

CHAPTER VII: IMPLEMENTATION

INTRODUCTION	VII-3
HOW A SPECIFIC PLAN CAN BRING ABOUT PRIVATE ECONOMIC INVESTMENT	VII-3
ECONOMIC CONDITIONS INFLUENCING DEVELOPMENT POTENTIALS IN PLAN AREA	VII-4
SUMMARY OF DEMAND PROJECTIONS	VII-5
KEY STRATEGIC ISSUES IDENTIFIED IN THE MARKET FEASIBILITY STUDY	VII-6
RECOMMENDED DEVELOPMENT INCENTIVES	VII-9
IMPLEMENTATION ACTION PLAN	VII-18
POTENTIAL FUNDING MECHANISMS	VII-19
MAIN STREET PROGRAM IMPLEMENTATION AND RETAIL RECRUITMENT STRATEGIES	VII-20
PLAN ADMINISTRATION, POLICY AND REGULATORY ACTIONS	VII-23



VII Implementation

CHAPTER VII – PLAN IMPLEMENTATION

VII Implementation



A. INTRODUCTION

This chapter outlines the implementation program for the Santa Maria Downtown Specific Plan. The implementation plan provides guidance for implementing recommendations of the Specific Plan and this will be used by the City and the development community to implement various public improvement projects, programs, and policies within the Downtown. This Chapter also identifies incentives to promote revitalization, business organization, and retail recruitment strategies. The California Main Street program can be used as a model for implementation of the Downtown Specific Plan. The Main Street components of organization, promotion, design and economic restructuring shall guide the program. The implementation section includes the following components:

1. An overview of the ways that a Specific Plan can bring about economic investment and desired physical improvements;
2. A summary of key economic conditions influencing future development potentials in the Plan area;
3. A summary of the types of new development that are likely to be economically viable in the Plan area (the full Market Feasibility Study prepared by The Natelson Company, Inc. is provided as Appendix B);
4. A discussion of key strategic issues identified in the Market Feasibility Study;
5. A matrix summarizing recommended development incentives;
6. An “Action Plan” matrix summarizing all of the Specific Plan recommendations and improvements including: recommended public improvements and programs, timing of projects and programs, responsible agency and potential funding sources;
7. A review of potential funding mechanisms for implementation of key Plan initiatives;
8. A summary of the retail recruitment plan and recommended “Main Street” business management organization for the Specific Plan area (Business Recruitment, Retention and Management Organization report prepared by Burnes Consulting is provided as Appendix C).
9. An overview of administrative procedures such as amendments and modifications to the Specific Plan itself, and related policy and regulatory actions such as amendments (by the City) to other regulatory documents (e.g., the General Plan and the Zoning Ordinance).

B. HOW A SPECIFIC PLAN CAN BRING ABOUT PRIVATE ECONOMIC INVESTMENT

An effective Specific Plan typically involves both the public and private sectors in the plan implementation. Whereas development of the specific allowable land uses and creation of selected development standards envisioned for a plan area is often initiated by the public sector, the ultimate goal of this type of planning effort is to attract desired private investment. Broadly speaking, there are two major ways that a municipality can facilitate private development:

1. By creating a “conducive development environment” that is consistent with prevailing market demand for various land uses. This may include the following types of actions or policies:
 - Zoning that is responsive to market needs;
 - Allowing increased density through specialized “form and standard based” development standards encourage underutilized and dilapidated properties to redevelop;
 - Streamlined permitting and entitlement processes;
 - Area-wide infrastructure and “amenity” (e.g., streetscape and landscape) investments;
 - Marketing of the Specific Plan area both to consumers and prospective business tenants;
 - Technical assistance to Specific Plan area businesses; and
 - Enhanced code compliance to improve the visual appeal and function of the urban environment.
2. By providing direct or indirect financial incentives to area businesses, property owners, and key development projects. This can involve the following types of initiatives:
 - Waiving or reducing various local fees and taxes;
 - Providing loans and/or grants for various business and property improvement purposes such as building façade renovations;
 - Investing in site- or project-specific infrastructure;
 - Creating “opportunity sites” by making City-owned properties in the Plan area available for appropriate private development.

Each of these potential implementation items is described in greater detail in Section F of this Chapter.

C. ECONOMIC CONDITIONS INFLUENCING DEVELOPMENT POTENTIALS IN THE PLAN AREA

An effective specific plan needs to be based on a realistic understanding of the market and demographic conditions affecting the Plan area. Simply changing zoning on a map will not attract development unless there is an underlying market demand for a particular land use. On the other hand, if there is immediate demand for a desirable land use that is not permitted under existing zoning, a change in zoning can bring about very

significant results. Moreover, appropriate zoning changes can be made more effective if coupled with regulations that address other potential barriers to development (e.g., onerous parking requirements).

The following is a summary of key existing conditions that will influence the realistic range of future development opportunities in the Specific Plan area:

- The Plan area is largely “built out”, with few vacant or underutilized parcels. Only the Loft District contains a significant amount of vacant land.
- Prevailing property values in the Plan area reflect the fact that most parcels are already developed with existing uses, with some of these uses more viable than others. There is a fairly high degree of vacant building space especially in the Town Center East mall upper floors. Notwithstanding this factor, this condition will tend to limit the financial feasibility of redeveloping these parcels with lower-density land uses. For most properties, new development will need to be relatively high density in order to justify the costs associated with buying and clearing land that is currently occupied with other income generating uses. While there may be some (currently underutilized) sites that are exceptions to this finding, it applies as a good rule thumb for defining the types of opportunities that are likely to exist for most parcels.
- Another practical implication of the “built out” status of the downtown is that a significant focus of the Plan implementation should be on revitalization of existing development – especially the Town Center mall which largely defines the existing downtown commercial environment.
- The Plan also focuses on streetscape urban furnishings and beautification of the public realm.
- There is an expressed desire among public and private stakeholders (businesses, residents and commercial property owners) to position the downtown as “the” central entertainment and retail shopping destination in Santa Maria. The detailed Market Feasibility Study completed for this planning process (see Appendix B) indicates that there is realistic potential to achieve this goal.
- The relative abundance of public and private parking can be effectively positioned as an incentive to development in the Plan area.

