonprofit partnerships, Buellton is the "must see" first stop on a visit to the Santa Ynez Valley. Visitors can get a "taste" of our unique area and all it has to offer at the state-of-the-art Visitors Center, which has professionally designed displays that tell the story of our Valley and how its unique geography and history have influenced the social, agricultural and cultural history from the Chumash tribe to now one of California's premier wine-growing areas.

The Arts Center provides flexible spaces and professionally taught, hands-on classes and workshops in the visual, decorative and performing arts. This facility includes classrooms, gallery and performance spaces, as well as artist studios and a gift shop.

Innovative zoning ordinances allow for mixed-use artist studio/living spaces that create a healthy and active arts scene including public and commercial art galleries, the Art Center, restaurants and cafes, and other entertainment venues. The heart of the community's art scene is in the Avenue of Flags downtown district. Here, outdoor public art graces the central plaza and smaller green spaces, and a community public gallery is housed in the new state-of-the-art Library and Community Resource Center with an outdoor amphitheater that features on-going public performances of all kinds and for all ages. Year-round arts and cultural events attract local, regional, national and international attention.

Create a Buellton Arts Council to create and implement arts related activities, programs, and events that attract and engage locals/visitors of all ages and to enrich lives through art and cultural pursuits.

- Community member comment



Build an art center or establish an art guild/co-op.

- Workshop 1 comment



Goal 4: Promote Desired Change through Planning and Design

Planning and design of future developments and redevelopment of existing neighborhoods and districts represents the physical implementation of the community's vision. The City's physical form plays a part in many of the other community goals, including projecting a positive image, providing opportunities for active living, and fostering local economic development.

Considerations for Community Design Guidelines

Revisions to the Community Design Guidelines should address:

- Traditional downtown/storefront architecture as an appropriate style, with guidance on character-defining elements;
- Separation of mixed-use guidelines from commercial guidelines;
- Expansion of mixed-use guidelines to address various forms of mixed-use such as live-work, housing over retail, and housing in industrial areas;
- Storefront commercial uses (including interface with street/sidewalk, building proportions, pedestrian-scale features);
- Promoting green building and sustainable development practices and technologies including water and energy conservation and low-impact development.

Community members expressed a desire to retain and enhance Buellton's community character through architecture and planning. They also strongly desire to improve the appearance of the existing neighborhoods and districts and increase livability.

The Steering Committee subcommittee gave priority consideration to preserving small town rural character and indicated that three actions were key to achieving this objective: revising the Community Design Guidelines, creating a Board of Architectural Review, and strengthening the City's process for development review and oversight.

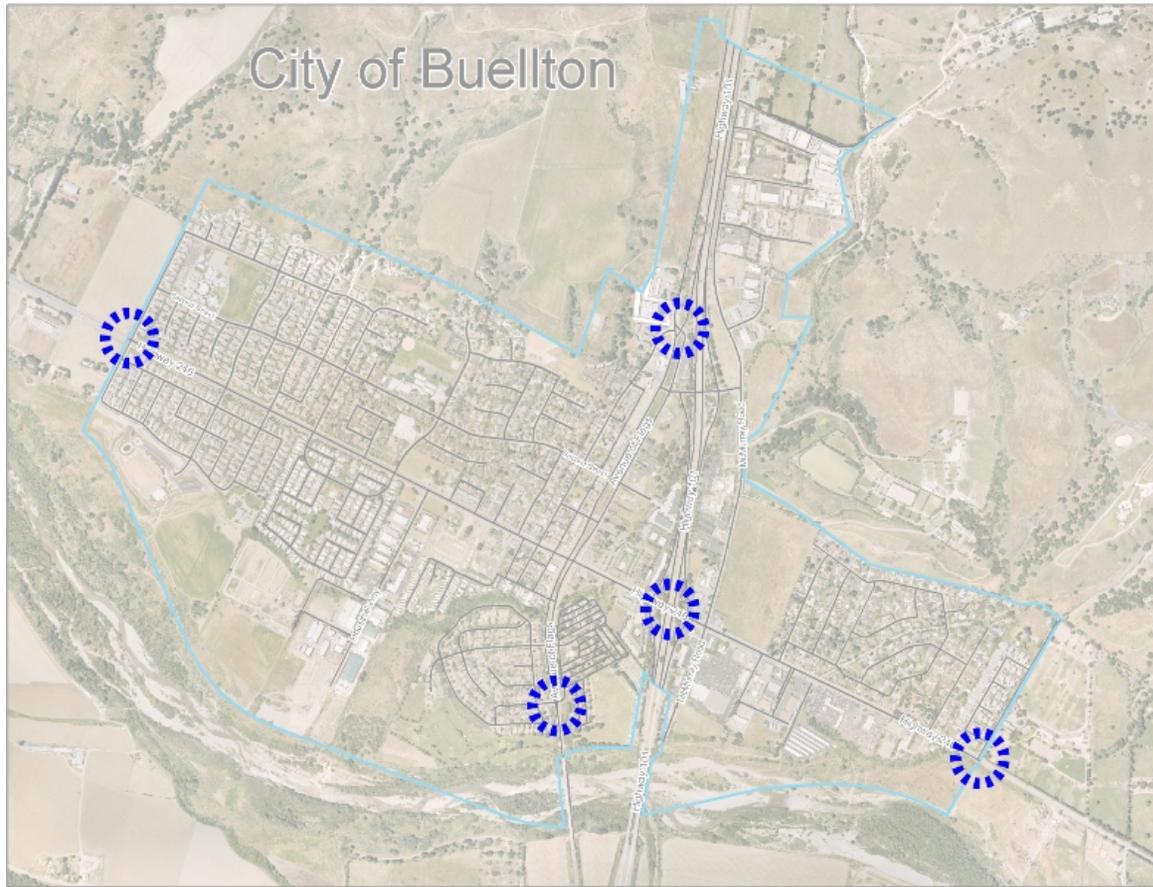
Objective 4.1. Maintain rural small-town character.

Objective 4.2. Promote attractive, well-maintained neighborhoods and districts.

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

Honoring vernacular architecture, sensitivity to native flora/fauna, asset based community development, and pedestrian friendly planning . . .

-Survey 1 response



Gateways into the city are potential locations for wayfinding signage and special design elements.

Considerations for Signage

Attractive wayfinding and directional signage was identified as a community need numerous times during the visioning process.

Examples of desired signage include:

- Recreation Center
- Riverview Park
- Botanical Garden
- Dog Park
- Golf Course
- Tourist Information
- Downtown
- City Hall
- Library



Goal 5: Create a Vibrant Downtown

Residents are keenly interested in having a vibrant downtown that serves as a community center and fosters a positive identity for Buellton. From cleaning up properties and planting trees to complete redesign of the Avenue of Flags roadways, their ideas are numerous. But as noted in the 2008 CALED report, consensus on how to proceed has been elusive. In the Public Visioning Process, these priorities for downtown Buellton were clear:

- Activity;
- Attractive appearance;
- Public space for events;
- An environment that encourages walking; and
- Enhanced parking and circulation for vehicles.

Private and public funds have been invested to carry out the Avenue of Flags / Highway 246 Urban Design Plan: median and streetscape improvements and the Vintage Walk mixed-use project that can house several offices or stores as well as downtown residents.

A civic complex on the Avenue has been considered for some time, and the Visioning Process still showed support for this idea. Concerns that this complex would not be a major public draw could be addressed by including uses besides administration such as the Library, gallery space and meeting space.

The design concept presented below captures the preferences of many people who participated in the Visioning Process and seeks to address the four priorities for the Avenue listed above. It proposes two important changes to the Avenue, by narrowing the roadway and creating more buildable space. Community members who support this concept feel that a narrower roadway is more pedestrian friendly, and that the public space on one side of this roadway is easier to use than space in the existing center median.

This preliminary concept also aims to preserve the improvements that have already been made on the Avenue. It is not a major departure from the Urban Design Plan in overall intent, and it maintains elements from that Plan such as the re-alignment of the 101 exit ramp and creation of a trail along Zaca Creek.

One of the goals of the Buellton General Plan is to revitalize the Avenue as an inviting place and to create an identifiable "downtown". With an intimate streetscape and unique storefronts proposed for the street, the Avenue will be a comfortable place to gather, shop and stroll.

-Avenue of Flags / Highway 246
Urban Design Plan

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.

