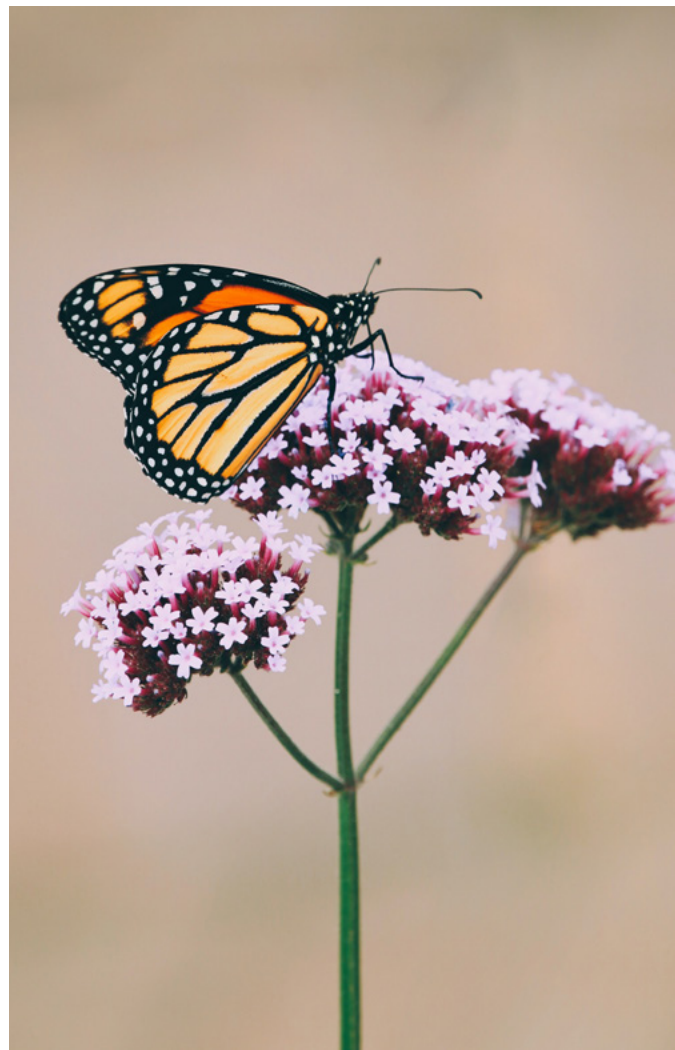


# CITY OF GOLETA

2023 - 2028 ECONOMIC DEVELOPMENT STRATEGIC PLAN





June 2023

In May of 2021, the Goleta City Council identified economic development as a major priority for the City at its annual Strategic Planning and City Manager Department Priority Setting Workshops. At the time, the City was still responding and recovering from the COVID-19 pandemic which exposed deep inequities that have long existed in our communities. However, the pandemic also created an opportunity for positive change. Goleta's leadership recognized that a strategy was needed to address the long-term recovery of the City that would benefit all affected communities and those most impacted by the pandemic: low-income residents, people of color, and women. Goleta's leaders made a strategic investment in a planning process that would help initiate the City's recovery and chart a course toward a more equitable, vibrant, and resilient future for all.

The City commenced the process of developing an Economic Development Strategic Plan (Plan) in February of 2022 to guide economic development efforts over the next five years. To create an economic development roadmap that is aimed at improving the economic outcomes for all, the City made significant efforts for the Plan to be community driven and to gather input from diverse community members.

Stakeholder engagement was an essential part of the process to inform the development of Goleta's Economic Development Strategic Plan. Various outreach methods were used to leverage the combined talents, experience, and passion of a diversity of people and organizations, including residents, businesses, government agencies, community and regional leaders, and subject matter experts.

The Core Planning Team, which performed the heavy lifting of drafting the Plan, consisted of key community leaders with diverse backgrounds. This team focused their knowledge and skillsets to develop a plan that enhances existing efforts, maximizes assets, partnerships and opportunities, and mitigates or changes perceived and real constraints to equitable economic growth. The strategies outlined in this Plan are the culmination of months of their hard work.

This Plan is a shared blueprint for action and will play a vital role in advancing strategies that foster economic growth and resilience in the City of Goleta for the next five years. The City looks forward to working with all of our partners to make this Plan a reality and achieving the vision of the plan to make Goleta a place for all to thrive.