D. SUMMARY OF DEMAND PROJECTIONS

Table VII-1 below provides a summary of projected demand for each of the evaluated land uses. The summary demand projections are formatted as follows:

- Projected Citywide demand broken into two time periods: 2005-2010 and 2011-2020.
- The targeted percentage share of downtown demand in each time period.
- The potential amounts of new development that could be attracted to the downtown during each of the two time periods.

The actual share of Citywide development that will be captured in the downtown area will depend upon a number of future policy factors that are unknown at this time. These factors include the extent to which the City strategically focuses future demand in the Downtown area by discouraging competitive development in other parts of the City, the level of resources available for implementing a downtown marketing and tenant recruitment program, and the degree of flexibility in downtown zoning (to accommodate specialized uses for which future levels of demand are not readily predictable). Thus, the targeted downtown shares are intended to be goals rather than precise forecasts.

Table VII-1 Summary of Development Potentials 2005-2020 Santa Maria Downtown Specific Plan Area

Land Use	Citywide Demand for New Development			Targeted Downtown Share		Potential New Development Downtown		
	2005-2010	2011-2020	Total	2005-2010	2011-2020	2005-2010	2011-2020	Total
Single-family(units)	1,500	2,200	3,700	N/A	N/A	N/A	N/A	N/A
Multi-family (units)	800	1,200	2,000*	25%	35%	200	420	620*
Retail (square feet)	800,000	500,000	1,300,000	40%	60%	320,000	300,000	620,000
Movie theaters (screens)	10	5	15	100%	100%	10	5	15
Office (square feet)	140,000	260,000	400,000	25%	50%	35,000	130,000	165,000
"Cottage industry" incubator (square feet)	15,000	25,000	40,000	100%	100%	15,000	25,000	40,000

* This is likely a conservative projection for multi-family housing in the City; actual demand could be as much as 50% higher. Thus, there could potentially be demand for as many as 900 multi-family units in the Downtown area over the next 15 years.

Source: The Natelson Company, Inc. (TNCI)

E. KEY STRATEGIC ISSUES IDENTIFIED IN THE MARKET FEASIBILITY STUDY

In addition to projecting future demand for different types of development, the Market Feasibility Study identifies important strategic issues that will need to be addressed by the Specific Plan in order for the targeted levels of development to be achieved. These issues are summarized as follows:

- For most of the land uses envisioned for Downtown, especially retail, housing, and movie theaters, the Downtown as it functions today would probably not be the development community's location of choice within Santa Maria. To change this perception, the City needs to make the Downtown area its highest development priority over the next 10 to 15 years. This not only means making

the Downtown as “development friendly” as possible, but it may also mean taking steps to discourage competitive development in other parts of the City. This is a key recommendation of the report prepared by Burnes Consulting as part of this Specific Plan process (see Appendix C).

- Strong demand for high-density housing in Santa Maria would appear to be inevitable given anticipated population growth and increasing pressures on housing affordability. However, the precise residential product types that may be feasible are difficult to predict since they will likely involve products for which no “proven” demand currently exists in the market area. Residential zoning should be flexible enough to accommodate a range of product types in response to future market demand and consumer preferences.
- The owners of the Santa Maria Town Center East mall are working to bring a cinema facility to the mall. This would clearly be good news for both the mall and Downtown, since entertainment facilities are often an important ingredient in positioning an area as a regional destination, and should be treated as a high priority from the City’s perspective.
- The retail marketing and tenant attraction program needs to recognize that Santa Maria (and especially the Downtown) will in some ways represent a “non-traditional” opportunity for prospective retailers. In particular, the Downtown’s non-freeway location and poor proximity relative to the most affluent residents in the trade area are likely to be viewed as negatives to major retailers. It needs to be remembered that the site selection criteria of major retail chains are often very formulaic and that, on first examination, Santa Maria may not meet their formulas. To counter this challenge, Santa Maria will need to develop marketing materials that convincingly make the case that Downtown Santa Maria is a strong opportunity if evaluated within the context of its unique situation. Key marketing messages should include the following:
 1. That, based on the Specific Plan, the City is fully committed to re-establishing Downtown Santa Maria as a premier shopping destination (particularly for specialty and entertainment-oriented shopping), and to making Downtown development its top priority.
 2. That Santa Maria draws retail patrons from an unusually large trade area, and is well established as the retail hub of the growing regions in north Santa Barbara County and south San Luis Obispo County.
 3. That tremendous population growth is forecasted over the next 15 years, both within the immediate Santa Maria area and the overall 30-mile trade area.