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

***Vision Statement – Avenue of Flags Downtown District
(From Steering Committee Subcommittee)***

*An architecturally distinctive and economically robust downtown district that integrates commercial, mixed-use and high-density residential units fostering an attractive, vibrant and pedestrian friendly **downtown village environment**.*

*Featuring a central plaza, refined traffic pattern, ample parking, and walking paths/bikeways, Buellton provides a **"Signature destination experience"** and promotes a **"Village Style"** commercial/residential district offering an exciting place to live, work and attract tourists.*

***"Special District"** zoning allows for development opportunities including: hospitality-lodging, retail shops, art studios and galleries, professional offices, restaurants and cafes, entertainment venues, high density residential units and mixed-use projects.*

**Considerations for a
New Civic Complex**

Potential tenants/uses that were suggested for the civic complex:

- City Hall
- Library
- Post Office
- Art gallery space
- Meeting space
- Video/phone conferencing

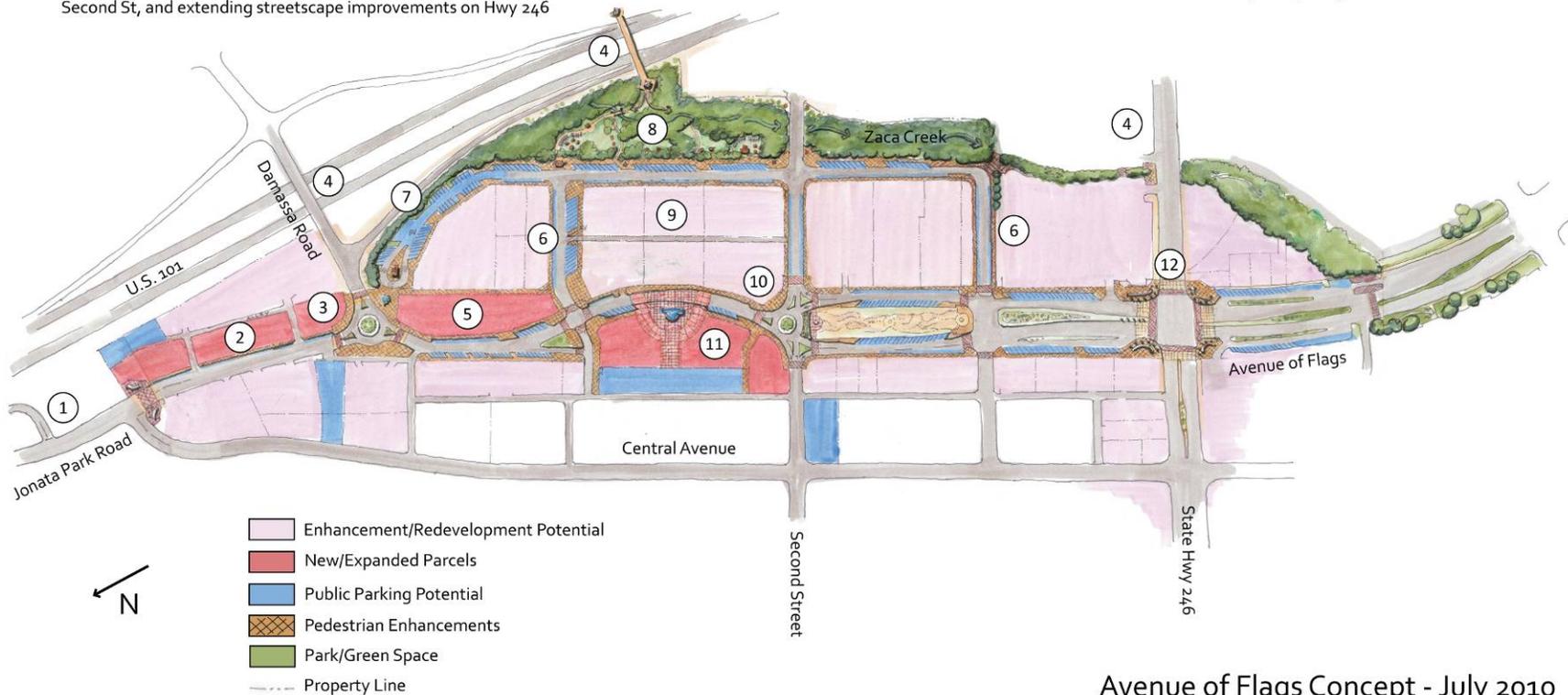
Also see Goal 3 and the recommendations from the Arts & Culture subcommittee in Appendix A (page 32).



- ① Re-engineered offramp ends farther north along Jonata Park Rd to require 101 traffic to stop before entering Avenue of Flags and discourage traffic from entering residential area along Central Ave
- ② Northbound roadway is eliminated, creating opportunity for development, and southbound roadway now has one lane of traffic in each direction
- ③ Re-engineered intersection for Damassa Rd with roundabout creates entry to curved roadway segment
- ④ Options for improving pedestrian and bicycle connections across 101 include expanding the Damassa Rd and/or Hwy 246 overpasses, construction of a pedestrian/bicycle bridge near Second St, and extending streetscape improvements on Hwy 246

- ⑤ Curved 2-way roadway eliminates medians between Damassa Rd and Second St, and creates opportunities for pedestrian-friendly development
- ⑥ New street connections expand the downtown grid, creating more opportunities for development and street parking
- ⑦ New parking behind Avenue of Flags can accommodate RVs as well as cars
- ⑧ A park/rest area at the former Andersen's Animal Park allows enjoyment of mature trees at this site, while a trail along Zaca Creek leads to the Santa Ynez River

- ⑨ New streets and alley create opportunity for development behind the Avenue, such as residential units above garages or artist live/work units with studios on the ground floor and residential above
- ⑩ Roundabout at Second St creates entry to curved 2-way roadway segment
- ⑪ Large lots and prominent location make this block appropriate for a civic complex with a public plaza that can accommodate community events
- ⑫ Pedestrian crossings at intersections along the Avenue are enhanced with special paving treatments



Avenue of Flags Concept - July 2010

Goal 6: Maintain the Strong Sense of Community and Family

According to residents, one of the best things about Buellton is the people. They value the friendly people, sense of community, and small town feel. While it may not be possible to know literally everyone in town, residents may feel that they do. Buellton's small size also means that residents are likely to care about what happens to the City as a whole. Yet within this small town is a diversity of ethnicities, socioeconomic status, and ages that many community members are interested in bridging.

Community members also feel that Buellton is a good place to raise a family, and want to maintain the quality of the school system. Buellton's youth would like to have more things to do, with many calling for a bowling alley and swimming pool. Like some adults, they also asked for more places to shop. Beyond these activities, though, there is an opportunity to engage youth as volunteers and participants in civic affairs—just as they were engaged in the Public Visioning Process. For instance, students at Jonata Middle School provided valuable observations about creating better pedestrian and bicycle connections around town.

Parks and Recreation events help to maintain a sense of community and they are highly valued by Buellton residents, who are also advocating to create a central plaza for events. Parks have also been the object of grassroots efforts to improve Buellton, with the creation of PAWS Dog Park and the Santa Ynez Valley Botanic Garden. These efforts show what people in Buellton can achieve when they work collaboratively.

Through better communication and cultivating the community's spirit of service, Buellton can go far in reaching the goals of this Vision Plan.

Objective 6.1. Foster community events and programs that promote social interaction between diverse residents of all ages.

Objective 6.2. Maintain an ongoing dialogue with community members.



Events and Programs for Community Interaction

"Anytime" events:

- Concerts in the park
- Outdoor movie nights (current program: Movies in the Park)
- Roller skating (current program: Rec 'n' Roll)

Inter-generational programs:

- Seniors volunteering with children, and youth volunteering at Senior Center
- Oral history interviews or storytelling
- After-school clubs

Cultural festivals:

- Agricultural heritage festival
- International food festival



We know our neighbors and our neighbors are the City Council.

-Survey 1 Response

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

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

Promoting Neighborhood Interaction

Neighborhood block parties are a great way to enhance and maintain (and build) a strong sense of belonging and neighborliness. Recommendations around this concept include:

- Focus on one theme such as a holiday, yard sale, or to support a cause
- Include activities for kids
- Encourage local "garage" bands or other musicians to provide free entertainment
- Arrange for a "pot luck" to share recipes and labor
- Tap the Buellton Banner to announce larger events

Promoting City/Community Interaction

The annual Buellton Barbecue Bonanza is a great opportunity for casual interaction between residents, elected officials and City staff.

On a smaller scale, Buellton could also offer programs such as:

- Monthly "Walk with the Mayor"
- Conversations with elected officials hosted in residents' homes

Goal 7: Be a Leader in Environmental Sustainability and Stewardship

Residents treasure the rural and natural beauty around Buellton. They enjoy the views as well as opportunities for outdoor recreation, and would like more trails that allow them to explore natural areas—including areas along the Santa Ynez River, where direct river access is not permitted due to sensitive habitat, but limited public access within sight of the river can provide recreation value. Interest in preserving natural and agricultural areas is reflected in the Santa Ynez Valley Community Plan and locally in Buellton’s voter initiative to create an Urban Growth Boundary. For some, this interest is linked to a general concern for the environment and natural resources.

Some community members felt that Buellton could develop its identity around the concept of sustainability: for instance, they suggested that Buellton could be known as the gateway to a future river preserve, or as a testing ground for green technology.

Environmental sustainability is often folded into a larger concept of sustainability that strives for positive economic and social outcomes as well. This is sometimes known as a “triple bottom line.” Looking at the Vision Plan, relationships can be seen between Goal 7 and other goals such as active living, image, and economic development. For instance, walking and bicycling trails (see Goal 2) not only provide an opportunity for exercise but allow residents to eliminate some car trips, which is an environmental benefit. Such community amenities are also important in economic development.