Mayor Paula Perotte



Mayor Pro Tempore  
Kyle Richards



Councilmember  
Stuart Kasdin



Councilmember  
James Kyriaco



Councilmember  
Luz Reyes-Martin



**“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”**

— Jane Jacobs, *The Death and Life of Great American Cities*

# Acknowledgments

This community driven plan could not have been possible without the many volunteer hours of key leaders in the Goleta Community. Thank you to our many businesses, non-profit organizations, and government agencies that participated in the interviews and focus group sessions. We are also appreciative of each community member that attended the Community Feedback Forum, participated in the Community Feedback Survey, or attended the Economic Development and Revitalization Committee meetings. Your input was instrumental in shaping this plan. A very special thank you to our Core Planning Team and Advisory Team Members..

## Core Planning Team

- **Francois DeJohn**, Partner, Hayes Commercial
- **Lori Goodman**, Executive Director, LEAP
- **Jacqueline Inda**, Greater Santa Barbara Hispanic Chamber of Commerce
- **Mark Ingalls**, Property Manager, Camino Real LLC
- **Kathy Janega-Dykes**, President/CEO, Visit Santa Barbara
- **Kristen Miller**, President CEO, South Coast Chamber of Commerce
- **Kathy Odell**, CEO, Women's Economic Ventures
- **Bruce Stenslie**, President and CEO, Economic Development Collaboration

## Advisory Team

- **Luz Reyes-Martín**, City of Goleta Council Member, Economic Development and Revitalization Committee Co-Chair
- **James Kyriaco**, City of Goleta Council Member, Economic Development and Revitalization Committee Co-Chair
- **Randy Berg**, Human Resources Leader, Transphorm
- **Leslie Brickell**, General Manager, Residence Inn by Marriott Santa Barbara Goleta
- **Hazel Davalos**, Co-Executive Director, Central Coast Alliance United for A Sustainable Economy
- **Barry Dorsey**, General Manager, The Leta Hotel
- **Danny Fitzgibbons**, Founder, Equalitech
- **Eleanor Gartner**, Public and Government Affairs Specialist, Cox Communications
- **Christopher Hastert**, Director, Santa Barbara Airport
- **Chad Hine**, COO, Sansum Clinic
- **Dustin Hoiseth**, Public Policy Manager, Santa Barbara South Coast Chamber of Commerce
- **Melissa James**, President and CEO, REACH Central Coast
- **Alma Janabajab**, Business Services Strategist, County of Santa Barbara Workforce Development Board
- **Steven Janicek**, General Manager, The Ritz-Carlton Bacara, Santa Barbara
- **Trevor Large**, Immediate Past Chair, South Coast Chamber of Commerce
- **John Longbrake**, Associate Vice Chancellor for Public Affairs & Communications, UC Santa Barbara
- **Jasmine McGinty**, Principal Analyst Legislative Affairs, County of Santa Barbara
- **Kirsten McLaughlin**, Santa Barbara Market Vice President, Cox Communications
- **Mike Medel**, Director of Admissions, Santa Barbara City College
- **Jessica Metzger**, Project Planner, Santa Barbara Airport
- **Pedro Paz**, Executive Director, Santa Barbara Education Foundation
- **Cortney Rintoul**, Chief Operating Officer, Santa Barbara South Coast Chamber of Commerce
- **Frank Rodriguez**, Policy Advocate, Central Coast Alliance United for A Sustainable Economy
- **Diana Roybal**, Superintendent, Goleta Union School District
- **Kirsten Zimmer Deshler**, Director, Governmental Relations, UC Santa Barbara

## City of Goleta Staff

- **Shannon Kirn**, Management Analyst
- **Ryan Kintz**, Assistant to the City Manager
- **Robert Nisbet**, City Manager
- **Luke Rioux**, Finance Director
- **Jaime Valdez**, Neighborhood Services Director

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# About This Plan

This Strategic Plan provides a north star for the City of Goleta as it carries out its economic development mission over the next five years. The content of this Plan was informed by the following:

- The December 2022 comprehensive **Situation Assessment**, which included significant community engagement and data analysis, resulting in robust quantitative and qualitative findings.
- A series of work sessions with a Core Planning Team comprised of City staff and community stakeholders.
- Feedback sessions with a broader Advisory Committee, which included more than 15 economic development, business, and community partners.
- An in-person community forum and an online resident feedback survey.

Six **Imperatives**—broad areas of focus that must be accomplished if the Plan is to be successful—are at the center of the Plan. Each **Imperative** is supported by a set of **Strategies**—initiatives or actions designed to achieve Plan goals—and **Objectives** that will help the City measure progress and success.