4. That changing dynamics in Santa Barbara County (both in terms of employment growth and housing prices) are changing the demographic makeup of North County and increasing average income levels.
- The City has expressed an interest (consistent with its General Plan Economic Development Element) in attracting various types of “cottage industries” as part of a “specialty manufacturing” cluster. Examples of these types of industries include pottery making, guitar making (already well established in the overall trade area), and arts and crafts. Almost by definition, these types of activities tend to be home-based rather than factory-based, so they have the potential to be good fits in a loft or live/work environment. Although the consultant’s initial analysis indicates that the existing presence of these industries in the trade area is modest, the potential may still exist to, in effect, create a “specialty manufacturing” cluster via incubation activities. Incubation, the process of nurturing fledgling firms and industries, can take several forms. At the simplest level, it can just mean providing an environment that is conducive (in terms of zoning, building types and image) to attracting the desired activities. In the case of Santa Maria, this might mean that the City would work to attract residential developers interested in loft or live/work facilities, then allow the developer(s) to handle the details of marketing the project(s) to specific users.
 - A more pro-active (and more expensive) form of incubation is the development of a brick and mortar incubator facility, i.e., an actual building where the targeted types of firms would concentrate. In particular, incubators are designed to nurture young firms, helping them to survive and grow during the startup period when they are most vulnerable. Incubators provide hands-on management assistance, access to financing and orchestrated exposure to critical business or technical support services. They also offer entrepreneurial firms shared office services, access to equipment, flexible leases and expandable space. Business incubators can be important components of a comprehensive economic development strategy if they are carefully planned and implemented in coordination with the local economy and local resources. Typically, start-up incubators require (at least initially) significant levels of public subsidy in order to remain economically viable, with this investment justified on the basis that it is part of an economic development initiative. In this regard, the value of an incubator is usually predicated on the intention that “incubated” firms grow out of the facility and add substantial numbers of (well paid) employees in a relatively short time.

F. RECOMMENDED DEVELOPMENT INCENTIVES

Table VII-2 beginning on the following page summarizes the recommended development incentives program. The table is organized in terms of the following categories of incentives:

- Fee/tax reductions;
- Other direct financial assistance to developers and businesses;
- Entitlement incentives; and
- Other incentives.

Table VII-2. Summary of Recommended Development Incentives

FEE/TAX REDUCTIONS

Item	Description	Recommended Actions	Funding Source
Plan Check Fees	Although the City's Plan Check fees are already modest for most projects, waiving them would send an important message to the development community of the City's commitment to attracting desired development to the Downtown.	<ul style="list-style-type: none"> Waive Plan Check fees for all Plan area projects submitted for review during the first three (3) years of implementation Revisit this issue after the first three years and consider extending the benefits 	City General Fund (this would not be an "out of pocket" cost, but a de facto cost of forgone revenue).
Business License Tax	As with Plan Check fees, the City's existing Business License taxes are modest (\$40-\$75/year). Nevertheless, waiving them for a specified period of time (for both existing and new businesses) would send an important message to the business community as to the City's level of commitment to the Downtown.	<ul style="list-style-type: none"> Upon adoption of the Specific Plan, give all existing businesses in the Plan area a one-year Business License tax "holiday" Offer the same incentive to all new businesses that open in the Plan area during the first three (3) years of implementation Revisit this issue after the first three years and consider extending the benefits 	City General Fund (this would not be an "out of pocket" cost, but a de facto cost of forgone revenue).
Development Impact Fees	As a means of improving the Downtown's economic attractiveness (compared to other parts of the City which might otherwise be more attractive to the development community), the City could revise its "Growth Mitigation Fee" schedule to provide lower fees in the Plan area. In order to be consistent with AB 1600 requirements, these fee differentials would need to be defensible on the basis that Downtown development creates less demand for new infrastructure given the availability of existing infrastructure capacity in the Downtown.	<ul style="list-style-type: none"> As part of the upcoming study to review and update the City's schedule of impact fees, evaluate the feasibility of adopting different fees for different geographic sub-areas of the City (e.g., the Downtown). Whereas it conceptually makes sense that impacts are lower (and therefore fees should be lower) in the Downtown, this premise would need to be tested as part of the formal study process (as required by AB 1600). (The City has discussed this in the past.) 	If structured properly (i.e., fees reflect actual impacts in different parts of the City), this program would have no net cost to the City.



Table VII-2 (continued). Summary of Recommended Development Incentives			
OTHER DIRECT FINANCIAL ASSISTANCE			
Item	Description	Recommended Action	Funding Source
Façade Improvement Reimbursement/Loan Program	This existing program is available to neighborhood-serving businesses along North Broadway and West Main Streets. It provides for 50% reimbursement of the costs of building façade improvements (up to \$5,000 and for no-interest loans of up to \$5,000) the loans cannot be used for the applicant's 50% match on the reimbursement part of the program. Total existing funding in the program is approximately \$50,000. Historic use of this program has been hindered by inconsistent marketing and the "prevailing wage" requirement associated with the program's funding source (CDBG).	<ul style="list-style-type: none"> Aggressively promote this program as part of the Main Street marketing process for the Specific Plan area Based on initial demand (e.g., during the first 2-3 years of Plan implementation), consider expanding the funding and geographic scope of the program (i.e., to other parts of the Plan area). 	CDBG funds.
Revolving Loan Program #1	This existing low-interest loan program is City-wide in scope and has a current portfolio of about 10 loans totaling approximately \$500,000. No loans have been made for the past three years due to a default on one large loan. The program is CDBG funded and borrowers are therefore subject to "prevailing wage" requirements.	<ul style="list-style-type: none"> Aggressively promote this program as part of the marketing process for the Specific Plan area 	CDBG funds.

