



City of Goleta Economic Development Strategic Plan

Goleta City Council

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I. Executive Summary

Goleta, which is located on the central coast of California just west of Santa Barbara, has a strong entrepreneurial spirit and a long history and development of high-tech, defense, and medical product industries. Further, the City has several unique features: proximity to a major research university – University of California at Santa Barbara (UCSB), a regional shopping center, a major transportation corridor – US 101 Freeway, and is adjacent to major tourist destinations.

Strategically timed and funded local economic development programs are essential to creating and maintaining a viable economy which in turn supports a livable community. In the context of Goleta, economic development should be evidenced as a consistent and concerted effort on the part of the City Council and staff to influence the direction of private sector investment toward opportunities that can lead to sustainable economic growth.

Sustainable economic growth is characterized by a confluence of opportunities and investment that is perpetuated through a combination of private sector activity as supported by judicious and strategic public policy and funding. When successful, sustainable economic growth provides sufficient and fundamentally reliable incomes for the labor force, profitable business opportunities for employers and tax revenues for maintaining an infrastructure to support the future needs of the community. Collectively, these initiatives should serve to maintain a quality of life standard as envisioned and desired by the community.

Many cities and counties have developed economic development plans that seek to leverage the local strengths and capitalize on local opportunities. The Goleta Plan is no different. When responding to business needs and operating in the fast paced world of business, it is critical that government be able to respond in a timely manner to take advantage of opportunities as they arise. As such, Goleta's Economic Development Strategic Plan ("EDSP") seeks to accomplish two primary goals: job creation and job retention.

Goleta's EDSP is a results oriented document that contains 7 goals each supported by a series of strategies and implementation actions. The goals of the EDSP are designed to be broad and all encompassing, thus allowing the City to respond to new ideas as they emerge. The strategies, however, are more focused and finally the implementation measures are very specific and actionable. The goals, which are detailed in Section X, are summarized below. The strategies and implementation measures are addressed in Section X as well.

Goal 1: Create a diverse employment base and a balanced approach to economic development that focuses on identified industry clusters

Goal 2: Establish a plan to increase tourism activity

Goal 3: Improve access to financial capital and human resources

Goal 4: Establish the City of Goleta as a green tech/sustainable community

Goal 5: Increase and expand local partnerships

Goal 6: Continue to improve and enhance the City's permitting process

Goal 7: Focus economic development attention on Old Town and update the Old Town Revitalization Plan

The Plan that follows begins by excerpting language from the City's General Plan because the General Plan is a key driver in the decision-making process. The report also contains data on Goleta's education and income levels, and the level of business activity within the County and the City.

II. Introduction and Purpose

The idea for the Economic Development Strategic Plan ("EDSP") came out of a series of discussions the Goleta City Council ("Council") had in the summer of 2007, which culminated in the Council creating an Economic Development and Revitalization Standing Committee in August 2007. Goleta is desirous of creating a more harmonious balance between community development, quality of life and economic development, utilizing the General Plan as a key driver in the decision-making process. As such, the EDSP is consistent with the General Plan themes and promotes the idea that economic development must be sustainable. Moreover, economic development is a dynamic process and as such, the EDSP is intended to serve as a first step into the planning realm of Economic Development and is not intended to represent a policy endpoint or final doctrine, and thus provides a relevant basis for continued flexibility, adaptability and updating as may be necessary in the future.

The EDSP is intended to serve as a policy guide for decision makers and staff, and it establishes direction for Goleta's short, medium and long-range economic development efforts and initiatives. The Plan guides decisions related to land use and economic development and outlines strategies to retain, enhance and expand the City's business base. By building upon existing strengths and leveraging opportunities, the Plan will assist the City in growing a strong and diverse economy. Furthermore, based on the City's legal requirement to forfeit substantial tax revenues to the County of Santa Barbara via the 2002 Revenue Neutrality agreement, the need for the City to expand and bolster certain revenue streams becomes all the more pressing and germane.

III. The Planning Process

The EDSP is the result of a ten month effort involving residents, business owners, policymakers, City staff and the City's consultant – Kosmont Companies ("Kosmont") – to craft an economic development strategy that is unique to Goleta. The goal of the planning process was to gather community input and craft a plan with a set of coherent strategies that recognize the City's and region's strengths and capitalize on short- and long-term opportunities.

As part of the planning process, Kosmont led the stakeholders including: The Goleta Valley Chamber of Commerce, staff and faculty from the University of California at Santa Barbara ("UCSB") and the UCSB Venture Acceleration Initiative and residents through a series of exercises designed to capture the strengths, weakness and opportunities for

the City of Goleta. Input gathered at the stakeholder sessions along with data from the UCSB 2008 and 2009 Economic Outlook, the City’s Consolidated Annual Financial Report, and various other data sources, formed the basis for the EDSP. Appendix B summarizes the comments received from the three stakeholder meetings that the consultant conducted.

A reoccurring phrase we heard and read in various City documents throughout this process was “sustainability.” Sustainability means different things to different people, but in the broadest sense the term addresses three issues: environmental resources, social/human resources and financial resources. All three of these issues should be considered in the decision making process.

IV. Goleta Background and General Plan

Goleta encompasses 7.9 square miles and is located on the coast of California, just west of Santa Barbara, approximately 330 miles south of San Francisco and 90 miles north of Los Angeles. The climate is mild and sunny all year, with an average daytime temperature between 60 and 70 degrees Fahrenheit. The valley — a coastal plain, to be geographically correct — lies between the Santa Ynez Mountains to the north and the waters of the Santa Barbara Channel to the south.

Large ranches once blanketed the valley, growing lima beans, walnuts, lemons and avocados. Goleta proudly maintains that rich agricultural heritage while enjoying the fruits of a world-class research university, a wealth of open space and breathtaking coastal views, and top-notch recreational facilities and opportunities. Goleta today is home to many vibrant and diverse businesses. The City benefits from its close proximity to UCSB and a growing number of high-technology companies.

From a land use distribution standpoint, Goleta is a rather balanced community: with 27% residential uses, 17% commercial and industrial uses, and 26% open space.

**Table 1
2008 Land Use Distribution**

2008 Land Use Distribution			
Land Use	%	Land Use	%
Commercial	9	Public/Quasi-Public	6
Industrial/Warehouse	8	Open Space	26
Residential	27	Vacant	6
		Streets/Right-of-Way	18
Source: City of Goleta Planning Department			

Following incorporation in February 2002, the City embarked upon a process to adopt its first General Plan. On October 2, 2006, the Goleta City Council adopted a General Plan that better reflected local goals and desires. The themes below are excerpted from the General Plan. The overarching goal seeks to balance community and economic development in order to create a sustainable community.

These themes are important in the context of the Economic Development Strategic Plan, because they helped to form the EDSP.

General Plan Theme Excerpts

- Maintaining a Sense of Community and Conserving Neighborhoods. Neighborhoods are recognized as the essential building blocks of the Goleta community.
- Protecting Goleta's Natural Heritage. Goleta's beaches and shoreline bluffs, creeks, wetlands, monarch butterfly roosts, woodlands, and other open spaces are recognized as a treasured natural heritage to be protected, preserved, and enhanced.
- Maintaining a Balanced Community. The plan strives to maintain a balanced community that will satisfy the needs of its residents for housing, commercial services, and employment opportunities.
- Creating a Sustainable Community. The plan emphasizes limiting and managing growth and change in the community in a manner that can be sustained into the future based on resource availabilities and constraints.
- Meeting Housing Affordability Challenges. The careful use of a limited supply of vacant land to meet the housing needs of a diverse population is emphasized, with a particular focus on production of housing units that will be affordable to low- and moderate-income households.
- Maintaining an Efficient Transportation System. A safe and efficient transportation system, with future improvements consistent with desired community character, is a key aspect of the plan. Alternative transportation modes, including bicycles, walking, transit, and rail, are a major emphasis.
- Maintaining Service Levels. Providing and maintaining adequate public services and facilities to meet future needs of residents and businesses in all areas of the community are emphasized.
- Protecting Health and Safety. The plan strives to maintain healthful environments that minimize exposure to health and safety hazards, including hazardous materials, flooding, geological hazards, and excessive noise.
- Maintaining Economic Health. The plan supports a sustainable economy - one that is not based on continuous growth but on increasing economic prosperity and well being. It strives to achieve fiscal balance in terms of the costs of future municipal services and capital facilities and the ability of the City to pay for them.
- Enhancing Goleta Old Town—the Community's Historic Center. The plan acknowledges the importance of conserving the unique character of Goleta Old Town (Old Town); its approach includes reusing existing structures and facilities and adapting them to respond to changing needs.

V. Community Sub-Areas

The General Plan divides the City of Goleta into eight individual sub-areas, which are briefly outlined below:

Old Town

Old Town is recognized as a unique asset and the historic center of town. Revitalization efforts are directed toward enhancing the physical and economic environment, improving the pedestrian experience, managing traffic, and minimizing impacts on residential areas.