Over the course of the next five years, Goleta City Council and City staff, in partnership with local and regional economic development stakeholders and the City's Economic Development and Revitalization Committee, will commit resources to the implementation of each Strategy, annually prioritizing workload. These Strategies are not meant to be an inflexible to-do list. Rather, they serve as a roadmap and will be reviewed regularly to ensure the work specified continues to meet the Objectives tied to each Imperative.



# Overview



The City of Goleta embarked upon the development of a five-year Economic Development Strategic Plan to ensure it is best positioned to meet the needs of residents, businesses, entrepreneurs, and visitors. The City of Goleta engaged Coraggio Group and Destination Analysts to support this important work through analysis and facilitation.

One of the first steps in this strategic process was conducting a comprehensive assessment of Goleta's economy. Data collection and stakeholder perspectives were captured through the following efforts and research:

- Stakeholder and Community Engagement (survey, one-on-one interviews, focus groups)
- Economic Trends and Data Analysis
- Competitive Set Program Benchmarking
- Potential Visitor Analysis
- Visitor Profile and Tourism Impact Analysis

Together, these efforts helped ground the development of the new five-year Economic Development Strategic Plan in a clear understanding of the current state and sentiment, including economic development opportunities and challenges, community priorities, and potential strategic initiatives and actions. Ten key themes emerged from this outreach and analysis, forming the foundation of the [Situation Assessment](#):

1. The City of Goleta has the opportunity to align stakeholders and residents around a shared community-driven economic vision.
2. Overwhelmingly, stakeholders are worried about the rising cost of living and would like to see Goleta address housing and childcare availability and affordability.
3. Investing in Goleta's infrastructure will be key to community livability, economic growth, and destination development.
4. A focus on placemaking and downtown redevelopment is needed to help create a sense of place, enhance local amenities, and improve Goleta's visitor experience.
5. Goleta does not have a strong tourism identity and lacks the necessary support structures to position itself as a true visitor destination.
6. The business community in Goleta does not feel supported, particularly small business owners and entrepreneurs.
7. The lack of industry diversification and middle-wage jobs is a potential threat to Goleta's long-term economic resilience.
8. Residents are worried that Goleta's growth will impact their quality of life and change the city's unique character.
9. The University of California, Santa Barbara has the potential to be a major economic driver and should be further leveraged to help grow the local economy beyond the tourism industry and its impact on hotel occupancy.
10. The City's economic development strategy should continue to prioritize historically disadvantaged communities to ensure equitable growth and shared prosperity.

With this current-state context as a foundation, the elements of Goleta's Economic Development Strategic Plan include:

### Strategic Clarity



#### COMPETITIVE POSITION

What unique and sustainable value does Goleta deliver to visitors, talent/workforce, and businesses?



#### LONG-TERM ECONOMIC VISION

What is the ideal future state we are trying to create for Goleta as a destination, a community, and an economy?

### Strategic Focus & Action



#### IMPERATIVES

What must Goleta accomplish over the five-year planning horizon?



#### OBJECTIVES

How will we know when we are successful?  
What will we measure?



#### STRATEGIES

What finite-duration, discretionary projects or programs, outside of our organizations's day-to-day operational activities, will we take on?

# Strategic Clarity



## Goleta's Competitive Position

- Home to vibrant innovation and technology-based sectors, such as photonics, infrared, quantum computing, bio-med, software, nanotech, and defense/space, as well as a leading-edge research university.
- A strong sustainability ethos, positioning Goleta to attract and retain residents, students, businesses, and entrepreneurs focused on addressing our most pressing climate change and natural resource challenges.
- Small-town amenities but with easy access to and from major metropolitan areas via a convenient regional airport, highway system, and rail connections.
- Uniquely situated between California's coastal mountains and the Pacific Ocean, residents and visitors can explore the Gaviota Coast, one of the last undeveloped coastlines in California.
- Access to some of the most stunning scenery, weather, and outdoor recreation opportunities in the United States.
- A playground for residents and visitors to enjoy, with convenient access to top-tier golf destinations, entertainment venues, and world-renowned viticultural areas.
- A high quality of life, with exceptional schools, accessible transportation options (inbound and in-market), top-notch medical care, and safe neighborhoods, making it a community in which a diversity of people want to live.

