



**ECONOMIC DEVELOPMENT AND REVITALIZATION  
STANDING COMMITTEE MEETING  
January 29, 2024**

**4:00 – 5:30 PM  
City Hall – Conference Room 1  
130 Cremona Drive, Suite B  
Goleta, California**

Mayor Pro Tempore Luz Reyes-Martín  
Councilmember James Kyriaco  
Robert Nisbet, City Manager  
Shannon Kirn, Acting Assistant to the City Manager

**OPTIONS FOR PUBLIC PARTICIPATION WILL BE IN PERSON OR ONLINE VIA ZOOM**

If you wish to make a general public comment or to comment on a specific agenda item, the following methods are available:

**Distribution to the Economic Development and Revitalization Standing Committee -** Submit your comment via email prior to the Economic Development and Revitalization Standing Committee meeting. Please submit your comment to Shannon Kirn at: [skirn@cityofgoleta.org](mailto:skirn@cityofgoleta.org). Your comment will be placed into the record and distributed appropriately.

Please register for Economic Development and Revitalization Committee Meeting on January 29, 2024, at 4:00 PM. PST at:

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## AGENDA

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|------|--|--------------|
| I.   | Public Comment                                       | (5 Minutes)  |
| II.  | 2023-2028 Economic Development Strategic Plan Update | (10 Minutes) |
| III. | Economic Development Initiatives Update              | (20 Minutes) |
| IV.  | Potential New Economic Development Initiatives       | (25 Minutes) |
|      | a. Recommendation Request                            |              |

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## MEMORANDUM

DATE: January 29, 2024

TO: Economic Development & Revitalization Standing Committee

FROM: Robert Nisbet, City Manager

CONTACT: Shannon Kirn, Acting Assistant to the City Manager

SUBJECT: January 29, 2024, Economic Development & Revitalization Standing Committee Meeting

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**ITEM I. Public Comment (5 Minutes)**

**ITEM II. 2023-2028 Economic Development Strategic Plan Update (10 Minutes)**

### BACKGROUND

On June 8, 2023, staff and consultant presented the final draft version of the Economic Development Strategic Plan. The Committee reviewed the draft Economic Development Strategic Plan (Plan), provided final feedback to staff, and recommended adoption of the Plan by the City Council.

On June 27, 2023, the City Council reviewed and adopted the Plan as a roadmap for implementing the City's economic development initiatives over the next five years. The creation of the Economic Development Strategic Plan was conducted using a phased approach which includes three parts: the Get Clear phase, the Get Focused phase, and the Get Moving phase, as shown in Figure 1 below. The Get Clear phase was completed in December 2022 and the Get Focused phase was completed in June 2023 with the adoption of the final Plan.

### DISCUSSION

Since the adoption of the Economic Development Strategic Plan, the third and final phase of the Plan as shown below in Figure 1, the Get Moving phase, has begun and staff are working to develop an implementation roadmap that will enhance staff's ability to start making progress on the Plan.

**Figure 1. Project Phases**



The Get Moving phase includes two planning sessions, which are summarized below, and quarterly consultant coaching sessions to assist with the implementation of the Plan:

**Session 1 – Core Planning Team**

- Plan Management Best-Practices
- Review and Discussion of Collective Impact Model
- Strategy Sequencing & Capabilities/Complexity Assessment

Session 2 – Participation will be based on results of Session 1 Strategy Sequencing & Capabilities/Complexity Assessment. Likely will consist of additional City staff, community stakeholders and partners.

- Year 1 Initiative Action Planning
  - Initiative Scoping & Teaming
  - Development of Strategy Milestones/Gates and Detailed Action Steps
  - Strategy Resource Discussion

The first Core Planning Team Session occurred on August 29, 2023, and the second session will be scheduled for a later date. During Session 1, the Core Planning Team initially sequenced all the initiatives into three phases: Year 1, Year 2-3, and Year 4+. The intent of sequencing the initiatives was to begin the discussion of prioritization and feasible implementation. Staff are using the initiative sequencing as a general guide to identify where to start focusing efforts on the implementation of the Plan for Year 1 and beyond. See Attachment 1 for the initiative sequencing of the Plan.