A more detailed example of win-win-win benefits from sustainability is the “Trikke Palio” community race event proposed by the Sustainability Task Group of the Steering Committee. As described, the event touches on various Vision Plan goals and objectives: boosting local businesses, encouraging physical activity, promoting neighborhood cohesion, showcasing Buellton as a desirable place to live and visit, and branding Buellton as a leader in sustainability. For details, see Appendix A, Subcommittee Recommendations (pages 58-61).

Objective 7.1. Demonstrate leadership in environmental sustainability through a signature program.



Santa Ynez River Nature Preserve/Center

Community members suggested the following features for a new nature preserve or center on the Santa Ynez River:

- Establish linear park/habitat area
- Use the river ecosystem as theme and programming of center
- Make it interactive
- Connect with area schools



Green Business Incentives

To encourage and reward “green” businesses, the City Council could establish a regular award for local Buellton establishments that acknowledges efforts such as drought tolerant landscaping, energy efficient lighting, successful recycling programs, green building technology, etc.

Objective 7.2. Maintain a compact city form bounded by natural and rural areas.

Objective 7.3. Promote citywide resource conservation and efficiency.

Objective 7.4. Adopt green building standards and create incentives for green building practices.

Objective 7.5. Promote “green” technology businesses and “green” tourism.

Objective 7.6. Create a plan and structure for implementation of sustainability efforts.



Credit: Toolkit for Sustainable Small Town Strategy (www.susset.org).

Goal 8: Foster Local Economic Development that Supports the Community Vision

Residents pointed out that a strong economy is what will pay for the implementation of the Vision Plan. They also know that the character of the local economy can mean the difference between biking to work and commuting to Santa Barbara—or for that matter, walking to a store or driving somewhere else to shop.

However, economic growth can create demand for housing—so strategies for adding jobs and retail should be balanced with strategies to maintain the small town character that so many residents cherish.

Visitors, tourists and trucks form an important part of Buellton’s economy. Visitor-serving gas stations and fast food restaurants, however, are the subject of some complaints. By expanding retail options for healthy food (see Goal 2) and creating attractive gateways (see Goal 4), Buellton may be able to maintain these visitor-serving uses while addressing resident concerns. Likewise, as the Avenue of Flags transitions to a more intimate, pedestrian-oriented environment, trucks should be accommodated in a more suitable location so the needs of truckers can be met (see Goal 4).

The Avenue of Flags is a natural focus for economic development, with many residents eager to see it become a vital corridor. Community members also suggested emphasizing “green” technologies and businesses that build on recreation, arts, agriculture, wine and other local resources. Community members strongly desire to see more special events in Buellton, including events that attract visitors. Economic development goes hand in hand with most other Vision Plan goals and it is a recurring theme in this document.

Economic development efforts can go farther if they are given direction by an Economic Development Strategy and led by an Economic Development Director, as recommended by a Steering Committee subcommittee. The subcommittee’s job description for the Economic Development Director is found in Appendix A, Subcommittee Recommendations (pages 66-67).



Economic Development and Tourism Strategy

Community members would like economic development and tourism efforts to address:

- More healthy options in grocery retail and restaurants
- Tourism through special events and recreation facilities
- Providing more job opportunities for residents
- Drawing on local strengths such as arts and agriculture
- Emphasizing “green” technology and clean business
- Supporting local businesses



Event Ideas

Many ideas for community events were brainstormed during the visioning process, including:

- Beautification Days (clean up, tree planting, etc.)
- Arts Festival
- International Festival
- Wine & Food
- Flower & Garden Festival
- Chili Cook Offs
- Farmers Markets
- Car shows
- Western Days
- 101 Days
- Concours
- Sustainability Fairs
- Earth Day Event
- Holiday Celebrations
- Trikke, Bicycling, Running
- Crafts
- Green Technology
- Music
- Agriculture

Objective 8.1. Guide economic development efforts by a strategy and City staff support.

Objective 8.2. Develop Buellton as a known visitor destination within the Santa Ynez Valley and in its own right.

New Retail

Community members expressed desire for a variety of retail businesses (with a preference for locally owned!), including:

- Trader Joe's
- Fresh and Easy Market
- Family restaurants
- Sit-down chain restaurants (Chili's, Olive Garden, Applebees)
- Health food restaurants
- Clothing stores
- Specialty retail

Open [Economic Development Task Force] meetings up to public. Lots of good ideas can be generated that way as well as resources (human) to make things happen.

-Steering Committee Workshop Comment

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Chapter 3: Implementation Strategy

A. Introduction

This chapter provides recommendations for effectively implementing the Buellton Vision Plan. It is organized into the following sections:

- A. **Introduction**
- B. **About the Implementation Matrix**— Introduced in this section, the matrix appears at the end of this chapter and lists the actions that have been identified for implementation of the Vision Plan, including the priority level, implementation leaders and partners, and notes.
- C. **Initiating and Sustaining the Vision**— Calls out some general steps that are necessary to begin and sustain implementation of the Vision Plan.
- D. **Key Planning Efforts**— Provides further detail on key planning efforts called out in the Implementation Matrix.
- E. **Potential Funding Mechanisms**— Provides information on potential funding sources and mechanisms that can be used to implement the Vision Plan.

The Vision Plan is intended to be a strategic planning document that supports many of the goals stated in the City's General Plan and provides additional implementing actions to further the City's vision.

The Steering Committee subcommittee recommendations for implementation have been integrated into this document and the implementation matrix, but additional supporting material and the original recommendations are provided in Appendix A, Subcommittee Recommendations.

B. About the Implementation Matrix

The Implementation Matrix lists the specific actions that should be undertaken to achieve the vision and goals set forth by this Vision Plan. It is presented at the end of the chapter so that it may be updated and maintained as a separate document. Over time, items may be completed and removed from the matrix, reprioritized, or revised.

The Implementation Matrix includes the following information:

- Implementation Actions;
- Implementation Leaders—the agencies, departments, or organizations that should lead the effort in carrying out the action;
- Partners—agencies, organizations or people that the Implementation Leaders may collaborate or consult with in carrying out the action;
- Priority—as determined by the Steering Committee subcommittees; and
- Notes—additional considerations and suggestions from Steering Committee subcommittees.

C. Initiating and Sustaining the Vision

The first step in moving forward with planning and design improvements, economic development and community enhancement will be for the City to adopt or otherwise formally embrace the Buellton Vision Plan as a guiding policy document. Implementation details related to the plan, such as revisions to the Community Design Guidelines and development of a specific plan for the Avenue of Flags, must be adopted through separate, but timely, processes. Subsequent to adoption, the City should make the Vision Plan available to the public via the City’s website and in hard copy.

Staffing

Upon adoption, it will be important to identify and evaluate entities that will have a significant role in implementing the Buellton Vision Plan. Some of the recommended actions include assigning new duties to City staff. The City should evaluate current staffing levels for capacity to carry out the new or expanded duties. New staff positions may need to be

created to successfully implement the actions. Specifically, the Vision Plan recommends creating staff positions or expanding staff duties to include the following:

- Public Information Director (Objective 1.1)
- Sustainability Staff (Objective 7.6)
- Economic Development Director (Objective 8.1)

Committees/Commissions

In addition to expanding duties of City staff, some actions may be carried out through committees, commissions, or similar bodies of appointed volunteers. These groups of volunteers will need to be formed early in the implementation process to oversee recommendations. Specifically, the Vision Plan recommends creating the following bodies:

- Branding Committee (Objective 1.1)
- Arts and Culture Development Council (Objective 3.3)
- Board of Architectural Review (Objective 4.1)
- Youth Commission (Objective 6.3)
- Sustainability Advisory Committee (Objective 7.6)
- Special Events Committee (Objective 8.2)

Partners

Coordination with partners such as the County, Caltrans, non-profit organizations, and other agencies and organizations will be essential for successful implementation of the Vision Plan. These partners should be sought out early in the planning for and execution of each action.

Grants

At the earliest opportunity, City staff should seek grants to support implementation. This process includes informing granting entities of the Vision Plan, acquiring grant application packages and preparing summary information (in the form of a Case Statement) for inclusion in the applications. Formal endorsements should be sought from within the community, the business sector, the County, legislators and other key individuals and organizations. In the short term, the City should identify a specific City staff person or outside entity to undertake the grant writing effort.

Capital Improvement Program

The City's Five-Year Capital Improvement Program (CIP), is a planning tool for short- and long-range capital improvement and development. The CIP links the City's fiscal planning process to physical development and places a strong emphasis on the overall repair and reconstruction needs of City facilities and infrastructure system. Physical improvements to public property and projects developed by the City will need to be planned for and incorporated in the City's CIP.

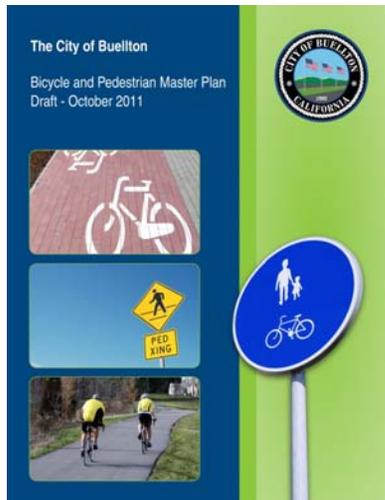
Monitoring and Prioritization

On a regular basis throughout the implementation of the Vision Plan, the City should identify a set of actions to undertake in the short term, monitor and evaluate process, and reprioritize actions based on that evaluation.