## Goleta's Long-Term, Aspirational Economic Vision

*Goleta is alive with possibility—local businesses grow and thrive, visitors are charmed, and residents are proud of the vibrant city they call home.*

A reinvigorated Old Town is the center of activity and the heritage-centered pride of the city. Local businesses—restaurants, retail, and entertainment—create an activated district that draws locals, students at the University of California Santa Barbara (UCSB) and Santa Barbara City College (SBCC), and visitors. Local makers sell their wares, restaurants create signature dishes with local produce, and events and festivals draw crowds on targeted weekends. Because the City has supported business-friendly policy changes, invested in infrastructure upgrades and public/private development, and leveraged incentives for small, Black, Indigenous, and People of Color (BIPOC) owned and women-owned businesses, more businesses than ever are springing up in this vibrant area—and throughout the city. This commitment has resulted in economic opportunity that is equitably shared across all communities within Goleta.

Visitors to Goleta find a range of choices for accommodation, including high-end hotels, a variety of short-term rental properties, and more economical options. While they are in town, they can take advantage of expanded beach access at Goleta Beach, provided through a partnership between the City and the County. Expanded hiking trails and upgraded sports facilities draw both visitors and residents, and sports tournaments pull in youth athletes and professional golfers, increasingly exposing people to Goleta and its many natural, cultural, and community assets.

An expansion of venues has allowed Goleta to host more meetings and small conferences, as well as performing arts events. The Lemon Festival has become a signature event that bolsters local pride while also drawing overnight visitors and promoting the image of the city.

Meanwhile, the community, businesses, and City government are equally committed to fostering a high quality of life in Goleta. Business-forward policies and streamlined processes make it easier for entrepreneurs to get started here. A secure water supply, strong last-mile broadband, and other infrastructure investments ensure stability for businesses and the community, while flexible zoning and collaborations with UCSB, SBCC, Vandenberg Space Force Base (VSFB), and other organizations spur innovation and new businesses in technology and other sectors. The confluence of so much technological know-how and the sustainability focus of the city has resulted in Goleta's emergence as a "smart city" that leverages technological tools to support a sustainable way of life. This prominent profile draws tech and manufacturing businesses to Goleta to be a part of this movement.

With an economy that supports middle-wage jobs, provides plentiful housing options, and offers high-quality schools, Goleta is an inclusive and welcoming community of choice for a diversity of people, families, and businesses.

# Strategic Focus and Action





## IMPERATIVES

# Amplify the reputation of Goleta as a world-class center of innovation and technology.



## OBJECTIVES

- Increased number of jobs in technology-based and innovation-led sectors
- Increased brand recall/awareness for Goleta as a center of innovation and technology
- Increased number and dollar amount of local financing deals (angel, seed, venture capital, SBIR/STTR)



## STRATEGIES

**Re- envision and expand the GEM program to better support high-growth startups.** Originally launched in 2012, the [Goleta Entrepreneurial Magnet \(GEM\)](#) program is a collaboration between the City of Goleta and UCSB. A lot has changed since the program was launched more than a decade ago. Opportunities exist to modernize GEM to better support local technology entrepreneurs and UCSB spin-off companies, including increasing the accessibility of the program to minority founders and better leveraging the federal government’s Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) commercialization grant resources. In implementation, consideration will be given to better understanding how the GEM program should expand and what resources will be needed to ensure the impact desired.

*Potential Partners: UCSB, Santa Barbara South Coast Chamber of Commerce, UCSB Latinx Business Association.*

**Support marketing and branding campaigns designed to position Goleta as a technology and innovation hub.** The success of Goleta and the broader Santa Barbara region as a technology and innovation hub are often overshadowed by the Bay Area to the north and Los Angeles to the south. However, Goleta is home to a nascent startup community and nationally competitive technology and innovation sectors, such as photonics, infrared, quantum computing, bio-med, software, nanotech, and defense/space. A commitment to branding and marketing Goleta and the broader Santa Barbara region will help position Goleta globally, improving talent attraction, business investment, and startup success.

*Potential Partners: UCSB, Santa Barbara South Coast Chamber of Commerce, Local Innovation and Technology Companies*

**Update local zoning to encourage the development of light industrial space.** Light industrial space is designated for the assembly, production, and storage of goods commonly associated with technology and innovation-based sectors. Goleta’s growing photonics, infrared, quantum computing, bio-med, software, nanotech, and defense/space industries rely on light industrial properties for their manufacturing needs. Ensuring a robust supply of light industrial space will be critical for future growth. An evaluation of local zoning is the first step in the development process. A balanced approach will be pursued to ensure that a potential increase in zoning for light industrial does not negatively impact the supply of residential and commercial space in the city. Implementation of this strategy will be completed in close coordination with the City’s General Plan and other land use and zoning efforts.

