

CHAPTER 9

LAND USE STRATEGIES

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9. LAND USE STRATEGIES

9.1 INTRODUCTION

Over the next 30 years, the population of Santa Barbara County is forecast by the Santa Barbara County Association of Governments to increase by 30 percent from the existing population of 400,000. According to the Santa Barbara County Planning and Development Department, Santa Barbara County also faces tremendous pressure for growth and for land on which to build. Under currently planned densities, more than 13,000 acres of undeveloped open space and agricultural land will be needed on which to build over 60,000 housing units required to accommodate the expected population before 2030. Both the increases in local population and the land use decisions required to accommodate the anticipated growth will significantly affect trip generation, trip length, mode choice and thereby, air quality. This Chapter discusses the connection between land use development and air quality and sets forth specific policies and sustainable ways in which air pollution impacts of growth can be minimized.

9.2 LAND USE AND AIR QUALITY LINKAGE

The largest anthropogenic source of air pollution in Santa Barbara County is motor vehicles. Motor vehicle use is increasing rapidly and in fact, the rate at which vehicle miles traveled is growing in Santa Barbara County is much faster than the rate of population growth. The principal reason for this is land use patterns that encourage long-distance commuting from home to work and increasingly require cars to be used for every errand, from taking children to school to shopping to dining. Long distance commuting from homes in North County and Ventura County to jobs in the South Coast is increasing as jobs and housing become more imbalanced. Within local communities, sprawling low-density, residential developments isolated from commercial areas make it very difficult to walk, bike or use transit to meet our every day needs. Consequently, increased attention is now being focused on new patterns of growth such as “Smart Growth” principles and “traditional neighborhood development” concepts to create “livable” communities on the local and neighborhood level. Smart Growth principles include:

- Promoting a balance of jobs and housing in the community

- Strengthening existing communities by directing development towards infill locations
- Promoting mixed land uses
- Taking advantage of compact and green building designs
- Preserving open space and agricultural land
- Providing a variety of housing opportunities and choices
- Creating walkable communities with a variety of transportation choices.

The traditional neighborhood development concept involves a mixed-use community within a typical 2,000-foot walking distance of a transit stop and core commercial area. The design, configuration and mix of uses emphasize a pedestrian-oriented environment and reinforce the use of alternative modes of transportation. Traditional neighborhood development designs can help to reduce the number of auto trips and vehicle miles traveled by creating opportunities to walk and bike, while enhancing the area's quality of life and protecting affordable housing goals. These projects benefit air quality by reducing the use of the single occupant vehicle by using land more efficiently.

Unfortunately, projects that incorporate Smart Growth principles and traditional neighborhood design concepts generally encounter institutional, financial and social obstacles. Institutional barriers include bureaucratic inertia and resistance to change. In the experience of Dean Kubani, the Sustainable City Coordinator for the City of Santa Monica, “bureaucracies (like the planning departments and financial institutions) are generally slow to embrace change, are risk averse and reward status quo.” Another obstacle he identifies is a lack of accountability and follow-up because the stakeholders are not responsible for implementation.

Financial barriers include a lack of funding to revise existing General Plans and zoning codes to incorporate Smart Growth principles and traditional neighborhood design concepts. Further, without the backing of the government, financial institutions are wary of any change from existing development practices. Most importantly, California’s fiscal policies with regard to local government are a major barrier to reducing sprawl.

Social obstacles include instances where homeowners and businesses, sometimes with reason, fear loss of their quality of life, increased peak hour traffic congestion and reductions in property values. “In reality”, says Anthony Downs of Brookings Institution in Washington, D.C., in the April 2001 issue of Planning magazine, “traffic congestion is the result of conflicting goals. These include having a wide range of choices about where to live and work, combining many purposes on each trip, having multiple workers per household, working during the same hours so firms can interact efficiently, and separating homes from households poorer than they are.”