D. Key Planning Efforts

The City already has a number of documents that provide policy guidance and planning for implementing the community's desired vision for Buellton, but these documents may need to be expanded or revised. New planning efforts will also need to be undertaken. The following planning efforts are summarized in this section, providing additional detail on items called out in the Implementation Matrix:

- ***Bikeway and Pedestrian Master Plan (New – In Progress)***
- ***Branding Strategy (New)***
- ***Communications and Marketing Plan (New)***
- ***Community Design Guidelines (Revision)***
- ***Downtown Specific Plan (New)***
- ***Economic Development and Tourism Strategy (New)***
- ***Mixed Use Ordinance (Revision)***
- ***Percent for Arts (New)***
- ***Sign Ordinance (Revision – In Progress)***
- ***Sustainability Plan (New)***
- ***Zoning Code (Revision)***



Bikeway and Pedestrian Master Plan (New – In Progress)

The City recently received a grant to develop a Bikeway and Pedestrian Master Plan. The Master Plan will serve as a guiding document for the development and maintenance of a bikeways and trails network that is safe, efficient, and comfortable, and that facilitates transportation as well as recreation. In addition, the Master Plan will address Caltrans requirements to be eligible for use of Bicycle Transportation Account (BTA) funding.

Participants in the visioning workshops and youth from Jonata Middle School identified a number of areas for bicycle and pedestrian improvements. The input gathered thus far should inform the development of the Master Plan. Specific considerations for the Master Plan include:

- Developing a loop trail around the City
- Connecting to regional trails/bikeways
- Providing for both commuter and recreational users
- Providing safe crossing at major roadways, and
- Funding opportunities.



Zaca Creek Trail. Planning for a trail and passive recreational areas along Zaca Creek (Action 2.1.5) may be included in the planning process for the Bikeway and Pedestrian Master Plan. Steering Committee members recommended bifurcating this work into two areas: the downtown area north of SR 246, and the area south and west of SR 246 to Riverview Park and Botanic Gardens. This subcommittee also identified the following considerations:

- Biological surveys and water quality studies should be conducted prior to development.
- Limit trail development to previously disturbed areas, where possible.
- Revitalize disturbed areas through trail and recreational area development.
- Approval will be needed from other stakeholders such as permit agencies and property owners.

Branding Strategy (New)

The following is based on the Branding Task Group recommendations, found in Appendix A, Subcommittee Recommendations (pages 2-11).

Given the importance of a brand in giving direction to Buellton's future, the Branding Task Group strongly recommended that the city engage the services of a professional Branding Expert to guide the community through the process of creating and charting a course for developing its brand.

Targets for Brand. The brand must be a source of pride and identity for people who live and work in the Greater Buellton Area, but must especially appeal to potential new businesses (e.g., high technology and green businesses with well-paying jobs) and to visitors and tourism businesses.

Possible Focus. Buellton sits at the center of an extraordinary region. The Task Group noted that Buellton could be not only a "gateway", but a "base camp" or "launching pad" or "jumping off point" or "starting gate" for visitors and tourism interests as well as for desirable new businesses and county government. Many Task Group members endorsed expanding the idea of "service town", becoming a "regional concierge", establishing Buellton as the first stop Welcome Center, and making Buellton the ultimate central market for regional products and services.

Building the Brand. A community's brand is not just words. It is a concept around which local government, the chamber and visitor center, existing and prospective businesses, and local community organizations coordinate their activities. The degree to which their activities are coordinated determines the power of the brand, which in turn drives economic development and fosters civic pride. The following are ways that Buellton could build upon a brand focused as suggested above:

- Regional Welcome Center of Buellton¹ that could offer:
 - Concierge tourism services

¹ For more details, see Appendix A, Subcommittee Recommendations (page 31).

- Signage and interpretive materials directing visitors to local points of interest
- Exhibits and displays depicting the area's rich natural history, transportation, and cultural and economic development
- Multi-media presentation that explains the intricacies and fascination of wine-making and directs people to wine trails in the area
- Marketplace for Valley products and possibly a culinary concession serving light fare featuring Valley food, wine, and beer
- Annual signature event that showcases what is distinctive about Buellton (e.g. a festival featuring locally produced items as well as crafted foods, beer and wine)
- Convene a group of stakeholders that can offer ongoing advice and support to local government and other local organizations in their efforts to build and maintain a more effective brand

Communications and Marketing Plan (New)

Action 1.1.3 calls for development of a Communications and Marketing Plan.

The Communications and Marketing Plan will outline how Buellton’s brand will be communicated and maintained. It will also outline the process by which the City will continue to communicate information in a clear, consistent, and timely manner to community members. The Plan will identify City communication tools that need to be developed or enhanced.

The actions for Objective 6.2 provide an initial framework for enhancing City dialogue with community members, which the Communications and Marketing Plan can expand upon. Communication through various forms of media should be considered, including online media, cell phone tools, City-produced print media, coordination with news media, and outdoor signage. The Communications and Marketing Plan should also address methods for community outreach and civic engagement, as described in Objectives 6.2 and 6.3.

Community Design Guidelines (Revision)

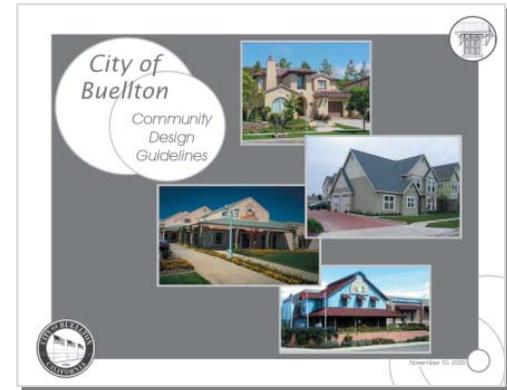
The Community Design Guidelines are intended to aid property owners, designers, and decision-makers by providing a clear statement of the City's expectations for new development and redevelopment. The Design Guidelines describe desirable design elements that should be incorporated into single-family residential, multi-family residential, commercial, commercial mixed-use, and industrial land uses. The Guidelines supplement zoning development standards by providing direction on the more qualitative aspects of a development project. Based on the Vision Plan, the Community Design Guidelines should be revised and expanded to address:

- Traditional downtown/storefront architecture as an appropriate style, with guidance on character-defining elements;
- Separation of mixed-use guidelines from commercial guidelines and expansion of mixed-use guidelines to address various forms of mixed-uses (i.e. live-work, housing over retail, housing in industrial areas);
- Guidelines for storefront commercial (including interface with street/sidewalk, building proportions, pedestrian-scale features);
- Guidelines to promote green building and sustainable development practices and technologies including water and energy conservation and low-impact development.

Downtown Specific Plan (New)

State law authorizes cities to adopt Specific Plans to implement their General Plans in designated areas. They are intended to provide more finite specification of the types of uses to be permitted, development standards, circulation and infrastructure improvements, and design guidelines. They are often used to ensure that multiple property owners and developers adhere to a common plan for development.

The community expressed interest in being directly involved in the transformation and management of Downtown Buellton. Ideas included: citizen task forces, continued workshops focused on downtown planning, community-based design review committee, event volunteers, Buellton Art Council, etc.

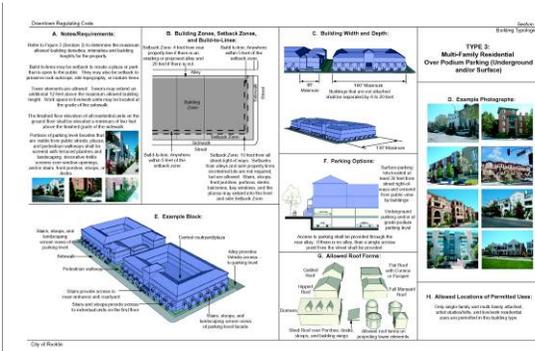


In understanding the opportunities and challenges with the “curve” concept, it is important to develop a thorough knowledge of the existing parcels, beginning with ownership and existing use. This would help to identify the magnitude of change in ownership and/or land use needed to implement the “curve” plan.

The City is undertaking a corridor study to evaluate the traffic and circulation impacts of road alignment alternatives, including pedestrian and bicycle circulation.

Considerations for Action 5.1.5. Based on community input, the City should prepare a Downtown Specific Plan and necessary environmental review that:

- Shapes new development and the downtown environment with a form-based code that provides regulations and guidelines for building design, height, setbacks, storefronts, signage, landscaping, etc.
- Designates public space for events, possibly with a water/play feature, and creates opportunities for outdoor dining
- Includes trees and green space
- Uses a traffic study and roundabout feasibility study to support its solutions for circulation
- Provides solutions for anticipated parking needs
- Provides for parking and accommodations for trucks and RVs away from pedestrian-oriented areas
- Identifies any improvements that would need to be made for water and sewer infrastructure to support development
- Uses the Avenue of Flags / Hwy 246 Urban Design Plan and AOF concept in this Vision Plan as a starting point
- Provides for extensive community involvement in the process
- Emphasizes sustainability



Example of a form-based code.