Central Area

This area, which includes extensive tracts of vacant land, will be the location of much of the future growth and change within the City. Regional commercial uses are limited to existing centers such as the Camino Real Marketplace, while new business parks and other development are accommodated at several locations.

Southwest Residential Community

The General Plan emphasizes conservation of existing residential neighborhoods of various densities and maintenance of both ownership and rental housing. Opportunities for new residential development are limited.

Coastal Resource Area

The coastal resource area includes Goleta's entire Pacific shoreline and its only coastal resort, as well as open lands and resources such as Santa Barbara Shores Park and the Sperling Preserve. These open space areas are recognized as essential to the community's overall attractiveness and quality of life.

Northwest Residential Community

This area includes existing residential neighborhoods which are predominately low density. New residential development and/or substantial alterations to existing residences are required to be compatible with the surrounding neighborhood.

Central Resource Area

The central resource area includes open lands, such as the Lake Los Carneros Natural and Historical Preserve, which are essential to the overall quality of life in Goleta. Lands currently used for agriculture or suitable for this use are protected and preserved.

Northeast Residential Community

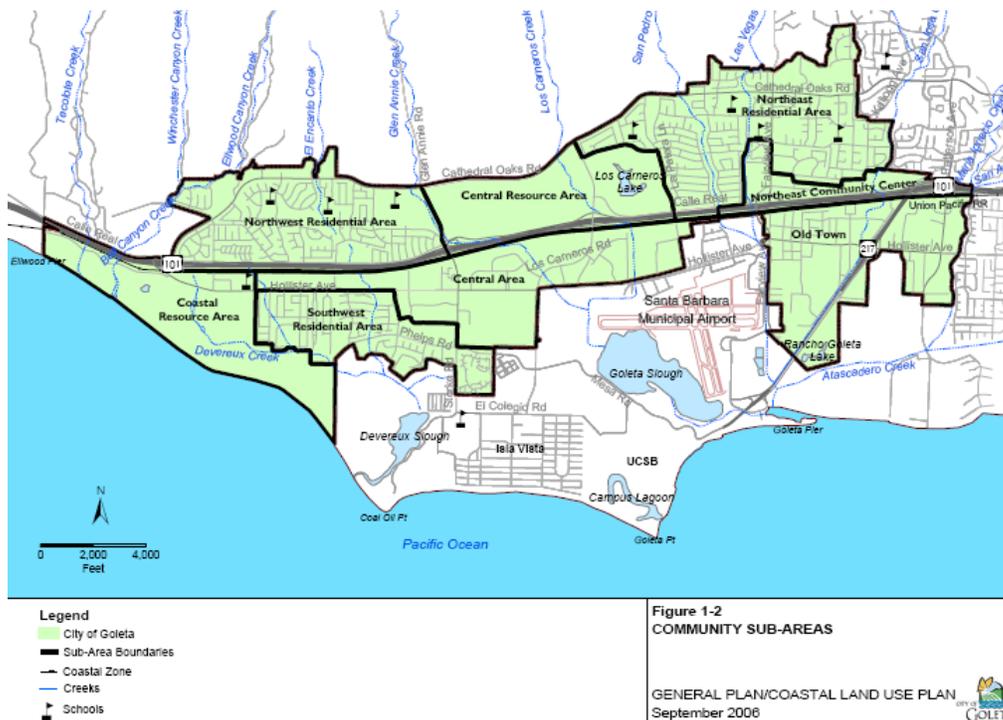
This area extends into the foothills and includes predominantly low-density residential neighborhoods as well as Fairview Gardens, an example of community-supported agriculture within the City.

Northeast Community Center

Future uses in this area, which includes the Calle Real and Fairview Shopping Centers, are intended to support the daily commercial needs of the local residential community through a diverse range of commercial services and uses that do not attract significant traffic volumes

Figure 1 maps the eight sub-areas.

Figure 1
City of Goleta Community Sub-Areas



VI. Demographic and Economic Overview

Goleta is the fourth largest city in Santa Barbara County and was incorporated after the last official US Census was taken in April 2000. During the 2000 Census the area that currently comprises the City was part of a larger area called the Goleta Consolidated Place (“Goleta CDP”) which included an area south and east of the current City limits. The 2000 census for the Goleta CDP counted 55,204 residents, whereas the estimated 2000 population for what is currently the City of Goleta was 29,093. This change in boundaries between the Goleta CDP and the incorporated City of Goleta makes accurate demographic comparisons problematic. The following tables include the most recent data where available.

**Table 2
Population Estimates and Change 2000/2008**

Cities in Santa Barbara County				
City	2000 Census Population	2008 Population Estimate	2008 % of County Population	% Change 2000/2008
Buellton	3,828	4,700	1.1	22.8
Carpinteria	14,194	14,271	3.3	0.5
Goleta *	29,093	30,400	7.1	4.5
Guadalupe	5,659	6,541	1.5	15.6
Lompoc	41,103	42,957	10.0	4.5
Santa Barbara	92,325	90,305	21.1	-2.2
Santa Maria	77,423	91,110	21.3	17.7
Solvang	5,332	5,555	1.3	4.2
Unincorporated County Area	130,390	142,816	33.3	9.5
County Total	399,347	428,655	100.0	7.3
* = 2000 Population Estimate by City				
Source: California Department of Finance				

The City of Goleta has above-average educational attainment levels for adults 25 years and older. Nearly 90% of the adult population had at least a high school diploma or equivalent, and 39% had a bachelors degree or higher. Additionally, according to City data, there are 1,256 PhD's residing in the Goleta Valley, which represents 30% of the total PhD's within the County.

**Table 3
City of Goleta Educational Attainment**

City of Goleta Educational Attainment	
Grade Level	% of Adults 25 years and older
Less than High School	11%
High School Diploma or equivalency	16%
Some College, No Degree	24%
Associates Degree	9%
Bachelors Degree	23%
Graduate or Professional Degree	16%
Source: US Census Bureau, American Community Survey (2005-2007)	

According to Table 4 below, Santa Barbara County workers and households experienced a slight loss of purchasing power between 2006 and 2007, which contrasts with the growth in household income for the United States as a whole.

Table 4
2007 Median Household Income, Household Income Growth and Average Salary Comparisons

2007 Median Household Income	
United States	\$50,233
California	\$55,450
Santa Barbara County	\$67,662
City of Santa Barbara	\$74,571
City of Goleta	\$86,363
2007 Real Median Household Income Growth (%) Fiscal Year Comparison	
United States	+3.8%
California	-1.8%
Santa Barbara County	-1.2%
2007 Real Average Salary Growth (%) Comparison	
California	+2.8%
Tri-County Area	-0.8%
Santa Barbara County	-1.0%
Source: Santa Barbara County Economic Outlook (UCSB 2009)	

VII. Employment in Santa Barbara County

Kosmont compared the employment by industry group within Santa Barbara County to employment by industry in the State of California. This analysis, known as a location quotient (LQ), shows how Santa Barbara County compares to the rest of the State in terms of employment by industry. A ratio above 1.0 indicates that the County has more jobs in that particular industry than the State. Based upon Kosmont's analysis, Santa Barbara County has a significantly higher proportion of jobs in "Natural Resources and Mining" (3.6) and "Leisure and Hospitality" (1.26) than the rest of the State. However, because of data limitations, it was not possible to conduct a location quotient analysis for the City of Goleta, but Table 7 in the following Section shows Goleta-specific employment data.

Table 5
Industry Comparison of Santa Barbara County to State of California

Industry Comparison Santa Barbara versus California (LQ*)	
Industry	Santa Barbara County
Base Industry: Total of all industries	1.00
Natural resources and mining	3.60
Construction	1.01
Manufacturing	0.78
Trade, transportation and utilities	0.84
Information	0.71
Financial activities	0.79
Professional and business services	0.86
Education and health services	1.06
Leisure and hospitality	1.26
Other services	0.86
Unclassified	0.17
LQ* = Location Quotient: ratio of industry employment to base industry	
Source: Bureau of Labor Statistics	

Table 6 shows the top 10 employers in Santa Barbara County. It is noteworthy that 8 of the top 10 employers in Santa Barbara County are governmental entities (city, county and school districts).

Table 6
Top 10 Employers in Santa Barbara County

Top 10 Employers - Santa Barbara County April 2008			
Company Name	Location	Industry	Jobs
UCSB	County Unincorporated	Education	9,723
Vandenberg AFB	Lompoc	Government	4,374
County of Santa Barbara	Santa Barbara	Government	4,269
Santa Barbara Cottage Hospital	Santa Barbara	Health Care	2,762
Santa Barbara City College	Santa Barbara	Education	2,157
Santa Barbara School District	County Unincorporated	Education	1,618
Raytheon Electronic Systems	Goleta	Durable Goods Manufacturing	1,613
Santa Maria Bonita School District	Santa Maria	Education	1,600
City of Santa Barbara	Santa Barbara	Government	1,539
Lompoc Unified School District	Lompoc	Education	1,452
Source: Santa Barbara County Economic Outlook (UCSB 2009)			

VIII. Employment in the City of Goleta

Over the last two years, the City of Goleta had consistently better employment levels than Santa Barbara County. According to the California Employment Development Department, in August 2009 Goleta had a 4.2% unemployment rate, which was less than half of Santa Barbara County's rate of 8.5%.