The APCD strongly encourages local governments to adopt policies that plan and design communities to minimize their impacts on air quality and to maximize the use of less polluting designs and technologies. These strategies focus on reducing vehicle miles traveled, vehicle trips and peak hour travel. The implementation of these measures will control both regional and localized automobile-related air quality impacts from carbon monoxide and ozone forming oxides of nitrogen and reactive organic compounds, the primary air pollution concern on a regional scale for most land use projects. The California Air Resources Board estimates the following household annual vehicle miles traveled for different land use patterns:

Auto-oriented suburban	28,000+
Smarter growth suburban	10,000 – 23,000
Urban	10,000 – 16,000

The Air Resources Board’s study “*Transportation-Related Land Use Strategies to Minimize Motor Vehicle Emissions: An Indirect Source Research Project (June 1995)*” concludes that implementing Smart Growth land use strategies could reduce vehicle emissions in an urban area by as much as 30 percent. For example, by implementing increased mixed used development, encouraging infill and densification and increasing density near transit corridors, annual household vehicle miles traveled could be reduced to the 10,000 vehicle miles traveled shown above.

While implementation of Smart Growth and traditional neighborhood design has been slow in Santa Barbara County, Smart Growth and traditional neighborhood design elements have been and

are being practiced by several local jurisdictions¹. As early as 1981, the County of Santa Barbara adopted an *Air Quality Supplement to the Land Use Element* as part of the Comprehensive Plan for the unincorporated areas of the County. This document included land use control measures and policy recommendations for reducing the use of the automobile and decreasing vehicle miles traveled². The City of Santa Maria, among other measures, has adopted pedestrian and transit oriented policies for new developments as well as amending its General Plan to include provisions to encourage mixed use. The City of Santa Barbara's 1998 Circulation Element encourages transit- and pedestrian-oriented development. In addition, various infill and mixed-use projects have been approved with city limits.

9.3 SPECIFIC LAND USE STRATEGIES RECOMMENDED FOR ADOPTION BY COUNTY AND CITY PLANNING AGENCIES

In order to reduce dependence on the private auto and to enhance the viability of alternate forms of transportation, current patterns of land use need to be changed, as current planning practices do not encourage choices in transportation. Active measures that allow a choice of transportation alternatives such as buses, bicycles and walking must be adopted. Unless steps are taken to make this link between land use and transportation planning, clean air will be an elusive goal. The following policies and implementation strategies are based on San Luis Obispo County's 1995 Clean Air Plan.

9.3.1 Appropriate Location and Density:

Contiguous development within existing urban boundaries, especially through re-use of vacant or neglected land, i.e., infill development, is preferred. Infill, redevelopment and reuse of vacant or underused parcels within an already developed area encourages walking as well as higher rates of transit use because activities are located closer together. Infill development, however, should

¹ The examples provided here are by no means meant to be inclusive of all instances of Smart Growth/traditional neighborhood design within Santa Barbara County. The authors of this Chapter apologize for any omissions.

² In 1993, the APCD prepared and introduced a model Air Quality Element to the incorporated cities and the County for inclusion in their general plans. Although few jurisdictions have adopted a separate air quality element in their general plans, policies consistent with the Air Quality Element have been adopted by many of these jurisdictions.

not place residents or employees near sources of nuisance dust or odors, or expose them to chronic or acute health risks or accidental releases of hazardous or toxic substances.

Combining less land-intensive development appropriately into compact nodes provides opportunities for pedestrian and transit travel. Downtowns or central business districts can become focal points for regional transit systems. Pedestrian travel within the downtown can be encouraged by situating projects within walking distance (no more than 10 minutes or 1/2 mile) of a major transit center, station or stop. Buildings, streets and public spaces can be designed to enhance the safety, convenience and enjoyment of pedestrians, bicyclists and transit users. Typical lower density suburban neighborhoods often fall just below the population-to-area ratio needed for effective bus service. Housing developments of 7-15 dwelling units per acre or a floor/area ratio (building floor area to lot size) of 1.5 can successfully support frequent bus service and are complementary to walking and bicycling. In downtown commercial areas, a density of 50 or more employees per gross acre, or a floor/area ratio of 1.0 or greater supports a high level of transit service, especially if clustered around a transit facility. Transit provides an essential service for the working poor in urban areas and is literally a lifeline for many residents in lower-income communities throughout the state.