Economic Development and Tourism Strategy (New)

The California Association for Local Economic Development (CALED) Professional Advisory Service provided a brief report in 2008 “to provide the community with advice on options for further developing local economic vitality,” which included the following recommendation:

“Establish your Economic Development and Tourism Strategy:

- a. Define your economic base.
- b. Identify industry trends in the region and specific needs (compatibility) of potential target industries.
- c. Quantitatively Identify tourism opportunities and collectively determine your brand (e.g. ‘The HUB’, ‘Service Town’, ‘Wine’, ‘Auto’, ‘Gateway’, or various combinations).
- d. Obtain community consensus (based on but not solely consisting of analytical identification) on targeted industries for the future economic vitality of the community. Develop the infrastructure (utilities, telecom, etc) to meet the needs of the desired industries.
- e. Establish how multiple partners (City, Chamber of Commerce, Visitors Bureau, businesses, etc.) will organize to implement business retention/expansion plan and business attraction plan. Identify performance measures, assign responsibilities and implement.”

Through the Public Visioning Process, community members have provided further guidance on what this Economic Development and Tourism Strategy should address, namely:

- More healthy options in grocery retail and restaurants
- Encouraging tourism through special events and recreation facilities
- Providing more job opportunities for residents
- Drawing on local strengths such as arts and agriculture
- Emphasizing “green” technology and clean businesses

Additionally, see Goal 1 for actions related to branding and image, and Goal 8 for actions related to tourism.

Mixed Use Ordinance (Revision)

The Mixed Use Ordinance was adopted in December 2008 to provide opportunities for mixed use development. The Mixed Use Regulations (Chapter 19.18 of the Zoning Code) includes permitted mix of uses, development standards, parking requirements, landscape and open space requirements, performance standards, and standards for live-work units. The following revisions to the mixed use regulations are recommended:

- Add graphics to illustrate Live-Work/Work-Live and Mixed-Use definitions.
- Revise Density Equivalents adjustments calculations for clarity and ease of use.
- Consider building setback requirements for buildings over 30-35 feet in height.
- Consider revising maximum height in the CN (Neighborhood Commercial) to 35 feet.
- Clarify provisions for private open space and common open space for residential components.
- Add requirement to separate residential parking from non-residential parking.
- Miscellaneous text revisions for clarification or consistency.



Sign Ordinance (Revision – In Progress)

The Sign Ordinance comprises Sections 19.04.170 through 19.04.174 of the City's Zoning Code, which describe the types of signs permitted and the number and size allowed based on the zoning district. The City has convened a committee to begin the process of updating the ordinance. The following revisions to the sign regulations are recommended:

- Consolidate, upgrade, and illustrate sign definitions (monument signs, projecting signs, window signs, etc.)
- Illustrate sign area computation and measurement provisions.
- Organize sign standards (overall area allowed per lineal foot of street frontage, individual sign area and sign height requirements, lighting, location requirements, etc.) in table format by zoning district.
- Consider not allowing pole signs.
- Add provisions on prohibited signs, nonconforming signs, abandoned signs, and illegal signs.
- Add standards for signs in residential zones (identification signs for apartment buildings, residential community entry signs, etc.).
- Coordinate sign regulations with Community Design Guidelines.

Percent for Arts (New)

The Arts & Culture subcommittee proposed that the City of Buellton adopt a Percent for Arts ordinance which would apply to capital improvement projects over a certain threshold value—for instance, designating that 1% of the project value be used for public art. Such an ordinance would ensure the inclusion of art in major public investments.

Sustainability Plan (New)

The Sustainability Plan should address resource use in Buellton and engage the whole community in efforts to maximize environmental benefits such as cleaner water, re-use of waste, and reduced energy use.

Ideally, the Sustainability Plan can uncover opportunities to obtain environmental benefits while pursuing other Vision Plan goals, such as stormwater treatment for Zaca Creek or integrating renewable energy into the Avenue of Flags streetscape.

The Sustainability Task Group of the Steering Committee provided the following actions and tactics related to energy, waste and water which can be developed further in the Sustainability Plan:

(Action 7.3.1) Work towards becoming a “net zero” city by matching energy demands to what can be produced locally. Suggested tactics:

- Promote energy efficiency and usage reduction targets.
- Reduce vehicle miles traveled and facilitate multi-modal mobility.
- Track alternative energy innovations in finance and technology and inform residents about new developments (e.g. County’s Energy Efficiency Improvement Financing Program)
- Review policies and ordinances to promote alternative energy generation and use.
- Install solar panels or wind turbines in public places for educational purposes.

E. Potential Funding Mechanisms

The following are potential funding sources and mechanisms that may be used to implement the Vision Plan. The list is not exhaustive as additional funding sources and innovative mechanisms may develop during the life of the Vision Plan.

Grants

A grant provides financial support for activities in specific topics or areas of interest. Grant funding varies depending on the sponsor and the scope of the project. Grants can be limited to a specific time frame or on-going. There are a number of grants available from the State, federal agencies and other organizations. Newer grants such as U.S. DOT's TIGER Grants, HUD's Sustainable Community Challenge Grants, California's Sustainable Communities Grant Program, and California's Urban Greening Grant Program should be investigated and carefully matched to projects, policies and programs identified in the Vision Plan that support the larger sustainability objective.

General Fund

The City's General Fund is used to support ongoing City operations and services, including general government operations, development services, public safety and community services. Primary revenue sources for the General Fund include property taxes, sales taxes and intergovernmental revenues. It is not uncommon for cities that are seeking to improve their community to commit a certain amount of the General Fund to the effort over a period of years. Improvements and ongoing projects or programs should have general community-wide benefits. General funds are very flexible and could be used for many aspects of the Vision Plan implementation as the City sees fit.

General Obligation Bonds (G.O. Bonds)

General Obligation bonds may be used to acquire, construct and improve public capital facilities and real property. However, they may not be used to finance equipment purchases, or pay for operations and maintenance. G.O. Bonds must be approved by two-thirds of the voters throughout the Issuer's jurisdiction in advance of their issuance and typically require

Potential Funding Mechanisms

- Grants
- General Fund
- General Obligation Bonds (G.O. Bonds)
- Impact Fees and Developer Mitigation
- Business Improvement Districts (BIDs)
- Landscape and Lighting Maintenance Districts (LMDs)
- Special Benefit Assessment Districts (ADs)
- Donor Programs
- Private Donations

the issuing jurisdiction to levy a uniform ad valorem (property value) property tax on all taxable properties to repay the annual debt service.

Impact Fees and Developer Mitigation

Impact fees may be assessed on new development to pay for infrastructure projects, typically tied impacts generated by a proposed project. Establishing a clear nexus or connection between the impact fee and the project's impacts is critical. Buellton has established developer fees under AB1600 and collects these fees for every project for water, sewer and traffic. The City currently does not assess impact fees for other public facilities and services such as libraries, fire protection and public buildings.

Business Improvement Districts (BIDs)

Business Improvement Districts (BIDs) are self-taxing business districts. Business or property owners pay for capital improvements, maintenance, marketing, parking, and/or other items as jointly agreed to through systematic, periodic self-assessment. A Tourism Business Improvement District for hoteliers in the City was established in April 2010.

Landscape and Lighting Maintenance Districts (LMDs)

The Landscaping and Lighting Act of 1972 enables assessments to be imposed in order to finance the maintenance and servicing of landscaping, street lighting facilities, ornamental structures and park and recreational improvements.

Special Benefit Assessment Districts (ADs)

Special Benefit Assessment Districts (ADs) are formed for the purpose of financing specific improvements for the benefit of a specific area by levying an annual assessment on all property owners in the district. Each parcel of property within an AD is assessed a portion of the costs of the public improvements to be financed by the AD, based on the proportion of benefit received by that parcel. The amount of the assessment is strictly limited to an amount that recovers the cost of the "special benefit" provided to the property. Traditionally, improvements to be financed using an AD include, but are not limited to,

streets and roads, water, sewer, flood control facilities, utility lines and landscaping. A detailed report prepared by a qualified engineer is required and must demonstrate that the assessment amount is of special benefit to the parcel upon which the assessment is levied. Prior to creating an assessment district, the City, county or special district must hold a public hearing and receive approval from a majority of the affected property owners casting a ballot. Ballots are weighted according to the proportional financial obligation of the affected property. There are many assessment acts that govern the formation of assessment districts, such as the Improvement Act of 1911, Municipal Improvement Act of 1913, Improvement Bond Act of 1915 and the Benefit Assessment Act of 1982, as well as other specific facility improvement acts.

Donor Programs

Some of the proposed actions may lend themselves to a public campaign for donor gifts. Donor programs have been used very successfully in many cities in the United States for providing funds for streetscape and community design elements. Such programs can be tailored to solicit contributions from individuals, corporations, local businesses and community and business associations. Many improvements could be funded by donor gifts for items such as: benches, trash receptacles, street trees, street tree grates, public art elements and information kiosks. Donors could be acknowledged with a plaque on the element itself or other prominent display, such as a “wall of fame” with donor names.