The City does not presently have a business license program, but is currently working toward the establishment of such a program. As such, complete business and employment data for the City is limited at this time. While the data in Table 7 is not precisely applicable to the City of Goleta, it does provide relevant insight to the Goleta Valley as a whole. Some of the strongest economic sectors in Goleta are: Manufacturing at 32.6%, Professional, Scientific and Technical Services at 10.0% and Retail 9.8%.

Table 7
City of Goleta Number of Businesses and Number of Employees

City of Goleta Number of Businesses and Number of Employees			
Industry Sector	2008 Number of Businesses	2008 Number of Employees	% of Total Employment
Agricultural, forestry, fishing and hunting	13	317	1.1
Mining, quarrying, and oil and gas extraction	3	71	0.3
Utilities	1	3	0.0
Construction	212	1,053	3.7
Manufacturing	253	9,223	32.6
Wholesale Trade	119	1,836	6.5
Retail Trade	285	2,772	9.8
Transportation and warehousing	55	899	3.2
Information	83	789	2.8
Finance and insurance	101	662	2.3
Real Estate, rental and leasing	102	639	2.3
Professional, scientific, and technical services	406	2,832	10.0
Management of companies	3	6	0.0
Administrative and support and waste management and remediation services	204	1,533	5.4
Education services	47	820	2.9
Healthcare and social assistance	192	2,206	7.8
Arts, entertainment and recreation	50	382	1.3
Accommodation and food services	113	1,675	5.9
Other services (except public administration)	172	589	2.1
Total	2,414	28,307	100.0

Source: Management Partners and City of Goleta

Based upon Table 8 below, many of the top employers in Goleta have experienced major shifts in the number of employees between 2007 and 2008, with three of the companies losing more than 10% of their workforce and three of the companies increasing employment by more than 10%. These shifts continued between 2008 and 2009; there was one company that experienced a 10% reduction of their workforce, while three companies increased employment by more than 10%.

**Table 8
City of Goleta Top Employers by No. of Employees**

City of Goleta Top Employers						
Employer	Business Type	No of Employees 2007	No of Employees 2008	No of Employees 2009	% Change 2007/2008	% Change 2008/2009
Raytheon*	Durable goods manufacturing	1875	1875	1875	0.0%	0.0%
Bacara Resorts	Accommodation and Foodservice	800	651	552	-18.6%	-15.2%
Citrix Online	Information technology	574	558	522	-2.8%	-6.5%
Goleta Unified School District	Education services	570	478	513	-16.1%	7.3%
Allergan (Inamed)	Medical technology	380	452	453	18.9%	0.2%
Hendry Mechanical (merged and moved to Texas in 2008)	Networking equipment	360	n/a	n/a	n/a	n/a
Flir Systems	National security	350	350	400	0.0%	14.3%
Yardi Systems	Financial management software	320	320	360	0.0%	12.5%
Goleta Cottage Hospital	Healthcare	276	310	323	12.3%	4.2%
Karl Storz Imaging	Medical Imaging	265	285	300	7.5%	5.3%
Costco	Retail Trade	220	170	255	-22.7%	50.0%
Jordanos	Foodservice	194	215	220	10.8%	2.3%
ATK	Aerospace and defense	140	179	179	27.9%	0.0%
* For security reasons exact employee counts are unavailable						
Source: City of Goleta, Consolidated Annual Financial Reports 2007 & 2008. 2009 data based upon City survey of companies.						

**Table 9
City of Goleta Top Employers by Sales Volume**

City of Goleta Top Businesses by Sales Volume			
Business Name	Rank 1st Quarter 2007	Rank 1st Quarter 2008	Rank 1st Quarter 2009
Costco	1	1	1
Home Depot	2	2	2
Toyota of Santa Barbara	3	3	3
Kmart	4	4	4
Santa Barbara Honda	5	5	6
Network Hardware Resale	8	6	7
Santa Barbara Nissan	6	7	9
Exxon Service Stations	10	8	5
CompUSA (Out of Business)	7	9	n/a
Bacara Resort & Spa Café	9	10	11
Orchard Supply Hardware	11	11	8
Albertsons	n/a	n/a	10
Source: City of Goleta Finance Department			

IX. Taxable Sales and Property Taxes

The City of Goleta has a comparatively strong taxable sales base. In 2007, Goleta exceeded the Countywide per capita taxable sales average by 75% (\$14,483 Countywide versus \$25,391 City of Goleta), and was second only to the City of Buellton in terms of taxable sales per capita (Table 10). However, in 2008 Goleta experienced a decrease of 22% in taxable sales (Table 11). While Goleta still ranked second in the County for taxable sales per capita, in 2008 it exceeded the average by only 44.5% (\$13,698 Countywide versus \$19,799 City of Goleta). However, it should be noted that the decrease in taxable sales was partly attributable to a one-time adjustment of \$70 million based upon a ruling by the State Tax Board. This ruling was based upon whether certain products were considered medical in nature or cosmetic. Ultimately the manufacturer prevailed and the City had to adjust four years worth of sales in one calendar year. Without this adjustment, Goleta's taxable sales would have decreased by only 13% and the City's taxable sales per capita would have been \$22,102.

Table 10
2007 Taxable Sales by City

2007 Taxable Sales By City within Santa Barbara County					
City/Location	Taxable Sales 2007	% of County Taxable Sales	Population 2008	% of County Population	Taxable Sales Per Capita
Buellton	\$156,500,000	2.5	4,700	1.1	\$33,298
Carpinteria	\$129,400,000	2.1	14,271	3.3	\$9,067
Goleta	\$771,900,000	12.4	30,400	7.1	\$25,391
Guadalupe	\$29,300,000	0.5	6,541	1.5	\$4,479
Lompoc	\$355,000,000	5.7	42,957	10.0	\$8,264
Santa Barbara	\$1,810,300,000	29.2	90,305	21.1	\$20,047
Santa Maria	\$1,586,200,000	25.5	91,110	21.3	\$17,410
Svang	\$101,800,000	1.6	5,555	1.3	\$18,326
Unincorporated County Area	\$1,268,000,000	20.4	142,816	33.3	\$8,879
County Total	\$6,208,400,000	100.0	428,655	100.0	\$14,483
Source: 2008 UCSB Economic Outlook			Source: CA Department of Finance		

Table 11
2008 Taxable Sales by City

2008 Taxable Sales By City within Santa Barbara County						
City/Location	Taxable Sales 2008	% of County Taxable Sales	Population 2008	% of County Population	Taxable Sales Per Capita	% Change Per Capita 2007 - 2008
Buellton	\$161,100,000	2.7	4,700	1.1	\$34,277	2.9%
Carpinteria	\$145,900,000	2.5	14,271	3.3	\$10,224	12.8%
Goleta *	\$601,900,000	10.3	30,400	7.1	\$19,799	-22.0%
Guadalupe	\$26,400,000	0.4	6,541	1.5	\$4,036	-9.9%
Lompoc	\$328,600,000	5.6	42,957	10.0	\$7,650	-7.4%
Santa Barbara	\$1,700,900,000	29.0	90,305	21.1	\$18,835	-6.0%
Santa Maria	\$1,484,300,000	25.3	91,110	21.3	\$16,291	-6.4%
Solvang	\$98,500,000	1.7	5,555	1.3	\$17,732	-3.2%
Unincorporated County Area	\$1,324,200,000	22.6	142,816	33.3	\$9,272	4.3%
County Total	\$5,871,800,000	100.0	428,655	100.0	\$13,698	-5.4%
Source: Santa Barbara County Economic Outlook (UCSB 2009)			Source: CA Department of Finance			
* = Goleta experienced a one-time adjustment in taxable sales of \$70 million due to a State Tax Board ruling. Without the adjustment, Goleta's taxable sales would have only decreased by 13% and per capita taxable sales would have been \$22,102.						

While property values have fallen in many communities throughout the State, Goleta is an exception at least for the 10 largest taxpayers in the City. For the 10 largest taxpayers in Goleta, assessed values have increased anywhere from 1.6% to 24.3%.