Table VII-2 (continued). Summary of Recommended Development Incentives

OTHER DIRECT FINANCIAL ASSISTANCE (continued)			
Item	Description	Recommended Action	Funding Source
Revolving Loan Program #2	The City recently made a commitment to establish a \$1,000,000 revolving loan fund utilizing revenues from water sales. To date, no specific program guidelines have been established.	<ul style="list-style-type: none"> • During the first two years of the program, earmark 25% of this City wide fund for projects in the Downtown Specific Plan Area • Focus on large, high-impact projects (loans of \$50,000 or greater with a 50% matching requirement) • After the first two years, reevaluate the program guidelines with respect to both the Downtown's earmarked share of the fund and the targeted project size 	Water revenues.
ENTITLEMENT INCENTIVES			
Item	Description	Recommended Action	Funding Source
Expedited Plan Checks	The City is already recognized as being extremely "development friendly" in this regard. The current policy is to process all plan checks within 4 weeks, and to offer developers "fast track" (2-week) processing for an added fee.	<ul style="list-style-type: none"> • For projects within the Specific Plan area, offer one-week processing for no additional fee 	City General Fund (this would not be an "out of pocket" cost, but a de facto cost of forgone revenue).

Table VII-2 (continued). Summary of Recommended Development Incentives

ENTITLEMENT INCENTIVES (continued)			
Item	Description	Recommended Action	Funding Source
Streamlined Entitlement and Environmental Documentation	The intent of this incentive is to remove – to the maximum degree possible – the need for discretionary approvals for projects that fall within the “envelope” of development established by the Specific Plan. In many communities, this is achieved through a “Program” or “Master” EIR, which essentially serves as an environmental pre-clearance document for all future projects that are consistent with the Specific Plan land uses. In Santa Maria’s case, the need for environmental documentation in the Downtown is already likely to be minimal. Therefore a Program EIR may be unnecessary.	<ul style="list-style-type: none"> Investigate the various administrative options for minimizing the need for CEQA documentation for future projects proposed within the Specific Plan area As appropriate (based on the above investigations), prepare a Program EIR for the Plan area 	City General Fund.
Parking Incentives	There is currently “surplus” parking in the Downtown. This extra capacity can enable the City to lower the required parking ratios for new development, thereby substantially reducing the costs of development and giving the Downtown an “edge” relative to other parts of Santa Maria where parking requirements are higher.	<ul style="list-style-type: none"> The Specific Plan provides for reduced parking requirements as a key initiative for selected sub-areas/districts to account for an existing “reserve” of public parking. To ensure that the lowered requirements do not result in a long-term parking shortage, this issue should be revisited in the next 3-5 years. 	No net cost to City, since incentive is based on an existing asset – surplus parking.

Table VII-2 (continued). Summary of Recommended Development Incentives

ENTITLEMENT INCENTIVES (continued)				
Item	Description	Recommended Action	Funding Source	
Height, Setback and Density Incentives	Within an area such as Downtown Santa Maria that is largely built out with existing uses, land values tend to be relatively high. As a consequence, increased densities are often necessary to make new development (or redevelopment of existing uses) financially feasible. In addition to increasing allowable densities, zoning should allow the flexibility to develop desired land uses for which the future market is uncertain (e.g., live/work space).	<ul style="list-style-type: none"> The Specific Plan provides flexibility and increased density in the land use and development standards section. In addition, the City adopted a mixed use zoning code to support this entitlement incentive. Monitor the effectiveness of this provision by revisiting this issue within the next 3-5 years. 	No net cost to City.	
OTHER INCENTIVES				
Item	Description	Recommended Action	Funding Source	
3-Tiered Marketing Program	The marketing effort for the Downtown Specific Plan should include three distinct components: <ol style="list-style-type: none"> Promoting the Downtown as a place to shop (i.e., marketing to consumers through advertising, special events, etc.) Promoting the Downtown to specific retail tenants (i.e., tenant recruitment) “Branding” the Downtown as a place to live, work, shop and recreate. 	(See Main Street Program Implementation and Retail Recruitment Strategies – Chapter VII - Section I.)	City General Fund and/or Business Improvement District (BID) – see Section H below.	
Technical Assistance (Main Street)	The Main Street Program implementation plan (Chapter VII - Section I)	(See Main Street Program Implementation and Retail Recruitment Strategies – Chapter VII - Section I.)	City General Fund and/or BID.	

OTHER INCENTIVES (continued)			
Item	Description	Recommended Action	Funding Source
Business Incubator	A business incubator focused on new technology development ("Inventor's Workshop International") has recently announced that it will be locating in vacant space in the Town Center East mall. The City has also expressed an interest in creating an incubator-type environment for artisans and other "cottage industries" in the Loft District portion of the Plan area.	<ul style="list-style-type: none"> Given the recent announcement of an incubator in the Town Center East, establishment of another incubator is probably a low priority at this time – the idea should be revisited in 2-3 years 	To be determined – no specific program proposed at this time.
Area-wide Infrastructure/Amenity Investments	Area-wide infrastructure and "amenity" (streetscape) investments will serve to "set the table" creating an upgraded urban environment to encourage new private investment. The specific infrastructure improvements and streetscape upgrades proposed in this Plan are identified in Chapter V: Public Realm.	(See Chapter V: Public Realm).	Potential sources include City's General Fund/ CIP; BID; CDBG; and Economic Development Administration (EDA) grants.
Project-specific Infrastructure Assistance	In addition to area-wide infrastructure improvements, there may be specific development projects for which it is advantageous for the City to provide financial assistance for the development of on or off-site or project specific infrastructure. This type of assistance is typically negotiated on a case-by-case basis (reflecting the specific public benefits that can justify the public investment) and subject to a development agreement.	<ul style="list-style-type: none"> Ensure that guidelines for Revolving Loan Fund #2 are flexible enough to allow for funding of infrastructure related to key "catalyst" projects 	To be determined