*Potential Partners: City of Goleta Planning & Environmental Review Department, Local Real Estate Developers, Local Innovation and Technology-Based Companies*

**Study and launch a publicly backed equity investment fund.** Access to capital for high-growth startups is critical to building a competitive entrepreneurial ecosystem. Unfortunately, private angel, seed, and venture capital investors still tend to invest in major startup hubs like San Francisco, Seattle, Austin, and New York City, making it difficult for entrepreneurs in smaller markets to attract the investment capital they need to grow. Increasingly, local governments are stepping up to fill this gap. An opportunity exists for the City of Goleta to research best-practices and study the feasibility of launching a publicly backed startup investment fund to help close local startup capital gaps.

*Potential Partners: UCSB, Santa Barbara South Coast Chamber of Commerce, Local Angel and Seed Funds/ Investors, Local Entrepreneurs and Startups*



## IMPERATIVES

# Improve access to economic opportunity by increasing the availability of livable-wage jobs and enhancing support for local BIPOC<sup>1</sup> and women-owned small businesses and entrepreneurs.



## OBJECTIVES

- Increased number and size of grants, loans, and investments from City supported programs to minority-owned small businesses
- Increased number of BIPOC-owned and women-owned small businesses
- Decreased underemployment of historically marginalized populations in the city



## STRATEGIES

**Establish a micro-enterprise loan fund to help close capital access gaps for local small businesses.** Small businesses are vital to the health of Goleta's economy, ranging from main street retail shops and local restaurants to construction businesses and small manufacturers. These small businesses provide income for families and create jobs for residents. For many small business owners, particularly those from marginalized populations, their idea, service, or product is marketable, but operating capital is out of reach. This issue is even more acute for early-stage businesses that have difficulty qualifying for private bank loans. A publicly backed micro-enterprise loan fund can help small businesses get started, ensuring that they remain a critical component of Goleta's economy.

*Potential Partners: Santa Barbara South Coast Chamber of Commerce, Greater Santa Barbara Hispanic Chamber of Commerce, Local Banks, Local BIPOC-Owned and Women-Owned Small Businesses and Entrepreneurs*

**Invest in relationship development with and support of culturally focused organizations to better support women-owned and BIPOC-owned small businesses.** Closing economic gaps and disparities starts with bringing the populations you are seeking to serve to the decision-making table. This cannot occur without relationships and trust. To better support small businesses owned by historically marginalized people, the City is focused on developing authentic relationships with organizations or affinity groups already supporting these community members and businesses.

*Potential Partners: Greater Santa Barbara Hispanic Chamber of Commerce, Women's Economic Ventures, UCSB Latinx Business Association, Santa Barbara Foundation, Local Women-Owned and BIPOC-Owned Small Businesses, Visit Santa Barbara, Santa Barbara South Coast Chamber of Commerce*

**Partner with local workforce development stakeholders to support career pathway opportunities for historically marginalized populations.** Workforce development and access to livable-wage jobs are essential for the economic health and prosperity of a community. To help achieve this goal, the City is committed to partnering with existing workforce development organizations and employers to identify critical skills gaps, support local on-the-job (OJT) training programs and dislocated worker career services, and develop sector-specific career pathways, particularly for historically marginalized people.

*Potential Partners: County of Santa Barbara Workforce Development Board, Santa Barbara City College, Santa Barbara County Department of Social Services, Santa Barbara Foundation, California Employment Development Department, The America's Job Centers of California, Local Employers*

<sup>1</sup> Black, Indigenous, and People of Color





## IMPERATIVES

# Position Goleta as a local leader of high-quality, innovative affordable child-care and housing solutions.



## OBJECTIVES

- Increased number of housing units accessible to residents with Area Medium Income (AMI) or less for a family of four
- Decreased deficit of affordable childcare slots by 2028



## STRATEGIES

### Partner with local employers to identify innovative solutions and funding opportunities to increase the availability of workforce housing.

In a recent City survey, 78 percent of respondents identified improving access to affordable housing for middle- and working-class families as a top community priority.<sup>2</sup> Access to housing is a talent attraction and retention issue for many employers. This issue is particularly critical for communities like Goleta, where the cost of housing has skyrocketed in recent years. Public-private partnerships will be required to effectively tackle the housing availability issue, both in the near-term and in the long-run. Implementation of this initiative will include close consultation of the Housing Element in the City of Goleta's General Plan and coordination with existing housing partners and stakeholders.