Table 12
2008 City of Goleta Principal Property Taxpayers

City of Goleta Principal Property Taxpayers				
Taxpayer	Primary Use	Taxable Assessed Value (2007)	Taxable Assessed Value (2008)	% Change 2007/2008
HT Santa Barbara, Inc.	Commercial	\$130,000,000	\$130,000,000	0.0
SP Maravilla, LLC	Institutional	\$102,628,140	\$104,291,400	1.6
IV Investments, LP	Commercial	\$43,240,824	\$53,754,000	24.3
Camino Real II, LLC	Commercial	\$50,226,840	\$51,190,443	1.9
Raytheon Co.	Commercial	\$46,076,814	\$49,417,919	7.3
Nassau Land Co., LLP	Commercial	\$38,277,067	\$39,043,605	2.0
IRE SB, Inc.	Commercial	\$37,235,173	\$38,045,675	2.2
University Business Center Assoc.	Commercial	\$35,581,739	\$36,303,372	2.0
Goleta Investment Partners, LLC	Commercial	NA	\$34,643,740	NA
Pacific Oaks, LP	Commercial	\$32,599,440	\$33,251,284	2.0
Rockbridge Investments, LP	Commercial	\$31,940,736	NA	NA
Totals		\$547,806,773	\$569,941,438	4.0
Source: City of Goleta, Consolidated Annual Financial Reports 2007 & 2008				

X. Economic Development Strategic Plan

The goals and strategies outlined in the following section are tailored to meet Goleta's needs and designed to achieve the overarching goal of creating a harmonious balance among community development, quality of life and economic development in order to build a sustainable community. The goals and strategies below are largely based on stakeholder input gathered at community meetings and workshops, and are not ranked in terms of priority.

The City's Economic Development Strategic Plan is results oriented and takes a long-term view of economic development instead of temporal solution(s) that are not likely to be sustainable in the future. The goals that follow are broadly based and encompassing, which allows the City to respond to new ideas and new opportunities as they emerge. The next level of documentation is the strategies that support the goal. Strategies are more focused and Goleta specific. The final level of documentation is the implementation actions. Implementation actions are designed to be specific and many have a time frame for action.

Goal 1: Create a diverse employment base and a balanced approach to economic development that focuses on identified industry clusters.

Strategy 1.1: Establish targets for the appropriate mix of economic development programs among the competing areas of interest (e.g. tourism, retirement oriented, start-up and entrepreneurial and retail).

A mix of uses and programs helps support a healthy and sustainable community, facilitates a day and night-time economy, and can produce quality of life enhancements such as reduced congestion. A diverse set of businesses and economic development programs also enables the community to better respond to changes in the businesses cycles and fair better when one sector is in decline.

Strategy 1.2: Encourage Goleta residents and workers to shop in Goleta.

When residents or workers leave the City to shop, the City experiences a leakage of sales tax. Sales tax leakage is a major concern for cities, especially smaller cities that cannot afford to or easily replace lost tax dollars. An International Council of Shopping Centers (ICSC) survey found that suburban office workers typically spend \$3,300 annually near their place of work.

Strategy 1.3: Continue to improve existing shopping centers in Goleta.

Although existing retail centers in Goleta support relatively high lease rates, room for improvement still exists. Specifically, landscaping, circulation patterns, signage and tenant mix could be enhanced to encourage residents and workers to shop in Goleta. These types of improvements would be most appropriate for Old Town as well as for certain highly visible centers that act as community and/or neighborhood gateways. The City should consider using a combination of redevelopment monies, American Recovery and Reinvestment Act funds, and Community Development Block Grant monies for this program.

Strategy 1.4: Retain, expand and attract firms in the manufacturing and professional, scientific and technical services.

These two sectors combine to comprise 42% of local employment (manufacturing 32% and professional services 10%) and an estimated total of 12,055 jobs. Because Goleta already has a strong base of value added manufacturing, professional, and scientific service companies, it is natural, so long as favorable local conditions exist, for new businesses to want to locate where there is a cluster of similar businesses.

Strategy 1.5: Develop closer working relationships with the Santa Barbara Airport.

Airports are universally viewed as a significant economic development tool because of the increased access it provides to the community. In 2006 the Santa Barbara Airport served 856,000 passengers. The airport which recently completed a master plan is in the process of building a new 63,000 square foot terminal to better serve the anticipated 2010 demand of 890,000 passengers. The anticipated cost for expansion is slated to approach \$63 million. Currently the airport is served by seven airlines and has non-stop, daily flights to eleven cities including Denver, Las Vegas, Los Angeles, Sacramento, Salt

Lake City, San Francisco, San Jose, Seattle and Phoenix. Based on the \$63 million dollar investment by the airport which is funded by a combination of debt financing, FAA Grants, Passenger Facility Charges, & Airport funding sources, the City has an opportunity to position itself to take advantage of these improvements at no direct cost.

Implementation Actions

- Work with the Goleta Valley Chamber of Commerce and landlords of business parks (employment centers) and retail centers to craft a “Shop Goleta” program.
- Contact successful retailers in Goleta to understand their business plans and expansion/renovation needs.
- Attend industry conferences and events to publicize the potential for development opportunities in Goleta directly to brokers, developers and tenants.
- A core group of high level city management representatives should schedule quarterly visits and tours of local businesses (focused on certain segments as appropriate) to better understand impactful trends as related to their needs and concerns.
- Work with local brokers and developers to meet the needs of start-ups/growth businesses looking to move to larger facilities (pre-emptive retention).
- Work with local brokers and the Chamber of Commerce to retain and attract manufacturing and professional, scientific and technical service companies.
- Discuss with Goleta Valley Cottage Hospital the possibility of developing specialized satellite medical offices and services to compliment the Hospital and to enhance servicing of the community’s medical needs.
- Meet with the airport administrative and operational staff and determine how the City might facilitate needs of airlines or airport passengers in terms of business support as part of a comprehensive effort to retain and attract more travelers to Goleta. Similarly, work collaboratively to identify the types of operations/businesses that would be interested in leasing or acquiring space on properties in and around the airport controlled by the City of Santa Barbara would be of strategic importance to the City.
- Consider efforts to attract public and private capital sources as part of an effort to support and market Goleta’s high tech industry base.

Goal 2: Establish a plan to increase tourism activity

Strategy 2.1: Promote the City of Goleta as a tourist destination.

Goleta is located along the coast near Santa Barbara and within an hour drive to the wine making regions of the Santa Ynez Valley and Santa Rita Hills, and is also a unique destination for birding and recognized as an Important Bird Area in California. There is an opportunity to market Goleta's proximity to these areas and capture tourism dollars.

The City should work to assure that it captures the maximum amount of tourism dollars available by having enough hotel, conference and leisure amenities available for both business travelers and vacation travelers. Businesses often bring board members or employees in for internal meetings and private functions/banquets that require varying types of conference facilities. A tourism plan that identifies specific demand and industry user segments would help Goleta target the primary tourism attraction opportunities for the area.

Strategy 2.2 Integrate other EDSP initiatives, such as Old Town revitalization, retail strategies, and infrastructure improvements with a tourism perspective; seeking to advance tourism as part of other economic investment and/or physical/aesthetic improvements.

Implementation Actions

- Conduct a hotel/conference study to determine mid-term and long-term needs for such facilities. This should include reviewing the expansion of existing facilities with regards to conference facilities.
- Conduct a detailed market analysis that examines Goleta's share of retail sales by category and the amount of sales tax lost to adjacent jurisdictions. This analysis should produce a viable retail strategy.
- Explore opportunities to enhance and increase Goleta Lemon Festival with Goleta Valley Chamber of Commerce.
- Promote Stow House and Goleta Historical Society activities.
- Work with the Santa Barbara Conference & Visitors Bureau and the Chamber of Commerce to develop marketing material for Goleta hotels, businesses, and recreational activities endemic to the City and give consideration to supporting means of additional funding for such purposes, including a Property Based Improvement District, increased Transient Occupancy Tax or other revenue sources.

Goal 3: Improve access to financial capital and human resources.

Strategy 3.1: Develop in-house or use third party consultants to develop technical expertise to assist small business owners through the Small Business Administration loan process and the application of the expanded industrial development bond (IDB) funding programs available as a result of recent changes in federal eligibility and funding levels, which are particularly beneficial to Goleta industries.

Strategy 3.2: Continue to work with the University of California at Santa Barbara's Venture Acceleration Initiative (VAI) to foster information sharing and mentoring opportunities.

The VAI has developed resources to help launch and grow businesses that spin-off from the University. These services could also benefit businesses unrelated to the University. The City and Chamber should explore methods of making the services of the VAI available to a wider community on a fee-for-service basis.

Should the City and UCSB pursue a business incubator program, the City of Ventura incubator program is a possible local model. In southern California, there are a number of successful models that should be reviewed and considered.

Strategy 3.3: Lobby for extension of the federal tax provisions related to Industrial Development Bond financing for manufacturing facilities related to intangible products, which is set to expire in January 2011. Under the American Recovery and Reinvestment Act of 2009 (ARRA), the definition of manufacturing was expanded to include intangible products such as copyrights, patents, formulas, processes and designs.

This change is beneficial to software developers, bio-tech, and pharmaceutical and nanotechnology companies. Because 42% of the City's employment base is in manufacturing and professional, scientific and technical services, extension of the tax code provisions could have significant benefit to local businesses.

Strategy 3.4: Host an infrastructure funding fair in conjunction with the State Infrastructure Bank. The funding fair would be an opportunity for the City and Chamber to meet with federal and state agencies to discuss grant and loan opportunities.