Table VII-2 (continued). Summary of Recommended Development Incentives

OTHER INCENTIVES (continued)			
Item	Description	Recommended Action	Funding Source
Strategic Citywide Rezoning Policies	For most of the land uses envisioned in the Specific Plan, especially retail, housing, and movie theaters, the Downtown as it functions today would probably not be the development community's location of choice within Santa Maria. To change this perception, the City needs to make the Downtown area its highest development priority over the next 10 to 15 years. This not only means making the Downtown as "development friendly" as possible, but it may also mean taking steps to discourage competitive development in other parts of the City. For example, when agricultural land elsewhere in the City is rezoned for commercial uses, it essentially creates new competition for the Downtown and may have the effect of "diluting" the Downtown's chances of attracting desired development. The City needs to consider future rezoning requests in light of their potential "undermining" of the Downtown revitalization efforts.	<ul style="list-style-type: none"> Establish task force to evaluate the desirability and feasibility of "exclusionary" zoning policies (i.e., zoning that would prevent land from being rezoned elsewhere in the City if such rezoning would directly compete with potential projects Downtown Based on the above, define the "downtown-unique" land uses that could potentially be subject to such zoning preferences 	No direct financial impact to City.

Table VII-2 (continued). Summary of Recommended Development Incentives

OTHER INCENTIVES (continued)			
Item	Description	Recommended Action	Funding Source
City-Owned Opportunity Sites	<p>Site assembly – the process of making sizeable development sites available to private developers – is often an important municipal tool in a redevelopment process. In many cases this is accomplished through land acquisition utilizing a redevelopment agency’s powers of eminent domain. In the case of Santa Maria, this type of land acquisition process is unlikely given: a) the limited availability of discretionary redevelopment funding (the Agency’s tax increment is fully committed to paying the debt service on existing parking structures) and b) the likelihood of that community support for the use of eminent domain will be very limited. Indeed, a pending U.S. Supreme Court decision may severely restrict the ability of municipalities to utilize eminent domain for economic development purposes.</p> <p>Notwithstanding the above, the City and Redevelopment Agency have an existing inventory of property/facilities in the Plan area. To the extent that these facilities could be consolidated and/or relocated, these sites could potentially be marketed as development opportunities.</p>	<ul style="list-style-type: none"> • Compile inventory of existing City-owned sites in the Plan Area, noting location, acreage and existing use • Prioritize sites in terms of size, location and feasibility of relocating existing uses • Market selected site(s) via a developer Request for Qualifications/Proposals process 	<p>No net cost to City Redevelopment Agency (RDA), assuming sites are sold at market value and that existing City uses could be relocated in a cost effective manner.</p>

G. IMPLEMENTATION ACTION PLAN

The vision and goals presented in the Santa Maria Downtown Specific Plan are supported by the following Implementation Action Plan. The Action Plan provides a summary of Plan recommendations and is presented in a table format providing a clear listing of the major programs, projects and actions needed for implementation. The table also identifies the responsible agency or party, potential funding sources associated with each action (if warranted) and suggested timing of the actions. The table is organized to discuss regulatory actions, programs and improvement projects for the entire Plan area with specific direction for each Planning district.

LEGEND				
Priority: 1 = Short Range (2 years) 2 = Mid-Range (5-10years) 3 = Long-Range (10+yrs)				
Responsibility = CD = Community Development, PW = Public Works/Engineering, RP = Rec. & Parks, MS = Main Street Association, CofC = Chamber of Commerce				
	PRIORITY	RESPONSIBILITY		FUNDING SOURCES
		Lead	Support	
REGULATORY ACTIONS				
Review and adoption of selected Incentives	NOW	CD		N/A
Preparation of optimal CEQA document and Adoption of Specific Plan	NOW	CD		N/A
Adopt an ordinance in accordance with General Plan Circulation Element Objective C.4a Compatible Transportation System and Implementation Program #5 which defines materials considered hazardous or toxic and which designates the specific roadways on which the transport of such materials is permitted as well as those on which it is prohibited.	1	CD		N/A
Creation of policy requiring reciprocal access agreements between parcels	1	CD	PW	N/A
Establish a percent for a public art policy & ordinance	1	CD		N/A
IMPROVEMENT PROJECTS				
Install Downtown Gateway Monuments	1	CD	PW	CIP/BID
Develop and Implement Way finding System and comprehensive Signage Program	1	CD	PW	CIP/BID
Streetscape Design Improvements for Broadway	1	PW	CD/RP	TEA/Gas Tax/ CMAQ/CIP/ New Development