It is not envisioned that all local jurisdictions will become uniform in adopting less land intensive development policies. Communities can decide which elements of these policies to accept and to offer opportunities not currently available. By allowing housing to be clustered in urban core areas, a market for convenience retailing and services that contribute to the richness of an urban life-style can be encouraged. And as commercial facilities become integrated with residential development in a mixed-use development pattern, the need to use an automobile for routine trips diminishes.

Policies

- *Cities and unincorporated communities should incorporate appropriately located compact development at densities that reduce trips and travel distances and encourage the use of alternative forms of transportation.*

- *Urban growth should occur within the urban boundary lines of cities and unincorporated communities. Rural areas of the county should be maintained as open space, agricultural lands and very low-density residential development (20 acre or larger parcel size).*
- *Local planning agencies should encourage walking and transit use by planning neighborhoods and commercial centers at densities to allow for convenient access to, and use of, local and regional transit systems.*

Implementation

- A. Local jurisdictions should adopt programs and standards that foster the development of vacant or underdeveloped land within existing community boundaries (infill property).
- B. Local jurisdictions should amend their land use regulations to allow higher density residential and commercial development when:
 - 1. Urban services are capable of supporting higher densities.
 - 2. The development of higher densities is acceptable to the community and will not damage the character of historic areas in the community.
 - 3. The development has convenient access (within a 10 minute walk) to alternative means of transportation such as transit.
- C. Local jurisdictions should strive to achieve higher densities in urban core areas in support of the regional transit system by:
 - 1. Facilitating the Transfers of Development Rights to urbanized areas. Jurisdictions should use the Transfer of Development Rights program to allow rural landowners to sell the development rights of their properties to land owners within community urban reserve lines or city limits.
 - 2. Increasing the use of incentives for projects with a residential component located in urban core areas.

3. Reducing or waiving processing fees and/or providing priority processing for urban core projects which satisfy established density criteria.
4. Planning development and road systems to accommodate public transit.
5. Allowing residential clustering along transit routes.
6. In low to medium density residential areas, jurisdictions should adjust existing standards to:
 - (a) Encourage a minimum of seven dwellings per gross acre.
 - (b) Allow flexibility in lot size, design, and the mix, type and size of housing.
 - (c) Allow duplexes, “granny units,” and "accessory" dwellings to increase neighborhood densities within 1/4 mile of transit stops.
 - (d) Encourage clustering of lots to allow for amenities such as parks and open space.
 - (e) Encourage more intensive development within 1/4 mile of a transit stop.
 - (f) Encourage developments of more than 9-12 dwellings per gross acre within 1/4 mile of transit stops on major collectors and arterials.
7. In medium to higher density residential areas, jurisdictions should adjust existing standards to:
 - (a) Encourage the development of apartments and condominiums within 500 feet of bus stops and transit stations.
 - (b) Encourage affordable housing and senior housing within 500 feet of bus stops and transit facilities.
 - (c) Discourage buildings less than two stories high in medium to high-density zones.
 - (d) Limit subdivisions of land into lots for single-household developments.
 - (e) Discourage projects of less than 20 housing units per gross acre within 500 feet of bus stops and transit facilities.
 - (f) Prepare design plans which provide for medium to high density while still maintaining a compatible, “livable” neighborhood.
8. In commercial neighborhoods, jurisdictions should adjust existing standards to:

- (a) Discourage buildings less than two stories high.
- (b) Encourage developments with a floor/area ratio of 1.0 or higher.
- (c) Encourage developments with 50 or more employees per gross acre.
- (d) Discourage developments with less than 50 employees per gross acre within 500 feet of a transit stop.
- (e) Discourage residential or mixed-use development of less than 15 housing units per gross acre within 500 feet of a bus stop or transit facility.
- (f) Limit subdivisions of land into lots for single-household developments.
- (g) Encourage development of residential units above ground floor commercial in the downtown core and other commercial neighborhoods.

D. Jurisdictions should adopt programs and standards that strictly limit the subdivision of land outside of community urban reserve lines.