Private Donations

Private donations for a variety of different types of projects are generally available from foundations, institutions, and corporations that have major interests in these areas.

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 Develop a City branding strategy, including logo, motto, tagline, and methods for building a brand; seek assistance from a professional branding firm or expert. <i>(See Key Planning Efforts)</i>	<ul style="list-style-type: none"> City Manager Branding Committee <i>(See Action 1.1.4)</i> 	<ul style="list-style-type: none"> Chamber / Visitors Bureau Local artists / marketing professionals 	1	
1.1.2 Assign staff or create new staff position to act as the Public Information Director, charged with coordination of City communications and outreach activities. <i>(See Action 6.2.2)</i>	<ul style="list-style-type: none"> City Manager 		1	
1.1.3 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. <i>(See Key Planning Efforts and Action 6.2.1)</i>	<ul style="list-style-type: none"> Public Information Director <i>(See Action 1.1.3)</i> 	<ul style="list-style-type: none"> Chamber / Visitors Bureau 	1	
1.1.4 Convene a Branding Committee of stakeholders who can offer ongoing advice and support for Buellton's branding efforts.	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> Local businesses Community organizations 	2	
Objective 1.2. Highlight and celebrate Buellton's unique offerings and heritage.				
1.2.1 Create a comprehensive list of and information on Buellton's historical landmarks and collections, including private collections, points of interest, and specialty items.	<ul style="list-style-type: none"> Historical Society 	<ul style="list-style-type: none"> Chamber / Visitors Bureau Community members 	1	
1.2.2 Hold festivals and events that celebrate Buellton's heritage and local resources, including an annual signature event with financial support from the City.	<ul style="list-style-type: none"> Special Events Committee <i>(See Action 8.2.1)</i> Parks & Recreation Department 	<ul style="list-style-type: none"> Chamber / Visitors Bureau Community organizations 	1	
Create a visitors center that tells the unique story of the Santa Ynez Valley. <i>(See Action 3.2.2)</i>				

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 Develop and implement a Bikeway and Pedestrian Master Plan that considers both recreational and commuter cycling and connections to other communities. <i>(See Key Planning Efforts)</i>	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> 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 Work with Caltrans to develop a plan for traffic calming and safer crossings on Highway 246.	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> 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 Initiate a study to expand or develop new electric shuttle transit service that would operate solely within city limits.	<ul style="list-style-type: none"> City Engineer Planning Department 	<ul style="list-style-type: none"> Santa Ynez Valley Transit SBCAG 	1	
2.1.4 Initiate a study to improve pedestrian and bicycle access across Highway 101. Considerations include, but not limited to: <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> Caltrans 	2	
2.1.5 Develop a trail and passive recreational areas along Zaca Creek. Plan improvements in conjunction with the Bikeways and Pedestrian Master Plan. <i>(See Key Planning Efforts)</i>	<ul style="list-style-type: none"> City Engineer Parks & Recreation Department Parks & Recreation Commission 	<ul style="list-style-type: none"> Property owners 	3	

Objective 2.2. Ensure access to healthy food sources.

Action	Implementation Leaders	Partners	Priority	Notes
2.2.1 Organize a farmers' market on the Avenue of Flags, at a Riverview Park or on existing parking lots.	<ul style="list-style-type: none"> • Chamber of Commerce • Parks & Recreation Department • Community organization or committee 	<ul style="list-style-type: none"> • SB Certified Farmers Market Association • Local farms 	1	
2.2.2 Develop a community garden program and identify locations for gardens.	<ul style="list-style-type: none"> • Planning Department • Parks & Recreation Commission 	<ul style="list-style-type: none"> • Schools • Parks & Recreation Department • City Engineer 	2	Maintenance is a concern. Possible locations include City-owned property at 2 nd Street / La Lata, on school grounds at Jonata and/or Oak Valley, and City-purchased acres at Zaca Creek Golf Course.
2.2.3 Investigate changes to school food program to include locally produced foods and fresh produce.	<ul style="list-style-type: none"> • Schools • PTA • School board 	<ul style="list-style-type: none"> • Local farms • Community organizations 	2	
2.2.4 Adopt a policy and develop a program to recruit healthy food providers (restaurants, grocery stores, etc.) to locate in Buellton.	<ul style="list-style-type: none"> • City Council • Redevelopment Agency • Economic Development 	<ul style="list-style-type: none"> • Chamber of Commerce 	3	Subcommittee felt this should be determined by market conditions.
2.2.5 Develop an incentive program to encourage existing restaurants and stores to provide healthy food.	<ul style="list-style-type: none"> • Chamber of Commerce • Redevelopment Agency • Economic Development Director (<i>See Action 8.1.1</i>) 	<ul style="list-style-type: none"> • Planning Department 	3	Subcommittee felt this should be determined by market conditions.
2.2.6 Consider planting edible landscaping (i.e. fruit trees) in public areas and along public right-of-ways.	<ul style="list-style-type: none"> • City Engineer 	<ul style="list-style-type: none"> • 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 Explore options to develop additional recreational facilities through public/private partnerships and regional coordination.	<ul style="list-style-type: none"> • Parks & Recreation Department • Parks & Recreation Commission 	<ul style="list-style-type: none"> • Planning Department • Sports leagues 	1	Will require ongoing operations and maintenance agreements between partners.
2.3.2 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: <ul style="list-style-type: none"> • Community swimming pool • Community sports complex including sports fields and tennis courts • Water play features in existing parks 	<ul style="list-style-type: none"> • Parks & Recreation Department • Parks & Recreation Commission 	<ul style="list-style-type: none"> • Planning Department • City Engineer 	2	Provide for community input into the plan such as a survey to prioritize needs.
2.3.3 Encourage the development of private facilities for recreational activities such as ice skating, bowling or paintball.	<ul style="list-style-type: none"> • 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 Create incentives to attract and retain artists and artisans to locate their studios and work spaces in Buellton, and consider amending City ordinances accordingly.	<ul style="list-style-type: none"> Planning Department Economic Development Director (See Action 8.1.1) 	<ul style="list-style-type: none"> Arts & Culture Development Council (See Action 3.3.1) Economic Development Task Force 	1	<ul style="list-style-type: none"> 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 Create public gallery and performance spaces in new or existing community facilities, including outdoor public spaces.	<ul style="list-style-type: none"> Arts & Culture Development Council (See Action 3.3.1) 	<ul style="list-style-type: none"> Community organizations Library Senior Center 	1	<ul style="list-style-type: none"> Identify and provide indoor and outdoor public spaces. Curate exhibits, cultural displays, and performances.
3.1.3 Promote local artists, artisans, public collections, and arts/culture organizations through media, advertising, and promotional materials.	<ul style="list-style-type: none"> Chamber / Visitors Bureau 	<ul style="list-style-type: none"> Arts & Culture Development Council (See Action 3.3.1) 	1	Create a cultural arts map/brochure.
3.1.4 Encourage the display and sale of local artwork, works by artisans, and performances in local hotels, restaurants, cafes, wine bars, and breweries.	<ul style="list-style-type: none"> Chamber / Visitors Bureau Arts & Culture Development Council (See Action 3.3.1) 		2	
3.1.5 Display local artwork, works by artisans, and performing arts talent in festivals and events.	<ul style="list-style-type: none"> Special Events Committee (See Action 8.2.1) Chamber / Visitors Bureau Civic organizations 	<ul style="list-style-type: none"> Arts & Culture Development Council (See Action 3.3.1) 	2	Committee expressed preference for high quality work.