City of Santa Maria
Downtown
Specific Plan

Streetscape Design Improvements for Main Street	1	PW	CD/RP	TEA/Gas Tax/ CMAQ/CIP/ New Development
Streetscape Design Improvements for McClelland	2	PW	CD/RP	TEA/Gas Tax/ CMAQ/CIP/ New Development
Prepare analysis and master plan for Simas Park Community Green	3	RP	CD	CIP
Evaluate underground Utilities at selected locations in conjunction with street improvement projects	2	PW		CIP
Study and implement parking structure at TC Mall West with retail frontage	3	PW	CD	Impact Fees/ Gas Tax/CIP
In conjunction with Mall redevelopment, study, plan and implement plaza at Cook and McClelland	2	CD	RP/PW	CIP
In conjunction with Mall redevelopment, study, plan and implements plaza at TC West Broadway frontage in front of Mervyn's	3	CD	RP/PW	CIP
Upgrade of park at NE corner of Broadway and Main	2	RP	CD	CIP
PROGRAMS				
Establish a task force to further study or implement development incentives listed in Table VII-2	1	CD	Redev. Agency	N/A
Create Downtown Santa Maria Logo	1	CD		BID/CIP
Main Street Program Implementation & Training (see Burns report)	1	CD	CD	BID/CIP
Create and fund a Central Business Management Position and Program (see Burns report)	1	CD	CD	CIP
Develop & Implement Art in Public Places Program including identification of priority sites and expansion of mural program	1	CD	CofC	CIP/Public Art Fund
Study, organized and establish a Property Owner and Business Improvement District	NOW	CD		CIP
Implement Long-haul Truck Traffic Reroute as recommended in Truck and Traffic study, Appendix D	1	PW		CMAQ/CIP
Downtown PR Campaign: newsletters, website, promo	2	MS		BID/CofC
Create a Downtown beautification awards recognition program	2	MS		BID/CofC
Study and implement new Downtown "trolley"	2	PW		BID/CMAQ
Create McClelland Street "Fair"	2	CD	CofC	BID/CofC
Prepare a comprehensive parking study for the Gateway, Town Center, Garden, Bungalow and Railroad Loft districts	2	CD	MS	Impact Fees/ Gas Tax/CIP
Update Santa Maria Bike Plan	1	CD	PW	SBCAG/ TDA Article 3

H. POTENTIAL FUNDING MECHANISMS

Several major categories of funding mechanisms are potentially applicable to the Plan area:

- Formation of a Business Improvement District (BID), also called a Special Benefit Zone (SBZ), to fund various improvements and activities within the Plan area (or selected districts);
- Funding allocations through the City's annual Capital Improvement Plan (CIP) process (for planning initiatives and other capital improvements in the Plan area);
- Community Development Block Grant (CDBG) funds are another source for money for improvements or to seed Main Street Organization;
- Transportation Enhancement Activities through SAFETEA-LU Federal Program;
- Local gasoline tax revenues for street and road improvements;
- Congestion Management Air Quality funds for alternative transportation & and pedestrian enhancements, and other mitigations to enhance air quality;
- Development impact fees.

The BID concept is described further below.

Business Improvement District. A Business Improvement District (BID) or Property and Business Improvement District (PBID) are mechanisms for assessing and collecting fees that can be used to fund various improvements and programs within the District. The range of activities that can potentially be funded through PBID/ BID's is broad, and includes parking improvements, sidewalk cleaning, streetscape maintenance, streetscape improvements (i.e., furniture, lighting, planting, etc.), promotional events, marketing and advertising, security patrols, public art, trash collection, landscaping and other functions.

Within the Downtown Specific Plan area, the following activities would be ideally suited for BID funding:

- Marketing activities (including planning, media/banner development, special events organization, and ongoing advertising);
- Landscape and streetscape improvements; and
- Parking improvements (see additional discussion below).

There are several legal forms of BID's authorized by California law. The most common are districts formed under the Parking and Business Improvement Act of 1989. Business Improvement Areas (BIA's) formed under the 1989 law impose a fee on the business licenses of the businesses (rather than the property owners) operating in the area. The collected funds are used to pay for the improvements and activities specified in the formation documents.

A similar assessment procedure was authorized by the Property and Business

Improvement District (PBID) Law of 1994. The distinction is that the PBID makes the assessment on the real property and not on the business itself.

While it was beyond the scope of the initial Specific Plan effort to conduct a feasibility study for the formation of a BIA or PBID, it is recommended that this step be pursued during the initial stages of the Plan implementation. Generally speaking, the BID format works well for marketing and other programmatic activities that serve to directly benefit area businesses (i.e., tenants), whereas a PBID may be more appropriate for permanent physical improvements that stand to improve property values in the area. It should also be noted that given the size and diversity of the Plan area, it may be appropriate for separate BID's or PBID's to be formed for different districts in the plan area. In this way, the collected funding could be more specifically targeted to the unique improvement and programmatic needs of each district.

I. MAIN STREET PROGRAM IMPLEMENTATION AND RETAIL RECRUITMENT STRATEGIES

This section of the Implementation Plan will summarize the recommendations of the Burnes Consulting report on Main Street Organization, Business Retention, Recruitment and Management. Please refer to Appendix C for a complete draft of the report. The following are the primary recommendations of the Burns report:

1. A focus on Business Recruitment and Attraction. The typical retail recruitment program is a process that is fairly straightforward and easy to implement. Retail recruitment is a step-by-step process with key steps:
 - Inventory the businesses in the area
 - Market study to determine the amount of demand the area can support
 - Identify the deficiencies in the area
 - Develop a plan to correct the deficiencies in the area
 - Assemble a recruitment team to implement the recruitment plan and focus on:
 - a. Implement business-training seminars.
 - b. One-on-one business assessments to help business owners improve weak areas of their business.
 - c. Offer a secret shopper program.
 - d. Survey existing businesses to determine their relocation or expansion needs.

2. Implement a local Main Street program. A Main Street program is typically housed within a private nonprofit organization. A strong board of directors sets forth a vision for the revitalization effort. Staff and committees execute projects and activities within the following four program areas:
 - Organization: increasing the political value of Downtown by building an effective volunteer-driven management organization guided by professional staff with broad-based public and private support. Projects that typically fall under this committee include: nonprofit incorporation, bylaws, budget, personnel

management, work-plan development, volunteer recruitment, board elections, fundraising, insurance, accounting, membership, and an annual report.