E. In previously subdivided areas beyond urban reserve lines, jurisdictions should establish Transfer of Development Rights programs to direct development to appropriate urban areas as well as programs that foster the development of clustered housing in situations where the Transfer of Development Rights is not possible.

9.3.2 Mix of Land Uses:

Mixed-use neighborhoods reduce automobile use by allowing people to work, shop and play near where they live. Locating compatible land uses within walking distance of each other can result in a higher level of walking and more transit use compared to single use projects. Development projects that provide or contribute to a diverse mix of residential, commercial and institutional land-use types and open space are desirable. However, as with infill projects, mixed-use projects should not compromise the health and safety of the public. Mixed land use is also a strategy for achieving compactness in urban development. While conventional zoning typically results in the spatial separation of different land uses, mixed use recognizes that some land uses are functionally compatible with one another and need not be physically separated. An example of mixed-use development is a ground level commercial use with residential uses above.

Policy

- *The mixing of compatible commercial and residential land uses should be encouraged when it will reduce dependence on the automobile or improve the balance between jobs and housing without creating incompatible land use relationships.*

Implementation

- A. Jurisdictions should amend their land use regulations to include performance standards for mixing land uses within community areas. Candidate amendments to consider include:
 - 1. Encourage neighborhood commercial uses, such as small food stores or sundry shops, in new and existing housing areas where:
 - (a) The market area of the commercial use includes primarily the surrounding neighborhood;
 - (b) Direct pedestrian and bicycle access is provided;
 - (c) Building and site layout are oriented to pedestrians and bicyclists;
 - (d) Parking for automobiles is limited.
 - 2. Develop incentives to encourage housing affordable to the work force to be developed as part of large commercial projects and establish standards that ensure the quality of the residential environment.
 - 3. Require new major residential subdivisions or specific plans to dedicate and improve land for parks and recreation facilities that can be accessed by foot or bicycle from the surrounding neighborhood.
 - 4. Adopt programs that encourage new and existing employment centers to provide facilities to reduce employee dependence on private auto commuting. Examples include on-site day care, cafeteria or food vending facilities, comfortable lunch room or outdoor eating area, employee showers and lockers and secure bicycle parking.

5. Provide safe and efficient pedestrian and bicycle connections between residential and commercial land uses.

9.3.3 Balancing Jobs and Housing

The home-to-work trip accounts for about one-quarter of all private vehicle trips in a typical urban area; in rural areas the ratio is even higher. The length and location of these trips is an important factor in determining the type of transportation alternatives available to the commuter and the quantity of air pollutants generated. If the average travel distance between the home and workplace is relatively long, private vehicle emissions increase and non-motorized travel alternatives become less viable.

In Santa Barbara County, there are local imbalances between job availability and housing opportunities. Job-rich communities, such as Goleta and Santa Barbara, have more land allocated for jobs than for housing all those who work there and the cost of housing is beyond the reach of many workers. Conversely, housing-rich communities, such as Lompoc and Buellton, do not have sufficient jobs for all residents. Imbalances between jobs and housing result in longer travel distances between home and work and consequently, more air pollution from cars. It may not be possible to achieve a jobs-housing balance in all communities because of their size, population characteristics or limited resources. However, it is desirable to narrow the gap between jobs and housing, or at least make sure that it does not increase. In addition, innovative solutions such as revenue sharing should be discussed.

Policy

- *Within cities and unincorporated communities, the gap between the availability of jobs and housing should be narrowed and should not be allowed to expand.*

Implementation

- A. The Santa Barbara County Association of Governments should continue to monitor and periodically report on changes in the distribution of jobs and housing throughout the county.

- B. Local jurisdictions should adjust existing housing and land use standards to:
 - 1. Incorporate policies and programs that narrow the gap between jobs and housing, such as encouraging an “affordability match” between housing and employment opportunities.
 - 2. Include programs for affordable housing in job-rich communities.
 - 3. Provide incentives that achieve a mixture of land uses that narrows the jobs-housing gap, such as:
 - (a) Financial incentives and/or permit streamlining for commercial development within housing-rich communities.
 - (b) Density incentives and/or modification of development standards for affordable housing projects in job-rich communities.
 - (c) Priority processing of permits for affordable housing projects in job-rich communities.