3.1.6	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.	<ul style="list-style-type: none"> • Planning Department • Arts & Culture Development Council (See Action 3.3.1) 	<ul style="list-style-type: none"> • 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	Consider adopting an ordinance for a Percent for Arts program for all new capital improvement projects over a certain cost/size.	<ul style="list-style-type: none"> • Planning Department • Planning Commission 	<ul style="list-style-type: none"> • 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 Organize and carry out community events or festivals that celebrate arts and culture.	<ul style="list-style-type: none"> • Special Events Committee (See Action 8.2.1) 	<ul style="list-style-type: none"> • Parks & Recreation Department • Chamber / Visitors Bureau • Community organizations 	1	Build the reputation that Buellton is an “arts and culture community.”
3.2.2 Create a visitors center that tells the unique story of the Santa Ynez Valley.	<ul style="list-style-type: none"> • Arts & Culture Development Council (See Action 3.3.1) • Buellton Historical Society 	<ul style="list-style-type: none"> • Redevelopment Agency • Economic Development Task Force • Santa Ynez Valley organizations 	2	<ul style="list-style-type: none"> • 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 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.	<ul style="list-style-type: none"> • City Council 	<ul style="list-style-type: none"> • Arts professionals, patrons, and artists 	1	<ul style="list-style-type: none"> • 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
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				businesses.	
3.3.2	<p>Provide ongoing arts and cultural programming in a new civic center complex with components such as:</p> <ul style="list-style-type: none"> • Library/life-long learning center with IT conferencing • Community art gallery • Community rooms for educational programs, meetings, and small performances 	<ul style="list-style-type: none"> • Arts & Culture Development Council (<i>See Action 3.3.1</i>) • Buellton Historical Society 	<ul style="list-style-type: none"> • Buellton Public Library • Parks & Recreation Department • Alan Hancock Community College • Senior Center 	2	<ul style="list-style-type: none"> • 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	<p>Develop a community arts center that provides flexible spaces for visual and performing arts, including classrooms, performance spaces, gallery spaces and workrooms.</p>	<ul style="list-style-type: none"> • Arts & Culture Development Council (<i>See Action 3.3.1</i>) • Parks & Recreation Commission 	<ul style="list-style-type: none"> • Planning Department • Parks & Recreation Department • Local artists and arts organizations 	2	<ul style="list-style-type: none"> • 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	<p>Nurture and grow progressive arts and culture leadership by integrating arts and culture leaders into economic development, branding, and other civic efforts.</p>	<ul style="list-style-type: none"> • Arts & Culture Development Council (<i>See Action 3.3.1</i>) • Parks & Recreation Commission • Economic Development Task Force • Chamber / Visitors Bureau 	<ul style="list-style-type: none"> • Public Information Director (<i>See Action 1.1.3</i>) 	3	<ul style="list-style-type: none"> • 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 Revise the Community Design Guidelines to reflect recent work done through the City Visioning Process and use innovative tools such as form based zoning. <i>(see Key Planning Efforts)</i>	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> 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 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.	<ul style="list-style-type: none"> City Council 	<ul style="list-style-type: none"> 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 Review and modify all existing ministerial thresholds for development projects.	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> City Council Planning Commission 	2	
4.1.4 Build upon and strengthen existing permit process for development review following Zoning Clearance, which could include the following: <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> City Council Planning Commission 	2	
4.1.5 Strengthen the review process to limit zoning changes or changes in intended land use that would produce incompatibilities among adjacent properties.	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> City Council Planning Commission 	2	

Objective 4.2. Promote attractive, well-maintained neighborhoods and districts.

4.2.1 Revise the Mixed Use development standards and zoning regulations in the City’s Municipal Code. <i>(See Key Planning)</i>	<ul style="list-style-type: none"> Planning Department 		1	
4.2.2 As part of the Bikeways and Pedestrian Master Plan process, evaluate Central Avenue and other highly traveled streets within the City for traffic calming	<ul style="list-style-type: none"> City Engineer 		2	

	improvements.				
4.2.3	Revise the Sign Title and Permitted Signs and Sign Standards sections of the City's Municipal Code. <i>(See Key Planning Efforts)</i>	<ul style="list-style-type: none"> • Planning Department 		2	
4.2.4	Continue to implement streetscape improvements along Highway 246, consistent with the improvements near the Avenue of Flags and including landscaping and pedestrian improvements.	<ul style="list-style-type: none"> • City Engineer 	<ul style="list-style-type: none"> • Caltrans 	3	Defer additional improvements until completion of the corridor study.
4.2.5	Implement a façade enhancement/building rehabilitation program to incentivize rehabilitation of commercial properties.	<ul style="list-style-type: none"> • Redevelopment Agency • Planning Department 	<ul style="list-style-type: none"> • Public Works 	3	
4.2.6	Create a neighborhood enhancement program to organize neighborhood and district cleanup efforts by volunteer community members.	<ul style="list-style-type: none"> • Public Works • Community Engagement Officer <i>(See Action 1.1.3)</i> 	<ul style="list-style-type: none"> • 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 Implement a comprehensive wayfinding/signage program to direct people to parks, community facilities and special districts.	<ul style="list-style-type: none"> • City Engineer 	<ul style="list-style-type: none"> • Local artists • Outside sign firm • Chamber of Commerce • Planning Commission • Design Review Committee 	2	
4.3.2 Implement improvements to the gateways to the City including streetscape, landscaping and City entry signage.	<ul style="list-style-type: none"> • City Engineer 	<ul style="list-style-type: none"> • Planning Commission • Design Review Committee • Local artists • Outside design firm 	3	
4.3.3 Accommodate large trucks and truck drivers by providing safe and convenient parking and amenities outside of pedestrian-oriented areas.	<ul style="list-style-type: none"> • City Engineer 	<ul style="list-style-type: none"> • 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 Incorporate downtown bikeways and trails into the Bikeway and Pedestrian Master Plan <i>(See Action 2.2.2)</i>	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> Parks & Recreation Commission 	1	
5.1.2 Enhance the property refurbishment program to promote private property renovations.	<ul style="list-style-type: none"> Planning Department Redevelopment Agency 	<ul style="list-style-type: none"> City Council 	1	<ul style="list-style-type: none"> Create City-funded low-cost loans. Review and refine City-funded "matching funds program."
5.1.3 Identify the scope, options for locations, and potential partnerships for a town square / central plaza project.	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> Planning Commission City Council 	1	
5.1.4 Conduct a corridor study and select an option for traffic pattern refinements along the Avenue of Flags and vicinity, including roadway width reduction.	<ul style="list-style-type: none"> Planning Department City Engineer 	<ul style="list-style-type: none"> City Council 	1	
5.1.5 Prepare a Downtown Specific Plan and necessary environmental review. <i>(See Key Planning Efforts)</i>	<ul style="list-style-type: none"> Planning City Council 	<ul style="list-style-type: none"> Planning Commission 	1	
5.1.6 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.)	<ul style="list-style-type: none"> Planning Department Planning Commission 	<ul style="list-style-type: none"> City Council 	1	<ul style="list-style-type: none"> 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 Provide public art, event spaces, and activities within the downtown district. (This could be incorporated into the specific plan preparation.) <i>(Also see related actions under Goal 3.)</i>	<ul style="list-style-type: none"> Arts & Culture Development Council <i>(See Action 3.3.1)</i> 	<ul style="list-style-type: none"> Special Events Committee <i>(See Action 8.2.1)</i> Chamber / Visitors Bureau 	1	<ul style="list-style-type: none"> Identify and provide public art and architectural embellishment options. Identify and provide public performance areas.

				<ul style="list-style-type: none"> Identify and sponsor arts, cultural and other activities. 	
5.1.8	Enhance parking options by creating public parking areas. (This could be incorporated into the specific plan preparation.)	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> Redevelopment Agency 	2	<ul style="list-style-type: none"> Identify location options. Outline private parcel acquisition or lease strategies.
5.1.9	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.)	<ul style="list-style-type: none"> Planning Department 		2	<ul style="list-style-type: none"> Identify public pathways to incorporate in City projects. Develop specifications and materials scope for pathways.
5.1.10	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.)	<ul style="list-style-type: none"> City Engineer Planning Department 	<ul style="list-style-type: none"> Redevelopment Agency 	2	Also investigate flood recertification.
5.1.11	Establish financial incentives for private development in the downtown district.	<ul style="list-style-type: none"> Economic Development Task Force Redevelopment Agency 	<ul style="list-style-type: none"> 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	Identify additional “catalytic” projects.	<ul style="list-style-type: none"> Economic Development Task Force Chamber / Visitors Bureau 	<ul style="list-style-type: none"> City Council 	3	<ul style="list-style-type: none"> 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 Assign economic development and redevelopment staff to oversee implementation of plan(s) for the Avenue.	<ul style="list-style-type: none"> City Manager Economic Dev. staff (See Action 8.1.1) 	<ul style="list-style-type: none"> Economic Dev. Task Force Chamber / Visitors Bureau 	1	
5.2.2 Form an Avenue of Flags property owners group to coordinate and assist with transformation of the corridor.	<ul style="list-style-type: none"> Property owners Economic Development staff 	<ul style="list-style-type: none"> City Manager Chamber of Commerce 	1	
5.2.3 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.	<ul style="list-style-type: none"> Avenue of Flags business owners Economic Dev. staff (See Action 8.1.1) 	<ul style="list-style-type: none"> 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 Operate and support recreational events for residents, from holiday events to more casual “anytime” events.	<ul style="list-style-type: none"> • Parks & Recreation 	<ul style="list-style-type: none"> • Parks & Recreation Commission • Chamber 	1	
6.1.2 Create programs that encourage interaction between people of different ages and backgrounds.	<ul style="list-style-type: none"> • Senior Center • Library 	<ul style="list-style-type: none"> • School District • Historical Society 	1	
6.1.3 Promote community involvement in volunteer efforts.	<ul style="list-style-type: none"> • Public Information Officer (<i>See Action 1.1.3</i>) 	<ul style="list-style-type: none"> • Parks & Recreation • Chamber • Nonprofit organizations 	2	
6.1.4 Create events to celebrate cultures that are represented in the region.	<ul style="list-style-type: none"> • Special Events Committee (<i>See Action 8.2.1</i>) 	<ul style="list-style-type: none"> • Historical Society 	3	
6.1.5 Hold neighborhood block parties.	<ul style="list-style-type: none"> • Residents 	<ul style="list-style-type: none"> • Parks & Recreation • Public Information Officer 	3	

Objective 6.2. Maintain an ongoing dialogue with community members.