- Design: increasing the physical value of Downtown through both new and rehabilitation construction and through the design of public spaces that will attract more people to walk and gather on a regular basis. Projects include: art in public places, banners, building survey, cleaning and maintenance, design guidelines, facade improvement programs, historic district designation, streetscape improvements, signage, seismic retrofit, window displays, and compatible infill development.
- Economic Restructuring: increasing the economic value of Downtown by diversifying it with an appropriate mix of current and new businesses suitable for the given market place. Retaining and strengthening existing businesses, recruiting appropriate new businesses and developing appropriate economic restructuring strategies to sustain the economic vitality of the district. Projects might include: business retention and recruitment, small business education, business and property inventories, parking, market analysis, upper story uses, and transportation.
- Promotion: increasing the social value of Downtown through branding (creating a positive image of Downtown), retail promotions and special events. Creating a unified, quality image and developing promotion strategies that bring people to the district. Projects under this committee might include cooperative advertising, business directory, and calendar of events, special events, retail events, image campaigns, marketing plan, sponsorship, and walking tour.

3. Key Business recruitment and retentions recommendations. The following recommendations are offered to the City of Santa Maria for the recruitment of retail businesses but most importantly to institutionalize the type of management that good retailers are attracted to:

- Maintain a comprehensive and adequately funded Central Retail Management program based on the National Main Street Approach. There is almost 100% consensus among the professionals working in the field of downtown development that the Main Street Four Point Approach is the most accepted management model in the world today. It is in everyone's interest to maintain a comprehensive downtown management program. The program works best when a true public/private partnership is developed. The City of Santa Maria has invested money in Downtown for capital improvements and will continue to do so. These investments should continue and include investments in a CRM. At the same time a CRM should work to increase private investment so that the city's percentage of investment is decreased. There are many options for a Main Street/CRM program to develop revenue streams, some ideas for consideration include;
 - a. Membership development.
 - b. Fees for services.
 - c. Special events and festivals.

- d. Residual fund-raising.
- e. Assessment Districts.
- Maintain ground floor retail –a key provision of the Specific Plan
- Develop a Recruitment Package for Downtown Santa Maria
 - a. Membership in California Downtown Association, National Main Street Center, International Council of Shopping Centers, National Retail Association and related state and national organizations.
 - b. Send the recruitment package to area Real-estate Brokers and Shopping Center Managers.
 - c. Small Business Development Centers and area Chambers of Commerce should have the Santa Maria Recruitment Package so that they may feed the organization the names of those they are working with to establish a business in Santa Maria.
 - d. Retail Lease Tract.
 - e. Website development and promotion.
 - f. Attendance at trade shows.
 - g. Newspaper advertising.
 - h. Marketing in Trade Association Newsletters.
- Attend trade shows where business brokers can be educated about the opportunities in downtown Santa Maria.
- Develop quarterly property owner meetings.
- Develop real estate brokers breakfast.
- Create a business recruitment team that can work leads communicate with property owners and field real estate broker inquiries.
- Update vacancy listings.
- Cluster Retail in Specific Areas.
- Develop a plan for improvements that will enhance the image of Downtown.
 - a. Information centers and kiosks.
 - b. Implement a seasonal banner program to enhance the image.
 - c. Enhance the gateways to downtown.
 - d. Establish a downtown clean and safe program.
- Finally the City, through the above actions in conjunction with the business community:
 - a. Must market the Downtown as a strong investment opportunity
 - b. Develop and implement a Retail Recruitment Plan and a Central Business Management Program as a first priority.

J. PLAN ADMINISTRATION

This section of the Implementation Plan will describe the authority of a specific plan and the administrative procedures required for amendments and/or modifications to the Plan.

This section of the Implementation Plan also describes the procedures for reviewing applications filed by owners of property within the boundaries of the Plan. These procedures are in addition to requirements specified elsewhere in the Plan.

A specific plan is a regulatory tool that local governments use to implement their General Plan and to guide development in a localized area. While the General Plan is the primary guide for growth and development in a community, a specific plan is able to focus on the unique characteristics of a specialized area by customizing the vision, land uses and development standards for that area. This Specific Plan has been prepared pursuant to Section 65450 et seq of the California Government Code.

Specific Plan Adoption

The Specific Plan was adopted by City Council Ordinance. Adoption of this Specific Plan involved City Council approval of a General Plan Amendment and Zone Change (text and map). Upon adoption, the Specific Plan established the land use and development standards for the Specific Plan area.

Specific Plan Administration

The Santa Maria Community Development Department, under direction of the Zoning Administrator, is responsible for the administration, implementation and enforcement of the Plan. Administration of the Plan shall be as follows.

Applications under the Plan

Any person who proposes any of the actions below on property within the boundaries of the Plan shall first:

- apply to the Community Development Department on the Department's form
- supply the information specified by the Department
- pay the applicable processing fee (if any) approved by City Council resolution

A complete application consists of the items listed above.

The proposed actions requiring application are:

- Occupy a vacant or partially vacant building
- Change the existing use of a building or property
- Make an addition to or demolition of building square footage

- Change an existing building elevation, including but not limited to style, exterior detail, color or building material
- Establish a use on fully or partially vacant property
- Construct on fully or partially vacant property

Zoning Administrator Responsibility Upon Receipt of Complete Application

Upon receipt of a complete application, the Zoning Administrator shall:

- Notify the Planning Commission and City Council of the proposed action.
- Determine and implement appropriate processing for the proposed action.

