Santa Barbara Strategic Scan
Creating a Desired Future

Board of Supervisors
May 2, 2006
Santa Barbara Strategic Scan

Santa Barbara County Policy Model

Scan
- Identifies needs, conditions, and trends

County Plan Priorities
- Legislative policy direction

Structure
- Organizational Governance Structure
  - 1. accountability
  - 2. responsibility
  - 3. systematic decision making
  - 4. authority

Systems
- Performance Management Systems
  - 1. performance measures
  - 2. project reporting
  - 3. process improvement
  - 4. professional ethics
  - 5. effective communication

Policy Plans
- Operating Plan
- Capital Improvement Plan
- Land Use Policies
- Human Capital Plan
- Information Technology Business Plan
- Revenue Plan

Core Business Areas
- People (staff, customers, clients, residents)
Strategic Planning System

**Inputs**
- Strategic Scan
- Community Participation
- Legal Mandates
- Financial Projections

**Critical Strategic Issues**
- Financial Stability
- Sustainable Ag/Open Space
- Efficient Transportation
- Housing for all segments of population
- Service Delivery/Social Services
- Accommodate Demographic Changes

**Goals and Principles**
- Accountability
- Customer Focus
- Efficiency

**Operations**
- Operating Plan
- Capital Improvement Plans
- Land Use Policies
- Human Capital Plan
- Information Technology Business Plan
- Revenue Plan

**Outcomes and Evaluation**
- Performance Measures
- Performance Evaluation
- Community Feedback
- Community Results

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Core Business Areas

People (staff, customers, clients, residents)
Recap of Strategic Scan

Major Trends

1. Population
2. Land Use/ Housing/ Agriculture
3. Employment
4. Transportation
5. Poverty
6. Education
7. Health
8. Crime/Public Safety
9. Economy
Major Trends Leading To Critical Issues

- Accommodate Demographic Changes
- Maximize Health Care & Social Services
- Environment Open Space Preservation
- Service Delivery: Educated, Trained Workforce
- Financial Stability Of County
- Sustainable Agriculture
- Highly Efficient Transportation System
- Housing for All Segments of Population
- Financial Stability Of County

Critical Issues
Recap of Scenarios

- Incremental Approach (Status Quo)
- Resource Preservation (Eco/Zone)
- Capital Investment
- Village Centers (Rural Retreat)
Scenario #1
Incremental (Status Quo)

- Current level of services/programs provided
- Incremental increase/decrease to budgets given conservative increases in revenues
- Land use values preserve slow growth patterns, reliance on spot zoning
- Moderate transition to ranchettes in North County
- Infill South County
- Moderate expansion into North County agricultural areas
Scenario #2
Resource Preservation (Eco Zone)

- Promote/Preserve unique environment
- Preserve/Restore habitats
- Restrictions on increase in residential, commercial, agricultural expansions
- Strict growth boundaries
- Attempt to maintain socio-economic characteristics
  - Affordable housing
  - Moderate job growth
  - Economy/markets respond to changing demographics
    hourglass economy
Scenario #3
Capital Investment

- Preserve Open Space
- Accommodate increased population and job growth via capital intensive programs
- Establish mechanisms to build housing, infrastructure, education systems, open space, economic development, transportation on transportation nodes
- Pay to Play
- Promote large home ‘high tax’ opportunities
Scenario #4
Village Centers (Rural Retreat)

- Preservation of agriculture in rural area
- Emergence of village centers (density and key services) with hard urban growth boundary
- Policy support for agriculture outside boundaries
- Limited tax increase for moderate service/program expansion
- Reduces pressure on existing urban areas for housing and transportation
### Results of Scenarios

**Does The Scenario Address the Critical Issue (Yes or No)**

<table>
<thead>
<tr>
<th>Critical Issues</th>
<th>Incremental</th>
<th>Resource Preservation</th>
<th>Capital Investment</th>
<th>Village Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will it support the financial stability of the County</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Will it support sustainable agriculture</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Will it provide a highly efficient transportation system</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Will it provide housing for all segments of population</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Will it provide an educated, trained workforce</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Will it support our values of environmental/open space preservation</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Will it maximize the health &amp; human service needs of population</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Will it accommodate demographic changes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Components of a Village Center

Compact Development

• Central public spaces and facilities
• Mix of land uses – integrate commercial uses, eliminate trips
• Range of housing opportunities
• Walkable communities
• Surrounded by open space and/or agriculture
Components of a Village Center

Compact Development
Compact Development
Lessons from the Past
Compact Development
Compact Development
Central Public Spaces
Central Public Spaces
Central Public Spaces
Components of a Village Center

Mix of Land Uses
Mix of Land Uses
Commercial Integrated with Residential
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Commercial Integrated with Residential
Range of Housing Opportunities
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Range of Housing Opportunities
Range of Housing Opportunities
High Density Residential To Promote Housing Diversity and Affordability
Create Walkable Communities

Mix land uses, build compactly, and provide safe and inviting pedestrian corridors.
Create Walkable Communities
Components of a Village Center

Surrounded by Open Space and/or Agriculture
Surrounded by Open Space and/or Agriculture
Surrounded by Open Space and/or Agriculture
Next Steps

1. Develop and analyze conceptual site plans for 2-3 pilot Village Center scenarios (with alternative mixes of housing, jobs, infrastructure)
2. Confirm assumptions regarding ability of Village Centers to address critical issues
3. Return to Board with findings