*Potential Partners: Local Real Estate Developers, Local Employers, City of Goleta Planning & Environmental Review Department, California Department of Housing and Community Development, UCSB, Housing Authority of the County of Santa Barbara*

### Evaluate and streamline local zoning and permitting processes to increase the diversity and availability of housing.

To increase the availability and diversity of housing options in Goleta at all price points, it will be important to evaluate local zoning, building codes, and the permitting process to better incentivize the development of housing. This effort will look at opportunities to expand the range of options—multifamily, single family, mobile homes, tiny homes, accessory dwelling units, co-living, etc.—available to current and future residents while at the same time protecting what has made Goleta an attractive place to live and work. Implementation of this initiative will include close consultation of the Housing Element in the City of Goleta's General Plan.

*Potential Partners: Local Real Estate Developers, City of Goleta Planning & Environmental Review Department, California Department of Housing and Community Development, UCSB, Housing Authority of the County of Santa Barbara*

### Explore innovative solutions, best practices, and legal pathways to reserve affordable housing for Goleta's childcare workforce.

One of the more significant issues related to the current lack of affordable housing is the reality that many childcare providers cannot often afford to live in or near Goleta. Many childcare providers are forced to commute long distances to provide essential services. To expand affordable childcare options locally, it will be essential to ensure that childcare providers have access to affordable housing.

*Potential Partners: Housing Authority of the County of Santa Barbara, California Department of Housing and Community Development, Local Residential Property Owners, Local Housing Developers*





**Partner regionally to identify actionable strategies to improve access to affordable childcare.** In a recent City survey, 73 percent of respondents identified supporting and expanding afterschool programs and affordable early childhood/childcare programs as a top community priority.<sup>3</sup> For many families, including those of small business owners, the lack of affordable childcare is a barrier to employment and/or starting a business. Near-term, actionable strategies are needed to improve access to affordable childcare.

*Potential Partners: United Way of Santa Barbara County, Children’s Resource & Referral of Santa Barbara County*

**Partner with local organizations with the shared mission to incentivize employers to invest in childcare options, particularly for lower-income residents.** Like addressing the housing affordability issue, the lack of affordable childcare is a barrier for employers to attract and retain talent. It is critical that local employers are part of the solution by offering onsite childcare or advocating for an increase in the availability of affordable childcare options community wide.

*Potential Partners: Santa Barbara South Coast Chamber of Commerce, Local Employers, United Way of Santa Barbara County, Children’s Resource & Referral of Santa Barbara County, Local Property Owners, Local Housing Developers*

<sup>2</sup> <https://www.cityofgoleta.org/live/goleta-s-next-20>  
<sup>3</sup> <https://www.cityofgoleta.org/live/goleta-s-next-20>





## IMPERATIVES

# Enhance the experience of Goleta for both residents and visitors by leveraging Old Town’s unique historical and cultural identity and investing in district placemaking.



## OBJECTIVES

- Annual increase in service and retail sales in Old Town
- 5-year increase in the number of visitors to Old Town as measured by cell phone location data
- Increased positive neighborhood perception of businesses in Old Town as measured by an annual business survey



## STRATEGIES

**Identify incentives to encourage property owners and businesses to activate underutilized properties in Old Town.** Empty commercial real estate—often referred to as “missing teeth” in an urban context—depresses the attractiveness of a neighborhood for visitors and residents alike. Reversing this trend will help a neighborhood achieve critical mass and build momentum as a thriving business district. This strategy seeks to foster a vibrant Old Town by encouraging the use of properties on the supply side (property owners) and on the demand side (small businesses).

*Potential partners: Santa Barbara South Coast Chamber of Commerce, District Property Owners, District Businesses*

**Invest in infrastructure and streetscape amenities in Old Town.** Activating a commercial district requires amenities that make it a comfortable place to visit by non-motorized means and an inviting place to walk around and explore. Attractive streetscape improvements such as benches and plantings, combined with pedestrian amenities such as safe crosswalks and wider sidewalks, support the pedestrian experience, while protected bicycle lanes encourage non-motorized transport and reduce the need for parking augmentation. Implementation of this strategy will occur in close coordination of the City’s existing Capital Improvement Plan.