Appropriate processing shall be one of the following:

a. If the proposed action, as described in the application, consists of a minor modification or a proposal to continue use of a nonconforming structure within the meaning of Chapter 12-31 of the Santa Maria Municipal Code, the Zoning Administrator may approve the application without further processing.

b. If the proposed action, as described in the application, would establish a use not listed in the Land Use Matrix for the applicable District, the Zoning Administrator shall take one of the following actions:

- 1) Determine that the use is prohibited and notify the applicant in writing. This determination is appealable as provided in Title 12, Chapter 41 of the Santa Maria Municipal Code.
- 2) Determine that the use is allowable because it is similar to one listed in the applicable Matrix, or consistent with the intent and purpose of the applicable District, and notify the applicant in writing of the applicable process. This determination is appealable as provided in Title 12, Chapter 41 of the Santa Maria Municipal Code.
- 3) Refer the question of whether a proposed use is allowable based on similarity or consistency to the Planning Commission for determination. The Planning Commission's determination is appealable as provided in Title 12, Chapter 41 of the Santa Maria Municipal Code.

c. If the proposed action, as described in the application, is listed or interpreted as similar or consistent with a use listed as category "permitted," "zoning administrator conditional use permit" or "conditional use permit" in the Land Use Matrix for the applicable District, and consists 5000 square feet or less of gross floor area, the Zoning Administrator shall process the application as provided in the zoning ordinance. Specifically:

1) Uses listed as "permitted" are of right. The Zoning Administrator may require revisions to the proposed action in order to achieve consistency with the Plan, but may not otherwise impose conditions on the proposed action.

2) Uses listed as "zoning administrator conditional use permits" are in the nature of administrative use permits and shall be processed in accordance with Chapter 12-35.100A of the Santa Maria Municipal Code, and in particular Section 12-35.101.

3) Uses listed as “conditional use permits” are in the nature of conditional use permits and shall be processed in accordance with Chapter 12-35.200A of the Santa Maria Municipal Code.

4) Regardless of the use category, the Zoning Administrator retains authority established by Title 12, Chapters 41 and 42 of the Santa Maria Municipal Code concerning interpretation, administration and enforcement.

d. If the proposed action, as described in the application, is listed or interpreted as similar or consistent with a use listed as p, ZAcup or cup in the Land Use Matrix for the applicable District, and consists of greater than 5,000 square feet of gross floor area, the Zoning Administrator shall process the application in the manner provided for planned development permits by Title 12 of the Santa Maria Municipal Code, with one addition: the decision of the Planning Commission shall be a recommendation to the City Council in the same manner as a recommendation regarding a zoning amendment. Notice and a hearing before the Council shall be provided in the same manner as for a zoning amendment. The decision of the City Council shall be final.

Role of the Santa Maria Municipal Code

The Council intends that the Santa Maria Municipal Code govern administration, implementation or enforcement of the Plan to the extent not addressed specifically in the Plan.

Specific Plan Amendment

Over time, various sections of the Specific Plan may need to be revised, as economic conditions or City needs dictate. The policies presented in the Specific Plan contain some degree of flexibility, but any Specific Plan amendments must be judged by relatively fixed criteria. The California Government Code § 65453, clearly states that a Specific Plan “may be amended as often as deemed necessary by the legislative body.” Amendments to this Plan may be initiated by a developer, any individual property owner or by the City.

- Proposals to amend the Specific Plan must be accompanied by detailed information to document the change required. This information should include a revised Specific Plan text (or excerpt thereof) and revised Land Use Diagram or map amendment, where relevant, depicting the amendment requested.
- Since the City has invested a significant amount of time and money in the preparation of the Specific Plan, any proposals to amend the Specific Plan must document the need for such changes. The third party applicant should indicate the economic, social, or technical issues that generate the need to amend the Specific Plan.
- The City and/or applicant must provide an analysis of the amendment’s impacts relative to the adopted Environmental Document. Depending on the nature of the amendment, supplemental environmental analysis may be necessary. The need for such additional analysis will be determined by the City of Santa Maria in accordance with the California Environmental Quality Act (§ 15162).

Public Hearings

The Planning Commission and the City Council must hold Public Hearings on the Specific Plan Amendment, in accordance with § 65453 of the State Government Code.

Exemptions from Specific Plan Standards

For expansion or other renovation applications, the Zoning Administrator retains authority to determine minor and major modifications, exemptions, and give relief from Specific Plan Standards based on his determination that they are safe and have no significant adverse effects upon surrounding property.

Major modifications are defined as floor(s) or square footage additions of over 10% of overall building square footage.

Height Exceptions

Refer to individual districts as well as to the Building Height Map Figure IV-2 for height requirements.

The Zoning Administrator or Planning Commission may approve architectural features such as tower elements, elevator service shafts, and roof access stairwells that extend above the height limit. Service structures located on rooftops may also exceed the maximum building height but shall be hidden to the maximum extent possible using appropriate screening and “stealth” technologies.

For all demolition and construction activity on the Specific Plan area, additional noise attenuation techniques shall be employed as needed to achieve noise levels allowed by the City of Santa Maria noise standards. The following measures shall be incorporated into contract specifications to reduce the impact of construction noise:

- Equip each internal combustion engine used for any purpose on the job or related to the job with a muffler of a type recommended by the manufacturer. No internal combustion engine would be operated on the study area without said muffler. All diesel equipment would be operated with closed engine doors and would be equipped with factory-recommended mufflers.
- As necessary to meet noise standards, the following shall be implemented: changing the location of stationary construction equipment, shutting off idling equipment, rescheduling construction activity, notifying adjacent residents 24 hours in advance of construction work, and installing acoustic barriers around stationary construction noise sources.
- All active construction areas located within 50 feet of adjacent sensitive receptors shall be shielded with a ½-inch plywood wall of at least seven feet in height, or other barrier that reduces noise transmission to achieve noise levels that are within the City of Santa Maria noise standards.