Develop and implement a City communications and marketing plan. (<i>See Key Planning Efforts and Action 1.1.2</i>)				
Assign staff or create new staff position to act as the Public Information Officer. (<i>See Action 1.1.3</i>)				
6.2.1 Expand City communication with residents through online and smart phone communication tools, including: <ul style="list-style-type: none"> • Improved website about community events • Continued use of social media • Smart phone applications • Highlighted activities of nonprofit groups 	<ul style="list-style-type: none"> • Public Information Officer (<i>See Action 1.1.3</i>) 	<ul style="list-style-type: none"> • 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	Post information about upcoming and current community events in locations that are frequented by pedestrians.	<ul style="list-style-type: none"> • Planning • Redevelopment 	<ul style="list-style-type: none"> • 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	Consider creating a permanent location on Highway 246 for attractive signs or banners promoting City-sponsored events.	<ul style="list-style-type: none"> • Public Information Officer (<i>See Action 1.1.3</i>) 	<ul style="list-style-type: none"> • 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	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.	<ul style="list-style-type: none"> • Public Information Officer (<i>See Action 1.1.3</i>) 	<ul style="list-style-type: none"> • City Council • Planning Commission • City Manager • City department heads 	3	
6.2.5	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.	<ul style="list-style-type: none"> • Public Information Officer (<i>See Action 1.1.3</i>) 	<ul style="list-style-type: none"> • 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	Recruit community members to serve on the committees recommended in the Vision Plan. (<i>See Initiating and Sustaining the Vision</i>)	<ul style="list-style-type: none"> • Public Information Officer (<i>See Action 1.1.3</i>) • City Council • City Manager 	<ul style="list-style-type: none"> • Planning Commission • Parks & Recreation Commission • Chamber of Commerce • City staff 	1	
6.3.2	Engage youth in City governance by offering internships, including youth positions on committees.	<ul style="list-style-type: none"> • Public Information Officer (<i>See Action 1.1.3</i>) 	<ul style="list-style-type: none"> • School District 	2	

6.3.3	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.	<ul style="list-style-type: none"> • Parks & Recreation Commission 	<ul style="list-style-type: none"> • School District • PAWS Parks of Santa Ynez Valley • Santa Ynez Valley Botanic Garden • Public Information Officer (<i>See Action 1.1.3</i>) 	2	
6.3.4	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.	<ul style="list-style-type: none"> • Parks & Recreation • Public Information Officer 	<ul style="list-style-type: none"> • School District • Library 	3	
6.3.5	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.	<ul style="list-style-type: none"> • Public Information Officer (<i>See Action 1.1.3</i>) 	<ul style="list-style-type: none"> • 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	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.	<ul style="list-style-type: none"> • Planning • Redevelopment 	<ul style="list-style-type: none"> • Santa Ynez Valley People Helping People • County 	2	
6.4.2	Provide information about housing assistance programs and affordable housing in a central location as well as through targeted outreach.	<ul style="list-style-type: none"> • Planning • Redevelopment • Public Information Officer (<i>See Action 1.1.3</i>) 	<ul style="list-style-type: none"> • 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. (<i>See Key Planning Efforts and Action 8.1.2</i>)					

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 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 <i>Palio</i> event with neighborhood teams.	<ul style="list-style-type: none"> • Parks & Recreation Commission • Sustainability Advisory Committee 	<ul style="list-style-type: none"> • Chamber / Visitors Bureau • Planning Department 	1	See Appendix A, pages 58-61.
7.1.2 Identify and consider other signature programs.	<ul style="list-style-type: none"> • Sustainability Advisory Committee 	<ul style="list-style-type: none"> • City Council 	2	Ideas: <ul style="list-style-type: none"> • 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 Direct growth into undeveloped and underutilized areas within the Urban Growth Boundary.	<ul style="list-style-type: none"> • Planning Department • Redevelopment Agency 	<ul style="list-style-type: none"> • 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 Identify and protect agricultural areas surrounding the city to maintain a distinct urban-rural boundary.	<ul style="list-style-type: none"> • Planning Department 	<ul style="list-style-type: none"> • 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 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.	<ul style="list-style-type: none"> • Planning Department • Economic Development Task Force 	<ul style="list-style-type: none"> • 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	Promote the establishment of a river trail within Buellton with multiple access points.	<ul style="list-style-type: none"> • Parks & Recreation Commission • SB County Parks 	<ul style="list-style-type: none"> • 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	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)	<ul style="list-style-type: none"> • Parks & Recreation Department • Parks & Recreation Commission 	<ul style="list-style-type: none"> • Planning Department • City Engineer 	2	<ul style="list-style-type: none"> • 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	Promote the creation of nature preserves along the Santa Ynez River, with permission from property owners and protections against trespassing.	<ul style="list-style-type: none"> • Parks & Recreation Commission • SB County Parks 	<ul style="list-style-type: none"> • U.S. Fish and Wildlife • Land Trust for Santa Barbara • Army Corps of Engineers • Property owners 	3	
7.2.7	Identify and protect key viewsheds throughout the city.	<ul style="list-style-type: none"> • 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 Work towards becoming a “net zero” city by matching energy demands to what can be produced locally. <i>(See Key Planning Efforts)</i>	<ul style="list-style-type: none"> Public Works Planning Department 	<ul style="list-style-type: none"> Sustainability Advisory Committee <i>(See Action 7.6.2)</i> 	1	Incorporate specific actions into Sustainability Plan <i>(See Action 7.6.3)</i> .
7.3.2 Ensure that Buellton has adequate clean water even during prolonged droughts through wise management of water resources. <i>(See Key Planning Efforts)</i>	<ul style="list-style-type: none"> Planning Department Public Works 	<ul style="list-style-type: none"> Sustainability Advisory Committee <i>(See Action 7.6.2)</i> 	1	Incorporate specific actions into Sustainability Plan <i>(See Action 7.6.3)</i> .
7.3.3 Use the most effective methods available to limit waste and promote the re-use of materials. <i>(See Key Planning Efforts)</i>	<ul style="list-style-type: none"> City Departments Public Works Waste Management 	<ul style="list-style-type: none"> Sustainability Advisory Committee <i>(See Action 7.6.2)</i> 	2	Incorporate specific actions into Sustainability Plan <i>(See Action 7.6.3)</i> .

Objective 7.4. Adopt green building standards and create incentives for green building practices.

7.4.1 Vigorously support implementation of CALGreen standards in Buellton and consider extending these standards to existing building expansions and remodels.	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> City Council Planning Commission 	1	
7.4.2 Establish incentives to encourage green retrofitting of existing buildings.	<ul style="list-style-type: none"> Planning Department Redevelopment Agency 	<ul style="list-style-type: none"> City Council Sustainability Advisory Committee <i>(See Action 7.6.2)</i> 	1	
7.4.3 Consider making CALGreen Tier 1 voluntary standards mandatory or adopting compatible third-party rating system criteria (e.g. LEED, Green Point Rated).	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> City Council Planning Commission 	2	
7.4.4 Adopt building standards and design guidelines that encourage or mandate on-site solar or wind power generation.	<ul style="list-style-type: none"> Planning Department 	<ul style="list-style-type: none"> City Council Planning Commission 	2	
7.4.5 Identify and specify materials and installation techniques for repaving roadways and parking lots that reduce water runoff and heat generation.	<ul style="list-style-type: none"> City Engineer 	<ul style="list-style-type: none"> Sustainability Advisory Committee <i>(See Action 7.6.2)</i> 	3	

Objective 7.5. Promote “green” technology businesses and “green” tourism.

Action	Implementation Leaders	Partners	Priority	Notes
7.5.1 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)	<ul style="list-style-type: none"> Economic Development Director (See Action 8.1.1) 	<ul style="list-style-type: none"> Economic Development Task Force Chamber Buellton businesses 	1	
7.5.2 Consider creating a Green Economic Development Zone Committee to work with stakeholders and local universities to encourage green business opportunities in Buellton.	<ul style="list-style-type: none"> Economic Development Director (See Action 8.1.1) 	<ul style="list-style-type: none"> 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 Assign existing City staff, or create a new staff position, to direct sustainability efforts in Buellton and support the Sustainability Advisory Committee.	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> 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 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.	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> 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 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.	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> City Departments 	2	
7.6.4 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)	<ul style="list-style-type: none"> Sustainability Advisory Committee (See Action 7.6.2) Sustainability staff (See Action 7.6.1) 	<ul style="list-style-type: none"> 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 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.	<ul style="list-style-type: none"> City Manager 	<ul style="list-style-type: none"> Economic Development Task Force Chamber / Visitors Bureau 	1	See Appendix A, pages 66-67.
8.1.2 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)	<ul style="list-style-type: none"> Economic Development Director (See Action 8.1.1) 	<ul style="list-style-type: none"> 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 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.	<ul style="list-style-type: none"> Economic Development Director (See Action 8.1.1) Visitors Bureau Downtown merchants Arts & Culture Development Council (See Action 3.3.1) 	<ul style="list-style-type: none"> 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 Continue to promote the hospitality industry in Buellton—including tourism, lodging and conventions—through the Tourism Business Improvement District.	<ul style="list-style-type: none"> Visitors Bureau 	<ul style="list-style-type: none"> SYV Hotel Association 	2	