*Potential partners: City of Goleta Planning & Environmental Review Department, City of Goleta Public Works Department, Santa Barbara South Coast Chamber of Commerce, District Property Owners, District Businesses*

**Activate the implementation of existing Old Town visions and plans.** There have been several large planning efforts that have envisioned the future of Old Town, such as the potential siting of a convention center, and more tactical improvements such as streetscaping and road striping to reinvigorate the district and surrounding neighborhood. This strategy seeks to put energy behind existing planning efforts and initiatives, recognizing that there is no need to “reinvent the wheel.” Implementation of this strategy will also seek a formal decision on the Hollister Avenue Complete Streets Corridor Plan Project (Complete Streets Project) within the next five years.

*Potential partners: City of Goleta Planning & Environmental Review Department, District Property Owners, District Businesses*

**Activate Old Town by studying the feasibility of relocating City services to the district and/or investing in community infrastructure.** The presence of an office workforce in a commercial area provides a reliable daytime base for local businesses that might not be able to survive on evening business alone. The relocation of some City services to the neighborhood would both send a signal that the City is serious about improving Old Town and would have very real positive impacts on the ability of businesses to thrive in the neighborhood. This may be combined with City investment in public amenities such as a plaza or park where outdoor events can be held, further enlivening the neighborhood.

*Potential partners: City of Goleta Public Works Department, City of Goleta Planning & Environmental Review Department, District Property Owners, District Businesses*



**Explore the feasibility of a Business Improvement District (BID) through the Old Town Visioning Process.**

A Business Improvement District is a legal structure that provides businesses a way to voluntarily add an assessment to their sales of goods or services to create a collective pool of funds that can be used for improvements within the district, such as safety and security, cleaning, wayfinding, and pedestrian and streetscape enhancements. A BID in Old Town has the potential to provide merchants and other businesses in the area with some local control and funds for making the neighborhood a better place to do business. One issue to be resolved as the district is created is to what degree building owners or business owners will have priority in decision-making.

*Potential partners: District Property Owners, District Businesses*



**Study, identify, and implement anti-displacement tools and strategies for Old Town businesses and residents.**

As improvements take place in Old Town, the City and its partners must take careful steps to minimize the displacement of residents and businesses. As a neighborhood improves, rents will climb for both commercial and residential units. Identifying and implementing creative ways to enable businesses and residents to stay in the neighborhood despite these likely cost increases will preserve the unique character of Old Town while allowing for the growth and development that will create and maintain many jobs in Goleta.

*Potential partners: City of Goleta Planning & Environmental Review Department, District Property Owners, District Businesses, District Residents*





## IMPERATIVES

# Promote and advocate for smart investments in essential community infrastructure.



## OBJECTIVES

- Increased capacity to accommodate higher resident use and hosting of youth sports tournaments at Goleta's parks and sports-related facilities
- Decreased number of blackouts and maintenance outages of the electricity supply
- Increased ridership of public transit options and use of active transportation such as bicycles, scooters, walking, etc.
- Increased percentage of residents who access high-speed internet (data disaggregated by demographics)



## STRATEGIES

**Prioritize the implementation of existing City of Goleta Parks and Recreation plans to maximize the use of recreation and sports facilities.** Goleta's public recreation and sports facilities are amenities that contribute to the livability of the city. However, many of these facilities aren't used to their full potential due to limits in availability, lack of coordination between public agencies, or other challenges. Identifying opportunities to better use facilities and formulating a coordinated plan to fill those gaps will maximize the value of the public dollars invested.

*Potential partners: Goleta Union School District, City of Goleta Parks, Recreation & Open Space Department, Girsh Park*

**Increase incentives and streamline the process for green alternative energy projects that improve the stability of electricity supply.** To grow Goleta's technology and manufacturing sectors, a clean, stable, and reliable electricity supply is imperative. Enabling green energy projects to come online faster will relieve the strain on electricity production capabilities, and building energy storage systems into the grid will help Goleta with energy resiliency. Implementation of this strategy will include close consultation with the City of Goleta's Strategic Energy Plan.