The California Infrastructure and Economic Development Bank (I-Bank) serves as the State's only general purpose financing authority. The I-Bank's mission is to finance public infrastructure and private development that promote economic growth, revitalize communities and enhance quality of life for Californians. It has extremely broad statutory powers to issue revenue bonds, make loans and provide credit enhancements for a wide variety of infrastructure and economic development projects and other government purposes. Tapping into such a resource could allow for additional sources of financing. This strategy matches the State goal as outlined in the March 2009 Economic Development Recovery Strategy.

Strategy 3.5: Collaborate with the Santa Barbara County Local Workforce Investment Board, UCSB, Santa Barbara City College and Goleta businesses to develop tailored employment training programs and expand internship opportunities.

Implementation Actions

- Meet with state and federal elected officials, and the California and US Chamber of Commerce to lobby for the extension of the Industrial Development Bond financing provisions related to copyrights, processes and designs.
- Collaborate with UC Santa Barbara, Santa Barbara City College and the Workforce Development Board to strategize on workforce development efforts and services for local businesses seeking employee training. The programs should be tailored to meet Goleta specific needs in manufacturing and professional, scientific and technical services.
- Work with the Goleta Valley Chamber of Commerce, the Santa Barbara Chamber of Commerce and the California Chamber of Commerce to host an infrastructure funding fair.
- If possible through grant funding, consider hiring a contract employee with expertise in preparing business plans and loan packages to assist businesses through the SBA and IDB funding process.
- Continue to promote the use of the Tools for Business Success resources available through the City's website.

Goal 4: Establish the City of Goleta as a green tech/sustainable community

Strategy 4.1: The City of Goleta should adopt a Climate Action Plan for its own operations.

In order to address climate change issues and further the goals of SB 375, Goleta should adopt a sustainable community strategy and Climate Action Plan working in conjunction with the Santa Barbara County Association of Governments.

Strategy 4.2: Provide or develop Green tech/sustainable tech assistance.

Beginning in 2006 with the passage of AB 32 by the State Legislature there has been a growing awareness of the need to reduce greenhouse gases. There has also been a significant raise in the amount of capital flowing into green technology companies. According to a 2004 study completed by the Natural Resources Defense Council, California attracted \$339 million of venture capital, which represented 29% of the total money invested in green technology firms in North America. Due to passage of AB 32 and SB 375 and Californian's environmental awareness, California is becoming known as a place for green technology firms to do business.

Goleta also has UCSB and Santa Barbara City College that can be enlisted as partners to help develop academic programs and technical assistance programs for workers and business owners in the area of green technology. In fact, UCSB has a specific emphasis in research directed toward energy efficiency initiatives.

Strategy 4.3: Retool older buildings to meet current market demands using sustainable materials and practices.

There is approximately 4.2 million square feet of research and development space available in Goleta. Much of the space was constructed in the 1980's or earlier and may not meet current market needs. In order to encourage the retooling of some of the older space, Goleta should develop financial programs that make remodeling more affordable. Funds could be made available through federal or state stimulus programs, if the buildings are made energy efficient. Under certain circumstances, both SBA and IDB funding sources can be applied to assist in these efforts.

Strategy 4.4: Pursue funding through the Energy Efficiency and Conservation Block Grant (EECBG) competitive grant program.

With passage of the Federal Stimulus package in February of 2009, monies were dedicated to energy efficiency through the EECBG program. The California Energy Commission was allocated \$350 million to implement a variety of programs including:

- Implementing building and industrial energy efficiency programs
- Establishing and expanding financial incentives or loans for energy efficiency
- Expanding renewable generation programs
- Expanding renewable energy programs
- Promoting regional cooperation
- Facilitating sharing of best energy practices

The allocations will be made on a per capita basis assuring each jurisdiction a minimum share and on a competitive basis. Goleta has a population under 35,000 so its per capita share doesn't come directly to the City, but instead through the California Energy Commission. However, there are competitive grant funds that Goleta can apply for if it has eligible programs. This represents a new source of capital for businesses.

Strategy 4.5: Explore alternative forms of transportation.

In November 2008, Santa Barbara County voters passed Measure A by 79%. The Measure will provide more than \$1 billion of estimated local sales tax revenues for transportation projects in Santa Barbara County over 30 years. Measure A will relieve traffic congestion and improve safety on Highway 101 by providing \$140 million in matching funds to widen the freeway from 4 to 6 lanes south of Santa Barbara. The Measure A Investment Plan will also provide \$910 million for high priority transportation projects and programs to address the current and future needs of local communities.

Goleta should actively track and advocate for its fair-share of transportation funds with an emphasis on traditional road projects and alternative forms of transportation working with the Santa Barbara County Association of Governments (SBCAG) and other regional organizations.

Frequently, transportation funding can induce additional private investment based on adjacencies and public private collaborations, which Goleta should pursue as appropriate.

Strategy 4.6: Facilitate projects that meet the Leadership in Energy and Environmental Design (LEED) rated standards, or a similar program.

The US Green Building Council (USGBC) created the LEED program, which is widely regarded as a high standard for both new construction and building remodels. But there are several other less well known programs (e.g. the Green Builder Program and Build It Green) that have also been adopted by cities. Cities are providing incentives, and in some cases mandating these programs for buildings above a certain threshold.

Implementation Actions

- Consider making redevelopment funds available to property owners within the Project Area to underwrite the cost of energy efficient remodels.
- Apply for EECBG competitive grants and make funds available to private property owners and builders undertaking eligible projects, including building remodels and upgrades.
- Explore using EECBG monies to pay for VAI or “VAI” type startup model activities, preferably in conjunction with UCSB and the Chamber of Commerce.
- Work with UCSB, Santa Barbara City College and the Chamber of Commerce to develop academic programs and technical programs for workers and business owners.
- Develop incentives for property owners that use the LEED program, or similar program such as permit fee reductions or grant funded subsidies.
- Adopt a sustainable community strategy consistent with SB 375.
- Consider expanding and improving the underutilized Amtrak Station in Goleta. As part of this effort, explore bringing more passenger service to Goleta and providing more traveler convenience such as a “call-a-cab” or “call-a-hotel” station.
- Identify opportunities for private investment based on public transportation funding.
- Explore future transportation needs and available technologies. This could include the acquisition of easements or land reservations for future transportation circulation needs. Any system for transportation will require easements regardless of transit system application, and will ultimately make construction more feasible in the future. As appropriate, easement dedication and/or acquisition should be consistently sought after by various City departments.

Goal 5: Increase and expand local partnerships

Strategy 5.1: Develop a closer alliance with UCSB and the Venture Acceleration Initiative.

UCSB has strong science programs with specialization in: energy efficiency, materials science, stem cell research, bio-tech and bio engineering. It is estimated that the University has spun off 200-300 business ventures within the Goleta Valley over the past decade.

Strategy 5.2: Conduct an annual Business Roundtable.

Work with the Goleta Valley Chamber to host an annual business roundtable to engage the business community in dialogue, aimed at addressing local issues.

Strategy 5.3: Seek to enhance communication with the business community through creation of a committee of City staff meeting with local business owners on a regular basis.

Communication is the key to any successful relationship. Business owners have multiple options and want to know they are valued by the community. Increased communications through on-site visits will help demonstrate that City Hall cares about a business. Expanded coordination with annual events such as the Chamber's State of the City would also produce more consistent efforts to identify evolving priorities and objectives.

Strategy 5.4: Explore creation of a South County economic development office.

Santa Barbara County has a diverse set of land use, environmental and economic issues that vary from the coastal plains to the inland areas to the north and east. Therefore, having a localized approach to economic development makes sense.

The San Luis Obispo Economic Vitality Corporation (SLOEVC) is a good model to be followed.

Strategy 5.5: Conduct outreach to local homeowners associations, community groups and service organizations to build a residential base of support for economic development initiatives.

Goleta has highly educated and engaged residents that can be tapped into and used to build local support for economic development. Undertaking an outreach campaign to inform the residents and business owners about public finance can result in raising public awareness of economic development issues and programs.

Implementation Actions

- The City of Goleta should host the first annual Business Roundtable in September 2010.
- The Finance Department should develop and maintain an active, searchable database of businesses within the City.
- Discuss support for quarterly business site visits in the first quarter of 2010.
- UCSB and the Chamber should work with the California Council on Science and Technology to undertake an assessment of the state's innovation infrastructure, including university research facilities, private research parks, laboratories, and incubators. Current state resources should be compared to those that would be necessary to remain globally competitive in the near and mid-term and develop recommendations on how to access public and private resources to meet the state's innovation facility needs.
- Work with the City of Carpinteria, City of Santa Barbara, and the County of Santa Barbara to explore the idea of a South County economic development office to coordinate activities and programs targeted toward businesses.

Goal 6: Continue to improve the City's permitting process

Strategy 6.1: Continue to enhance and improve the staff level development review committee.

A clear concise permitting process is a key to a competitive economic development program. This should not lead to lowering standards, but it does require, among other things, being clear and consistent in the application of rules and meeting processing timelines.

Strategy 6.2: Review the current zoning and development code to assure it meets community and economic development needs.