- C. Where a local imbalance between the number of jobs and housing exists, the regional transit provider should be encouraged to improve transit service between job-rich and housing-rich communities.

9.4 TRANSPORTATION SYSTEM MANAGEMENT POLICIES AND PROGRAMS

In order to encourage the design and construction of the county’s transportation system in a manner that supports alternative travel modes and decreases reliance on single occupant motor vehicles, it is necessary to improve accessibility for all travelers as the primary transportation objective.

9.4.1 Promoting Accessibility in the Transportation System

Providing direct routes for vehicles, pedestrians and bicycles can result in safer environments for bicyclists and pedestrians while maintaining travel times for vehicles. Adequate, direct sidewalks can increase pedestrian accessibility and paths as well as affording protection from fast vehicular traffic. Good transit access means good pedestrian access; ensuring such access means not only having sidewalks, but also links through and between development sites. Accessibility is having transit services close to the most dense and active parts of the neighborhood where the most people are. This can be accomplished by zoning regulations that provide for transit facilities and by including such facilities in development projects when needed. Access also means eliminating or bridging barriers such as walls, landscaping, swales, railroad tracks and other obstacles that might keep someone from walking to the bus stop.

Policies

- *Jurisdictions should adopt the concept of improved accessibility as a planning goal and as a means to coordinate land use and transportation planning efforts.*

- *Agencies should focus transportation funds on facilities and promotional programs that support transit, ridesharing, bicycling, and walking before focusing funds on capacity expansion for congestion relief.*

Implementation

- A. Jurisdictions should adjust existing standards to:
 1. Discourage gated access to, and perimeter walls around, residential subdivisions and commercial developments.
 2. Require pedestrian breaks and/or crossings at 50-foot intervals where a wall, ditch, or landscaped area separates a sidewalk from a building or one development from another.

3. Require direct walkways between neighborhoods and any nearby stores, parks, schools and transit facilities.
4. Require space for a bus stop or a bus pullout when requested by the transit agency.

B. Santa Barbara County Association of Governments (SBCAG) and local jurisdictions should update the Regional Transportation Plan, the Congestion Management Program, and General Plan Circulation Elements to prioritize transportation system improvement projects by emphasizing alternative transportation modes, transportation demand management and inter-modal connectivity.

9.4.2 Promoting Walking and Bicycling

Designing pedestrian-scaled and bicycle-friendly residential and commercial neighborhoods requires a connected network of streets that form small blocks. Such a network of sidewalks and pathways makes walking and biking routes shorter and more convenient. Narrower streets help slow traffic to speeds more compatible with bicycling. People are also more likely to walk and bike in a neighborhood with narrow streets, wide sidewalks, trees and attractive buildings that face the street. Quality, pedestrian-friendly design is especially important in commercial and higher density residential neighborhoods where a legacy of poor design much more than density itself has stigmatized some developments and hindered pedestrian and bicycle access.

Policies

- *Local planning agencies should encourage walking by planning for existing and new residential and commercial areas to include a safe and interconnected street system with adequate sidewalks and/or pedestrian trails.*
- *Local planning agencies should develop pedestrian- and bicycle-friendly design standards that apply to all residential and commercial projects.*

Implementation:

- A. To promote pedestrian and bicycle access in residential areas, local jurisdictions should adjust existing standards to:
1. Require narrow local streets:
 - (a) In low to medium density neighborhoods, one twelve-foot travel lane and two seven-foot parking lanes are usually sufficient.
 - (b) In higher density neighborhoods, streets should be no wider than 32 feet, including parking lanes.
 2. Require connected streets that form pedestrian-scaled blocks (300 feet or less in length).
 3. Prohibit cul-de-sacs and dead end streets except where terrain or existing conditions require them.
 4. If cul-de-sacs are necessary, require pathways connecting them to any adjacent streets.
 5. Encourage alleys for access to rear-of-lot parking lots or garages.
 6. Require each development project to be connected to adjacent developments via a direct (shortest possible route between buildings) sidewalk or pathway.
 7. Require sidewalks on both sides of every street. Sidewalks in commercial and higher density residential neighborhoods should be at least eight feet wide.
 8. Require minimal building setbacks (ten feet or less from the sidewalk).
 9. Require that buildings face and have entrances near the street.
 10. Prohibit rear yards from abutting a public street.
 11. Require that parking areas or garages be located to the rear or sides of buildings.
 12. Require regularly spaced street trees.
- B. To promote pedestrian and bicycle access in commercial neighborhoods, local jurisdictions should:

1. Require secure bicycle parking for all new commercial development and redevelopment.
2. Require all new development along existing or proposed bike routes to provide bikeway improvements along their frontage in accordance with locally adopted bike plans and State design standards. Industrial and commercial projects exceeding a defined size (e.g., 50 employees or 50,000 sq. feet) should also be required to provide employee lockers and showers and on-site bicycle storage facilities.
3. Work cooperatively to develop and adopt uniform design standards for bike lanes and paths.
4. Require that buildings face and have entrances near the street.
5. Encourage awnings or overhangs that protect the sidewalk from weather.
6. Require that motor vehicle parking areas or garages be located to the rear or sides of buildings.

9.4.3 Parking Management

The amount and cost of parking should vary by land use type and proximity to transit service. In lower density residential neighborhoods, oversized garages and extra-wide driveways make a street less attractive for walking. On-street parking provides additional parking space and acts as a buffer between pedestrians and traffic. A key strategy for creating attractive higher density neighborhoods is to keep the amount of land devoted to parking to a minimum. Setting maximum parking space requirements, rather than minimums, is a transit-supportive approach to parking management.

In commercial areas, the need for new parking lots should be examined as they encourage single occupancy vehicle usage. If new lots are needed, parking in a ground floor or underground garage is ideal, supplemented by on-street parking and small "pocket lots" located to the side or rear of buildings. When large lots are necessary, breaking them into pedestrian-scaled blocks, complete with curb, sidewalks and street trees, maintains the pedestrian network and sets the stage for future infill development.

Policy

- *Local planning agencies should endorse the concept of managing the supply of automobile parking as a means to support and promote the use of alternative transportation modes.*

Implementation

- A. In low to medium density residential areas, jurisdictions should adjust existing standards to:
 - 1. Require no more than one off-street parking space per dwelling.
 - 2. Allow on-street parking where useful as a traffic buffer.
 - 3. Allow on-street parking or driveway parking for accessory dwellings.

- B. In medium to higher density residential areas, jurisdictions should adjust existing standards to:
 - 1. Discourage developers from providing more than one off-street parking space per dwelling.
 - 2. Allow on-street parking. (If a minimum parking requirement is imposed, allow on-street spaces to count toward the requirement.)
 - 3. Encourage small "pocket lots" of 30 or less spaces interspersed with buildings and landscaping.

- C. In commercial areas, jurisdictions should adjust existing standards to:

1. Eliminate minimum parking requirements, or allow 20 percent reductions in the amount of motor vehicle parking for commercial sites that have prepared trip reduction plans.
2. Require surface parking lots to be located behind buildings or interior to the block.
3. Require large parking lots to be broken up into blocks no more than 300 feet on a side, complete with curb, sidewalk, and street trees.
4. Encourage locating parking within or beneath buildings.
5. Encourage first floor retail shops on the street sides of parking garages.
6. Encourage shared parking arrangements where neighboring activities have different peak use periods.
7. Require bicycle parking near the front door of commercial buildings.
8. Encourage use of alternative fueled vehicles (e.g., electric, compressed natural gas) by providing for free or reduced parking rates for these vehicles.
9. Provide for peak hour pricing or usage of parking spaces.