**ITEM III. Economic Development Initiatives Update**

**(20 Minutes)**

**DISCUSSION**

Listed and described below are economic development initiatives that staff or stakeholders have recently accomplished, are currently working on, or plan to start working on this year.

## 1. Digital Equity Grant Program

On September 19, 2023, the City Council approved the grant with Central Coast Community Energy (3CE) for a Digital Equity Program. The objectives of the Digital Equity Program are to serve low-income communities in the City of Goleta and greater Santa Barbara County with a three-pronged approach: providing computing devices, tech support, and teaching digital literacy skills; targeting digital upskilling in English Language Learner (ELL) and Mature Worker (MW) communities; and supporting small business growth locally and across Santa Barbara County. This program aligns with the Plan's goal to "Improve access to economic opportunity by increasing the availability of livable-wage jobs and enhancing support for local BIPOC and women-owned small businesses and entrepreneurs". Staff are working with EDC and the Broadband Consortium of the Pacific Coast to schedule and market this free and exciting program to the community. This program will run until September 2024 with courses in both Spanish and English at the Goleta Community Center.

## 2. Streamlined Small Business Loan Program with WEV

The updated Streamlined Loan Program was approved by the City Council on December 19, 2023, in collaboration with Women's Economic Ventures (WEV). This update aims to provide accessible financial support to local entrepreneurs, fostering business growth and innovation. Due to its status as a Community Development Financial Institution (CDFI) and its strong ties to the business community, WEV is in an excellent position to be the go-to source for funding for small businesses. Staff will work with WEV to ensure these funding opportunities are known and available to Goleta-based businesses through various social media outlets, flyers, and in-person communications. This program aligns with the Plan's goal to "Improve access to economic opportunity by increasing the availability of livable-wage jobs and enhancing support for local BIPOC and women-owned small businesses and entrepreneurs."

## 3. Project Connect

Project Connect is the City of Goleta's comprehensive program to enhance pedestrian access and safety, improve road conditions and build critical linkage through Goleta while increasing stormwater flow capacity in San Jose Creek under Hollister Bridge. Project Connect includes three project areas: Hollister Avenue, Ekwil Street, and Fowler Road. Below is a summary of each of the three aspects of Project Connect which align with the Plan's goal to "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."

- **Hollister Avenue Old Town Interim Striping Project Summary:**

- Implement parking and multi-modal improvements envisioned in the Hollister Avenue Complete Streets Corridor Plan Project.
- Enhance safety, access, and mobility for all users (pedestrians, bicyclists, motorists, and transit riders).

- **Hollister Avenue Bridge and Roundabout Project Summary:**

- Replace the Hollister Avenue Bridge.
- Provide 100-year flow capacity within the upstream portion of San Jose Creek Channel.
- Continue the fish passage through the upstream portion of San Jose Creek Channel.

- **Ekwil Street and Fowler Road Extension Project Summary:**

- Improve access to and within Old Town Goleta.
- Improve access to Santa Barbara Airport.
- Enhance pedestrian and bicycle circulation and safety.
- Allow expansion of transit opportunities within Old Town Goleta.
- Relieve congestion on Hollister Avenue.
- Improve operational capacity at State Route 217/Hollister Avenue Interchange.

**4. Public Relations Campaign for Old Town Businesses (during Project Connect)**

Recognizing the potential impact of the Project Connect construction on Old Town businesses, staff plan to launch a robust public relations campaign in coordination with the Project Management Team. The campaign will highlight the unique offerings of Old Town, such as showcasing businesses, hosting events in Old Town, and communicating the ongoing construction activities in a way that minimizes disruption and encourages continued patronage with the goal to support local businesses during this transitional period and maintain a positive economic environment. This campaign aligns with the Plan’s goal to “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.”