A major re-codification is currently taking place and should be complete within the next six months. Also, the City will be updating its inland zoning ordinance within the next 12-18 months. Continuously reviewing of these important regulations with consideration for economic development efforts would likely provide for benefits to the City for years to come.

Strategy 6.3: Promote a business-friendly environment at the City.

The City of Goleta should expand efforts to assist businesses in addressing their concerns and needs. User questionnaires regarding service or a facility for comments and suggestions may enable the City to make adjustments, further improving the service provided by the dedicated front-line staff that interfaces with the public daily on planning, permitting and licensing issues.

Strategy 6.4: Explore the continued effectiveness of the Goleta Growth Management Ordinance (GGMO) as it relates to development in the City.

The GGMO was adopted in 2003 with the purpose of establishing “interim regulations to control the rate of non-residential growth prior to completion of the City’s first general plan...” In practice, a number of GGMO exemptions have been issued to projects demonstrating their usefulness while juxtaposed to procedural limitations inherent in the GGMO. As such, exploring how effective the linkages between intended goals of the GGMO and actual application are of paramount importance, especially in the context of economic development.

Implementation Actions

- Identify opportunities to maintain consistency and/or streamline the City’s permitting process. The permitting process should be prepared to handle specialized tenant improvements in the technical/manufacturing area and wet labs.
- Continue the review of the zoning ordinance and eliminate outdated provisions. The zoning ordinance should also allow for a blend of complementary uses throughout the City.
- Review the building and zoning codes to assure that building remodels exceed energy codes and reduce construction waste and water use.
- Provide annual customer service training programs for all staff.
- Examine the current Growth Management Ordinance and explore options for revising the ordinance.

Goal 7: Update the Old Town Revitalization Plan and identify/inventory economic development potential of Old Town.

Strategy 7.1: Secure funding to complete the San Jose Creek Flood Control Channel improvements in Old Town.

Flooding along San Jose Creek in the Old Town area has inhibited economic development efforts, because property owners and the City are reluctant to make improvements until the flood threat has been removed. Moreover, the additional loan and insurance costs and requirements create a difficult re-investment environment.

Strategy 7.2: Continue funding for the Storefront Façade Improvement Program.

Historically, the Redevelopment Agency has assisted property owners and business owners with matching funds to renovate their buildings. There are several innovative strategies which could be evaluated, such as creating façade easements thereby enabling expanded public investment. Some of these efforts can be done in conjunction with energy efficiency retrofits which could be funded in part by EEDBG programs and related federal tax credit incentives.

Strategy 7.3: Develop promotional and arts programs for Old Town Goleta.

Work with local arts groups and the Goleta Farmers Market operator to host events and potentially a weekly Farmers Market in Old Town.

Strategy 7.4: Conduct a detailed parking analysis of Old Town and determine the need for, and potential site for additional public parking and possibly a parking structure.

Convenient parking is essential for shop owners and restaurant operators. However, determining the need for additional parking and then determining an appropriate location and financing options can be a lengthy process.

Strategy 7.5: Prepare an updated Revitalization Plan for the City's Redevelopment Area.

The Goleta Old Town Revitalization Plan was adopted in June 1998 by the Santa Barbara County Board of Supervisors. The project area encompasses 599 acres, or approximately 12% of the entire City. Since adoption of the Plan, the City of Goleta incorporated and significant change has occurred in the local, regional and State economy. Also in October 2006 the City adopted its first General Plan. The 1998 Plan may be inconsistent with the more recent City General Plan.

The current Revitalization Plan is based upon a 2000 Census count that encompassed a larger area than the post-incorporation City limits. For this reason the housing numbers may be skewed. The Amended Plan should be based upon 2010 Census figures, which will be available starting in summer 2010. Moreover, all of the key sites identified in the 1998 plan should be reevaluated based upon current economic and market conditions for new construction and expansion or improvement of existing properties. Finally, the Revitalization Plan needs to encourage the highest and best use of existing properties, facilitate job creation and job retention and be consistent with the intent of the General Plan.

Of particular interest, an update focusing on the following three key sites would serve as catalysts for economic development in Old Town:

The Page Site is west of Highway 217, south of Hollister and north of Thornwood Drive. The site is approximately 12.4 acres, is currently used as agriculture, and is zoned for hotel/conference center. Further, the site has no airport flight path restrictions.

The Drive-In site is west of Highway 217 at the southern terminus of Kellogg Avenue, with potential access to Fairview Avenue on the west. The site is approximately 11.7 acres, is used as a weekend flea market, and is split zoned M-1 and M-S-GOL. The northerly 1/3 of the site is located in the airport approach zone for the Santa Barbara Airport and is zoned M-S-GOL, while the remaining 2/3 of the site is zoned M-1. Considering a possible nexus with the Kellogg Ready Mix site (Key Site #2) could prove useful as the diesel fueling and tow truck operations occurring north of Hollister Avenue at Key Site #2 create neighborhood compatibility and public safety concerns.

The Hollister/Kellogg site is located west of Highway 217, on the east side of Kellogg Avenue, north of Hollister. The site is approximately 4.5 acres, is vacant and zoned partially as C-2 (Commercial Retail) along Hollister and partially DR-10 (Design Residential, 10 units per acre) to the north, along Kellogg. Further, the site has no airport flight path issues. Given the nearby freeway access and the fact that it is clear of the flight path, this site has tremendous potential. Opportunities for mixed-use, open space, recreational and commercial/retail activities may exist for this site.

Strategy 7.6: Build on community support for an update of the redevelopment plan.

Redevelopment is typically the most compelling and potent tool for local economic development available to cities. For redevelopment strategies to succeed a high level of community support is important. The EDSP can be a basis for initiating discussion on revamping the redevelopment plan to improve quality of life and sustainability goals.

Implementation Actions

- Work with the County Flood Control District to explore additional funding options to complete improvements to the San Jose Creek Flood Control Channel.
- Assess the financial needs of property owners in order to continue and expand the Storefront Façade Improvement Program.
- Complete five façade improvement projects annually using Agency matching funds.
- Contact local artists to determine the viability of more arts and cultural events in Old Town.
- Contact the local farmers' markets association to determine the possibility of establishing a weekly certified farmers market in Old Town.
- Hire a parking consultant to survey parking needs within Old Town, including a potential parking structure.
- Review the 5 year RDA Implementation Plan to assess project area needs.
- Begin discussions with property owners about a potential redevelopment plan and/or project area amendment.
- Prepare market and opportunity analysis reports and work with the neighbors and property owners to develop options reports for the following Key Sites:
 - Page Site (currently called Key Site 6 in the RDA's Revitalization Plan). The analysis should consider and be based on current market data and a viable private sector investment program which can be supported by public policy.

- Drive-In Site (currently called Key Site 7b in the RDA's Revitalization Plan). The analysis should consider and be based on current market data and a viable private sector investment program which can be supported by public policy.

- Hollister & Kellogg Site (currently called Key Site 3 in the RDA's Revitalization Plan). The analysis should consider and be based on current market data and a viable private sector investment program which can be supported by public policy.

APPENDIX A
Performance Measures & Implementation Plan

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
G: 1	<i>Create a diverse employment base and a balanced approach to economic development that focuses on identified industry clusters.</i>				
St: 1.1	Establish targets for the appropriate mix of economic development programs among the competing areas of interest (e.g. tourism, retirement oriented, start-up and entrepreneurial and retail).	Work with local brokers and the Chamber of Commerce to retain and attract manufacturing and professional, scientific and technical service companies.	Consider efforts to attract public and private capital sources as part of an effort to support and market Goleta's high tech industry base.	Discuss with Goleta Valley Cottage Hospital the possibility of developing specialized satellite medical offices and services to compliment the Hospital and to enhance servicing of the community's medical needs.	L: Redevelopment S: Chamber
St: 1.2	Encourage Goleta residents and workers to shop in Goleta	Work with the Goleta Valley Chamber of Commerce and landlords of business parks (employment centers) and retail centers to craft a "Shop Goleta" program.			L: Chamber S: Redevelopment
St: 1.3	Continue to improve existing shopping centers in Goleta		Contact successful retailers in Goleta to understand their business plans and expansion/renovation needs.		L: Redevelopment S: Chamber
St: 1.4	Retain, expand and attract firms in the manufacturing and professional, scientific and technical services.	Attend industry conferences and events to publicize the potential for development opportunities in Goleta directly to brokers, developers and tenants.	A core group of high level city management representatives should schedule quarterly visits and tours of local businesses (focused on certain segments as appropriate) to better understand impactful trends and as related to their needs and concerns.	Work with local brokers and developers to meet the needs of start-ups/growth businesses looking to move to larger facilities (pre-emptive retention).	L: City Manager S: Redevelopment

G: Goal / St: Strategy L: Lead / S: Support

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
St: 1.5	Develop closer working relationships with the Santa Barbara Airport.		Meet with the airport administrative and operational staff and determine how the City might facilitate needs of airlines or airport passengers in terms of business support as part of a comprehensive effort to retain and attract more travelers to Goleta. Similarly, work collaboratively to identify the types of operations/businesses that would be interested in leasing or acquiring space on properties in and around the airport controlled by the City of Santa Barbara would be of strategic importance to the City.		