9.4.4 Transportation Demand Management

Transportation Demand Management strategies are designed to reduce single occupant vehicle trips by providing more transportation options. This measure encourages jurisdictions to implement programs that encourage or require new development projects to provide facilities and amenities supporting the use of alternative transportation modes. Implementation of a structured, Transportation Demand Management-based program by local jurisdictions could also partially mitigate the negative transportation and air quality impacts associated with the planned development of commercial and retail land uses. A successful program can reduce the need for parking, thus reducing construction costs. As parking demand goes down, areas devoted to parking could be converted to more beneficial functions such as additional office or production space, a transit stop and shelter, on-site child care, bike storage, picnic areas, or other uses which, in turn, can help further the effort to reduce private vehicle trips.

Policy

- *Jurisdictions should support actions to reduce single occupant vehicle trips by adopting programs that encourage or require new commercial and industrial development projects to provide facilities and amenities that reduce reliance on private vehicle use and support the use of alternative transportation.*

Implementation

- A. Jurisdictions should adopt a transportation demand management program to promote consideration of Transportation Demand Management objectives during the design phase of new development projects.
 - 1. The Transportation Demand Management program should establish a quantifiable goal to reduce trips (employee or attracted trips) to new development (e.g. a 20 percent reduction in new trips).
 - 2. A Transportation Demand Management Plan could be required to be submitted as part of the project proposal for all new, or expanding, non-residential discretionary projects over a certain size (e.g. 20,000 sq. ft.). The plan should be site-specific for the proposed development, and include:
 - (a) An analysis of the expected travel behavior of employees and visitors to the site.
 - (b) A description of the existing transportation/circulation system in the project vicinity.
 - (c) A description of all feasible strategies that would be incorporated into the project to support on-site trip reduction efforts.

4. The Transportation Demand Management Plan could be approved as a condition of the discretionary permit. For a project such as a commercial subdivision, the plan could be submitted for approval at the building permit stage of development.
 5. The Traffic Solutions division of the Santa Barbara County Association of Governments is available as a resource to help local jurisdictions establish Transportation Demand Management programs and in particular, setting goals and developing monitoring programs.
- B. It is recommended that this program be developed in conjunction with the update of the Congestion Management Program.

9.5 COMMUNICATION, COORDINATION AND MONITORING

Many community leaders in Santa Barbara County have suggested that in order to overcome barriers to Smart Growth we must create regional coalitions of key growth-related organizations from both the private and public sectors, with corporations, communities, other jurisdictions, and government agencies to partner with and publicize sustainable development efforts region wide. Then we must get them to agree on common goals and win-win solutions tailored specifically for our region. The APCD is ready to collaborate or partner with other government agencies (such as the local planning and public works agencies, SBCAG and California Energy Commission), local non-profit agencies (such as the Community Environmental Council and The Sustainability Project) and the business community (such as Southern California Edison and The Gas Company) to further explore policies, mitigation options and voluntary emission reduction programs. With this kind of dialogue, shared vision and collaboration, we have the ability to synergize and overcome barriers and implement locally acceptable sustainable solutions. In the long term, changing land use and circulation strategies will be necessary to maintain clean air in the county. These measures can provide local jurisdictions with a framework for reducing the growth of vehicle miles traveled and maintaining clean air.

Policy

- *Local jurisdictions, the APCD and SBCAG should coordinate actions and cooperate in pursuing the implementation of the land use and circulation management programs proposed in this document. The countywide Congestion Management Plan, the Clean Air Plan, and local General Plans should be used as a means to achieve coordinated implementation of these programs.*

Implementation

- A. Local jurisdictions, SBCAG, the APCD, members of the private sector and interested community representatives should work cooperatively to:
 1. Develop a strategy for addressing the jobs-housing imbalance.
 2. Develop standards for requiring large development projects to support affordable housing programs or alternative transportation programs.
 3. Develop incentives that can be applied within each community to achieve the desired jobs-housing goals.
 4. Implement a Transfer of Development Rights program applicable throughout the county.
 5. Incorporate population growth estimates for the cities and unincorporated areas into the General Plans of each jurisdiction and into the 2001 Plan to form a common basis for tracking and projecting future emissions.
 6. Set priorities and a schedule for implementing the measures described in this section.
 7. Develop other information needed to verify that the measures are being implemented and to gauge their effectiveness.

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