*Potential partners: Sustainable Communities Network Program, City of Goleta Planning & Environmental Review Department, Local Businesses, Southern California Edison, Central Coast Community Energy*



**Prioritize investments in transit, bicycling, and pedestrian infrastructure city-wide.** Reducing the need for personal vehicular travel has many benefits for the livability of a community and will enhance Goleta's position as a highly sustainable city. Among the benefits of reduced vehicular traffic are fewer greenhouse gas emissions and lower particulate pollution, less noise, reduced cost of road and parking improvements, and a decreased urban heat island effect through a reduction in paved surfaces. Working in partnership with the Goleta Public Works Department, the Economic Development team will help identify where investments in human-powered and mass transit will have the greatest economic benefit. Implementation of this strategy will ensure close consultation of the City of Goleta's existing Bike and Pedestrian Master Plan.

*Potential partners: City of Goleta Public Works Department, City of Goleta Planning & Environmental Review Department, Local Active Transportation Stakeholders*

**Promote stronger collaboration with the Santa Barbara Airport to foster industrial land opportunities.** As Goleta seeks to grow its technology and manufacturing sectors, the availability of industrial land becomes a limiting factor. Fostering a strong and deliberate partnership with the Santa Barbara Airport, which holds significant parcels of land, and the City of Santa Barbara will enable the development necessary to keep growing Goleta's economy.

*Potential partners: City of Goleta Planning & Environmental Review Department, Santa Barbara Airport, City of Santa Barbara*

**Partner with broadband providers to support access to high-speed internet for small businesses and low-income residents.** High-speed internet is currently available throughout Goleta. However, adoption is uneven, particularly for lower-income households and small businesses. This strategy calls for partnerships with broadband providers to do the promotion and, if necessary, subsidization to enable these households and businesses to better access broadband. Implementation of this strategy will ensure close consultation of the Santa Barbara County Broadband Strategic Plan.

*Potential partners: City of Goleta Planning & Environmental Review Department, Santa Barbara County, Cox, Spectrum, T-Mobile, and Other Broadband Providers*





## IMPERATIVES

# Improve City Government support of local businesses and relationships with economic development stakeholders.



## OBJECTIVES

- Increased business retention rates
- Increased number of new businesses locating in Goleta
- Increased resident and business community sentiment of Goleta as a place to do business



## STRATEGIES

**Collect and direct business license regulatory fees to support local businesses.** Dedicating a revenue stream to support local businesses by effectively creating a virtuous cycle of business fees will support the growth of the business community, resulting in more available business fee revenue. The City will continue to collect these fees but will focus them on efforts that support the creation and growth of local businesses across all economic sectors.

*Potential partners: Local Businesses, Santa Barbara South Coast Chamber of Commerce*

**Dedicate an economic development staff position within the City Manager's Office.** To truly accelerate Goleta's economy, creating a focused economic development staff position is needed to improve direct engagement with the entire business community. Embedding a business liaison within the City Manager's Office will give the position the authority to build meaningful relationships with the business community and form a direct line to decision-making regarding potential resources. This role will also be responsible for stewarding the ongoing implementation of this Economic Development Strategy.

*Potential partners: City Manager, City Council, Santa Barbara South Coast Chamber of Commerce.*

**Partner with a third party to create an assistance program for businesses navigating City and other government entity processes.** Based on what was learned during stakeholder outreach, it is challenging for small businesses to navigate the processes and regulations of setting up a new business. Providing a go-to resource for small businesses will help make new business creation more efficient. Respondents to the stakeholder outreach felt that having this resource available outside the City government would lend third-party independence to the process and enable speed and flexibility.

*Potential partners: Santa Barbara South Coast Chamber of Commerce*

**Analyze the City permitting process to identify and implement opportunities to improve efficiency and ensure appropriate staffing levels.** Business permitting is often cited as a barrier to small business development, as the longer the process to start a business, the higher the cost to the company. In many cases, extended permitting processes effectively prevent business creation for owners who can't afford the long timeframes. Reviewing the best practices of other cities and then identifying and implementing opportunities to streamline Goleta's processes to better support businesses will help close this gap.

*Potential partners: City of Goleta Planning & Environmental Review Department*

**Sign an intergovernmental agreement to fund regional tourism.** The visitor economy in Goleta is primarily centered around accommodations that support the draw of Santa Barbara and the larger South Coast region. It will take some time for Goleta to develop the attractions, assets, and amenities to make its visitor economy more self-sufficient. In the meantime, the regional strategic partnership that funds Visit Santa Barbara drives overnight accommodations in Goleta and provides that ongoing tax base. Formalizing this partnership with an Intergovernmental Agreement will give all parties involved the confidence to continue to invest in this critical and growing sector.

*Potential partners: City of Santa Barbara, Santa Barbara County, Visit Santa Barbara*