G: Goal / St: Strategy L: Lead / S: Support

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
G: 2	<i>Establish a plan to increase tourism activity</i>				
St: 2.1	Promote the City of Goleta as a tourist destination	Work with the Santa Barbara Conference & Visitors Bureau and the Chamber of Commerce to develop marketing material for Goleta hotels, businesses, and recreational activities endemic to the City and give consideration to supporting means of additional funding for such purposes, including a Property Based Improvement District, increased Transient Occupancy Tax or other revenue sources.	Conduct a hotel/conference study to determine mid-term and long-term needs for such facilities. This should include reviewing the expansion of existing facilities with regards to conference facilities.	Promote Stow House and Goleta Historical Society activities	L: Chamber S: Redevelopment
St: 2.2	Integrate other EDSP initiatives, such as Old Town revitalization, retail strategies, and infrastructure improvements with a tourism perspective; seeking to advance tourism as part of other economic investment and/or physical/aesthetic improvements.	Conduct a detailed market analysis that examines Goleta's share of retail sales by category and the amount of sales tax lost to adjacent jurisdictions. This analysis should produce a viable retail strategy.	Explore opportunities to enhance and increase Goleta Lemon Festival with Goleta Valley Chamber of Commerce.		L: Chamber S: Redevelopment

G: Goal / St: Strategy L: Lead / S: Support

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
G: 3	<i>Improve access to financial capital and human resources.</i>				
St: 3.1	Develop in-house or use third party consultants to develop technical expertise to assist small business owners through the Small Business Administration loan process and the application of the expanded industrial development bond (IDB) funding programs available as a result of recent changes in federal eligibility and funding levels, which are particularly beneficial to Goleta industries.		If possible through grant funding, consider hiring a contract employee with expertise in preparing business plans and loan packages to assist businesses through the SBA and IDB funding process.		L: Redevelopment S: Chamber
St: 3.2	Continue to work with the University of California at Santa Barbara's Venture Acceleration Initiative (VAI) to foster information sharing and mentoring opportunities.		UCSB, the City and Chamber should explore methods of making the services of the VAI available to a wider community on a fee-for-service basis.		L: Redevelopment S: UCSB/Chamber

G: Goal / St: Strategy L: Lead / S: Support

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
St: 3.3	Lobby for extension of the federal tax provisions related to Industrial Development Bond financing for manufacturing facilities related to intangible products, which is set to expire in January 2011. Under the American Recovery and Reinvestment Act of 2009 (ARRA), the definition of manufacturing was expanded to include intangible products such as copyrights, patents, formulas, processes and designs.	Meet with state and federal elected officials, and the California and US Chamber of Commerce to make the case for extension of the Industrial Development Bond financing provisions related to copyrights, processes and designs.			L: City Manager S: Redevelopment
St: 3.4	Host an infrastructure funding fair in conjunction with the State Infrastructure Bank. The funding fair would be an opportunity for the City and Chamber to meet with federal and state agencies to discuss grant and loan opportunities.			Work with the Goleta Valley Chamber of Commerce, the Santa Barbara Chamber of Commerce and the California Chamber of Commerce to host an infrastructure funding fair.	L: Chamber S: Redevelopment
St: 3.5	Collaborate with the Santa Barbara County Local Workforce Investment Board, UCSB, Santa Barbara City College and Goleta businesses to develop tailored employment training programs and expand internship opportunities.	Continue to promote the use of the Tools for Business Success resources available through the City's website.	Collaborate with UC Santa Barbara, Santa Barbara City College and the Workforce Development Board to strategize on workforce development efforts and services for local businesses seeking employee training. The programs should be tailored to meet Goleta specific needs in manufacturing and professional, scientific and technical services.		L: Redevelopment S: Chamber

G: Goal / St: Strategy L: Lead / S: Support

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
G: 4	<i>Establish the City of Goleta as a green tech/sustainable community</i>				
St: 4.1	The City of Goleta should adopt a Climate Action Plan for its own operations.			Adopt a sustainable community strategy consistent with SB 375.	L: Planning S: Redevelopment
St: 4.2	Provide or develop Green tech/sustainable tech assistance.		Work with UCSB, Santa Barbara City College and the Chamber of Commerce to develop academic programs and technical programs for workers and business owners.		L: Redevelopment S: UCSB/Chamber
St: 4.3	Retool older buildings to meet current market demands using sustainable materials and practices		Consider making redevelopment funds available to property owners within the Project Area to underwrite the cost of energy efficient remodels.		L: Redevelopment S: City Manager
St: 4.4	Pursue funding through the EECBG competitive grant program		Apply for EECBG competitive grants and make funds available to private property owners and builders undertaking eligible projects, including building remodels and upgrades.	Explore using EECBG monies to pay for VAI or "VAI" type startup model activities, preferably in conjunction with UCSB and the Chamber of Commerce.	L: Redevelopment S: Planning
St: 4.5	Explore alternative forms of transportation.		Identify opportunities of private investment based on public transportation funding	Consider expanding and improving the underutilized Amtrak Station in Goleta. . As part of this effort, explore bringing more passenger service to Goleta and providing more traveler convenience such as a "call-a-cab" or "call-a-hotel" station.	L: Planning S: Redevelopment

				<p>Explore future transportation needs and available technologies. This could include the acquisition of easements or land reservations for future transportation circulation needs. Any system for transportation will require easements regardless of transit system application, and will ultimately make construction more feasible in the future. As appropriate, easement dedication and/or acquisition should be consistently sought after by various city departments.</p>	
St: 4.6	<p>Facilitate projects that meet the Leadership in Energy and Environmental Design (LEED) rated standards, or a similar program.</p>	<p>Develop incentives for property owners that use the LEED program, or similar program such as permit fee reductions or grant funded subsidies.</p>			<p>L: Planning S: Redevelopment</p>

G: Goal / St: Strategy L: Lead / S: Support

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
S: 5	<i>Increase and expand local partnerships</i>				
St: 5.1	Develop a closer alliance with UCSB and the Venture Acceleration Initiative.		UCSB and the Chamber should work with the California Council on Science and Technology to undertake an assessment of the state's innovation infrastructure, including university research facilities, private research parks, laboratories, and incubators. Current state resources should be compared to those that would be necessary to remain globally competitive in the near and mid-term and develop recommendations on how to access public and private resources to meet the state's innovation facility needs.		L: UCSB S: Redevelopment/Chamber
St: 5.2	Conduct an annual Business Roundtable.		The City of Goleta should host the first annual Business Roundtable in September 2010.		L: Chamber S: Redevelopment
St: 5.3	Seek to enhance communication with business community through creation of a committee of City staff meeting with local business owners on a regular basis.	Discuss support for quarterly business site visits in the first quarter of 2010.	The Finance Department should develop and maintain an active, searchable database of businesses within the City.		L: Redevelopment S: Finance/Chamber

St: 5.4	Explore creation of a south County economic development office.			Work with the City of Carpinteria, Santa Barbara, and the County of Santa Barbara to explore the idea of a South County economic development office to coordinate activities and programs targeted toward businesses.	L: City Manager S: Redevelopment/Chamber
St: 5.5	Conduct outreach to local homeowners associations, community groups and service organizations to build a residential base of support for economic development initiatives.		Undertake an outreach campaign to inform the residents and business owners about public finance can result in raising public awareness of economic development issues and programs.		L: Redevelopment S: Public Information Officer

G: Goal / St: Strategy L: Lead / S: Support

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
G: 6	<i>Continue to improve the City's permitting process.</i>				
St: 6.1	Continue to enhance and improve the staff level development review committee.	Enhance and improve the staff level development review committee for the timely review and feedback for all projects. Applicants should be invited to these meetings and staff from every department involved in the review process should participate.	Identify opportunities to maintain consistency and/or streamline the City's permitting process. The permitting process should be prepared to handle specialized tenant improvements in the technical/manufacturing area and wet labs.		L: Planning S: Redevelopment
St: 6.2	Review the current zoning and development code to assure it meets community and economic development needs.		Continue the review of the zoning ordinance and eliminate outdated provisions. The zoning ordinance should also allow for a blend of complementary uses throughout the City.	Review the building and zoning codes to assure that building remodels exceed energy codes and reduce construction waste and water use.	L: Planning S: Redevelopment
St: 6.3	Promote a business-friendly environment at the City.	Provide annual customer service training programs for all staff.			L: City Manager S: Redevelopment
St: 6.4	Explore the continued effectiveness of the Goleta Growth Management Ordinance (GGMO) as it relates to development in the City.		Examine the current Growth Management Ordinance and explore options with the community for revising the ordinance.		L: Planning S: Redevelopment

G: Goal / St: Strategy L: Lead / S: Support

No.	Goal/Strategy	Actions 0-6 Months	Actions 6 -18 Months	Actions 18 - 24 Months	Responsible Department (Lead/Support)
G: 7	Update the Old Town Revitalization Plan and identify/inventory economic development potential of Old Town.				
St: 7.1	Secure funding to complete the San Jose Creek Flood Control Channel improvements in Old Town.		Work with the County Flood Control District to explore additional funding options to complete improvements to the San Jose Creek Flood Control Channel.		L: Community Services S: Redevelopment
St: 7.2	Continue funding for the Storefront Façade Improvement Program.	Complete five façade improvement projects annually using Agency matching funds.	Assess the financial needs of property owners in order to continue and expand the Storefront Façade Improvement Program.		L: Redevelopment S: Chamber
St: 7.3	Develop promotional and arts programs for Old Town Goleta.	Contact local artists to determine the viability of more arts and cultural events in Old Town.	Contact the local farmers' markets association to determine the possibility of establishing a weekly certified farmers market in Old Town.		L: Redevelopment S: Chamber
St: 7.4	Conduct a detailed parking analysis of Old Town and determine the need for, and potential site for additional public parking and possibly a parking structure.		Hire a parking consultant to survey parking needs within Old Town, including a potential parking structure		L: Redevelopment S: Planning/Community Services
St: 7.5	Prepare an updated Revitalization Plan for the City's Redevelopment Area.	Review the 5 year implementation plan to assess project area needs.	Prepare market and opportunity analysis reports and work with the neighbors and property owner to develop options reports for the following Key Sites:		L: Redevelopment S: Planning/Community Services

			<ul style="list-style-type: none"> o Page Site (currently called Key Site 6 in the RDA's Revitalization Plan). The analysis should consider and be based on current market data and a viable private sector investment program which can be supported by public policy. o Drive-In Site (currently called Key Site 7b in the RDA's Revitalization Plan). The analysis should consider and be based on current market data and a viable private sector investment program which can be supported by public policy. o Hollister & Kellogg Site (currently called Key Site 3 in the RDA's Revitalization Plan). The analysis should consider and be based on current market data and a viable private sector investment program which can be supported by public policy. 		
St: 7.6	Build upon community support for an update of the redevelopment plan.		Begin discussions with property owners about a potential redevelopment plan		L: Redevelopment S: Planning

G: Goal / St: Strategy L: Lead / S: Support

APPENDIX B
Summary of Community Meeting Notes (SWOT)

Community Meeting #1

April 8, 2009

Goleta Valley Community Center

Summary:

- Goals
 - Sustainability
 - Essential
 - Establishing best path
 - Establishing attractive street atmosphere
 - Maintaining tenants
 - A stronger Goleta

- Opportunities
 - Success, communication, support
 - Infrastructure: signing/wayfinding, parking
 - Creating a more attractive environment
 - Turnover in housing (aging population)

- Types of ED
 - Develop Goleta into attractive place for retirees
 - Retirement housing/community (More of Maravilla)
 - Medical Services
 - Boutique Hotels
 - Improve/Increase infrastructure for access to businesses and restaurants
 - Mixed-use development
 - Hotels
 - Airport
 - Convention center
 - Capitalize on wine industry

Community Meeting #2

April 23, 2009

City Hall Council Chambers

Summary:

- **STRENGTHS**
 - Proximity to airport, UCSB, City of Santa Barbara
 - Stimulus, Economic Downturn → Opportunity
 - Physical Environment
 - Proximity to Los Angeles
 - Opportunities from UCSB & Spinoff Business

- Mixture of businesses, less vulnerable to a downturn
 - Diversity in population & economic base
 - Sound residential base
 - Suburban community
 - Would like community development close to residents
 - Upgraded hospital (Goleta Valley Cottage), 80 beds
 - Geographic size
 - Proximity to businesses; i.e. downtown
 - Intellectual base, people do not want to leave
 - University: supply of labor (part-time)
 - Economic draw: students stay in Goleta after UCSB
 - Goleta Heritage
 - High tech companies, experienced workers
 - Retirement base and retaining heritage
 - Weather
 - University has trained labor force
 - Good school system
 - Cabrillo Business Park → High paying jobs
 - 900,000 square feet, 13 Buildings
 - Remarkable public safety
 - Variety of spaces available & size abundant
 - Entrepreneurial spirit
 - Highly educated population
 - Clusters and incubator are already here
 - Respect and protection of environment
 - Industrial base serves community/residents/region
 - Parks
 - Hotels
 - Opportunity to address Venture Capital
 - UCSB, City partnership and collaboration
 - Measure A transportation funding passed
- **WEAKNESSES**
 - Venture Capital presence non-existent
 - Retaining companies; companies want to stay, but often leave
 - Affordable Housing/Real estate (residential)
 - Small, difficult to accomplish, affects ability to retain clusters
 - Multiple jurisdictions occupy same territory, existing lack of coordination among jurisdictions
 - Clumsy geography/challenge
 - Transportation throughout region → lack plans
 - Need infrastructure to support workforce
 - Not a walkable community
 - Not a functional infrastructure
 - Limited space, on verge of building out, lack of space
 - Lack of affordable housing affects recruitment

- High land values
- High cost of production of housing
- High cost of building; 20% higher than rest of state
- Governmental fees are too high
- Local government no longer subsidizing fees
- Cannot produce affordable housing because of fees
- Limited by amount of industrial space by ordinance
- No senior housing to compliment senior services
- Infrastructure challenge; linear community
- Perception of business people in Goleta
- Incubator companies know the space is not available long-term
- No “stepdown” housing
- Perception of Goleta is questionable
- Need to develop “theme” for Goleta (look & feel)
- Workforce (and more) housing lacking
- Airport is not a major hub
- Technology should be easy to reach (transportation)
- Last of transitional area → Gaviota Coast
- 11 Streams/creeks run through the City
- Resource constraints → Water
- Aesthetics of Old Town → Tired
- Beach
- Nothing on highway inviting people in/visual attracters
- Lack of icon/national chain
- Old Town is for locals → Not a point of destination
- Hotels → Lack of rooms/conference facilities
- Lack of chains that bring lower costs (Target)
- Reality of Goleta: Coastal, Environmental is challenging

- **TYPES OF ECONOMIC DEVELOPMENT**

- Visual attracters
- Goleta landmark showing heritage
- Old Town redeveloped: model of sustainability/development
 - Walkable and infrastructure
- Incubators
- Keep smaller companies; Encourage to grow but not leave
- Set up entrepreneur and start up process to assist
- Nexus building
- Re-tool/modernize the 11 million sq ft of R&D facilities
- Use redevelopment to upgrade buildings
 - Use loans for financing
 - Green upgraded facilities
- Tourism
- Business travel, amenities
- Recreation center/hub for teenagers
- Existing businesses → Support programs

- Retail strategy
- Old Town
 - Daytime → Commercial
 - Nighttime → Music
- Light rail easement track for loop connecting UCSB, Airport, and Old Town

Goleta Chamber of Commerce Meeting

April 23, 2009

Summary:

1. Old town revitalization plan adopted 1988 needs to be updated.
2. Perception problem that Goleta is dumping ground.
3. There is skepticism in the community regarding economic development.
4. There needs to be a change in city's permitting and approval process – it is too slow and expensive.
5. Need to plug into young population, airport, university.
6. University is a great base for companies.
7. There is no place to live.
8. Need more jobs, high-tech jobs, hi-tech environmental jobs.
9. Need long-term hotel.
10. City should endorse job creation – they have been against it for years.
11. Lacking: group or initiative to pull the ED together, and drive through.
12. Lots of goals, but city permitting process needs to change before ED can truly be accomplished.
13. Job development requires real estate development.
14. Impossible to sustain and accomplish the ED strategy without changes in permitting and approval process.
15. Marriott residence was trying to get in, yet process makes it too difficult.
16. People need to vocalize sophisticated comments to elected officials.
17. Don't let setbacks slow down plan.
18. Diffuse the vocalized group, i.e., if they want parks, every development should have linear parks; don't let those vocal groups stop development.
19. People believe development is concrete and buildings.
20. Most people commute from Ventura because of the lack of transportation and housing.
21. Professional middle class has left Goleta.
22. Goleta needs to address housing, transportation in order to have quality healthcare.
23. Needed: a 165,000 square foot medical building.
24. GGMO does not help (currently 80,000); Goleta should create an exception under GGMO.

25. As soon as you make a change, it becomes a platform for the next election.
26. First city council was no growth.
27. Fees are much too high.
28. City should create innovation zones within city that would bypass city regulations.
29. Goleta water is an issue.
30. Companies cannot find talent because of housing and transportation.
31. Incubators should stay in Goleta.
32. There should be a template created for how companies grow and stay in Goleta.
33. R&D stays, manufacturing leaves.
34. Incubator should produce what remains in Goleta.
35. Goleta needs to grow its own jobs.
36. The entrepreneurial class leaves Goleta.
37. Cal State Channel Islands steals jobs from UCSB.
38. Ventura started an incubator behind City Hall.
39. Goleta's incubators 64,000 square feet.
40. Growing businesses raises salaries.
41. Need to have a basis for selling plan to community: ED task force with council members should be created.
42. ED should have targeted percentage from retirement, students, start-ups, retail, etc.