**5. Chamber Workforce Development Program**

The Santa Barbara South Coast Chamber of Commerce (Chamber) initiated a Workforce Development program in January 2024 that aims to broaden employment and career advancement opportunities in the local tech and manufacturing sector. The Chamber plans to accomplish this by first surveying employers to understand talent recruitment gaps as well employee skills gaps, and then to address these gaps by connecting employers with local talent through education and community resource partners, and working with education partners to create professional development courses that can address skills gaps. The program will be punctuated by quarterly in-person events to bring together employers with education and recruitment partners, including the Santa Barbara County Office of Education, Santa Barbara City College, UCSB, and the community resource organizations partnered with the Santa Barbara County Workforce Development Board. Quarterly in-person events will also include a “matchmaking” event including employers and internship/apprenticeship candidates recruited through these education and community resource partners. Beyond 2024, the Chamber envisions expanding the program to address the workforce development needs of other industry sectors and businesses on the South Coast. The program in 2024 is being funded by the "Quality Jobs, Equity, Strategy, and Training" (QUEST) Disaster Recovery National Dislocated Worker Grant initiative through the Santa Barbara County Workforce Development Board. This program aligns with the Plan’s goal to “Improve access to economic opportunity by increasing the availability of livable-wage jobs and enhancing support for local BIPOC and women-owned small businesses and entrepreneurs.”

**6. TechTopia**

TechTopia 2023, a recent event hosted by the South Coast Chamber of Commerce (Chamber), showcased the vibrant tech scene on the South Coast. Hosted at LinkedIn’s Carpinteria campus and moderated by Chamber Board Chair Joey Zumaya, the event highlighted the region’s technological advancements and collaborative spirit. Leaders from six tech companies, including Google and Agilent Technologies, shared their experiences and successes. Google’s Paula Heu lauded UCSB’s NanoFab facility for its pivotal role in

quantum chip development, while Agilent’s Larry Doris discussed overcoming challenges to deliver cutting-edge cancer diagnostics. The Chamber is spearheading initiatives like workforce development and a housing consortium, underlining a commitment to nurturing a thriving tech ecosystem. This gathering underscored the South Coast’s role as a hub of innovation and technological progress and aligns the Plan’s goal to “Amplify the reputation of Goleta as a world-class center of innovation and technology.”

## **7. Mexican Independence Day Festival in Old Town**

In partnership with the City, the Greater Santa Barbara Hispanic Chamber of Commerce organized the Mexican Independence Day in Old Town in September 2023. The cultural celebration brought hundreds of community members, many from the neighborhood, gathered throughout the day and evening on Pine Avenue for the community block party that supported the local business in Old Town Goleta. This event aligns with the Plan’s goal to “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.”

## **ITEM IV. Potential New Economic Development Initiatives**

**(25 Minutes)**

### **RECOMMENDATION**

To provide direction to staff on potential new economic development initiatives.

### **DISCUSSION**

Listed and described below are potential new economic development initiatives that staff seek direction on from the Committee.

#### **1. Tours of Goleta Businesses**

The City of Goleta has become the home of a significant number of successful companies that are providing cutting-edge technology, and touring the facilities would be a great way to further support and learn more about those that are contributing to Goleta’s reputation as a world-class center for innovation and technology. Staff would work with the South Coast Chamber of Commerce and the local businesses, to schedule several tours throughout the year for the Committee to visit tech and manufacturing businesses in the City. This initiative aligns with the Plan’s goal to “amplify the reputation of Goleta as a world-class center of innovation and technology.”

#### **2. Business Recognition Program**

As a way to showcase and further support Goleta businesses, staff propose a new Goleta Business Recognition Program. The program would be designed to highlight one exceptional Goleta business each quarter of the year for special achievements or other unique contributions to the City relating to economic development, prosperity, sustainability or resilience, or other activities fostering continuous community enrichment. As directed by the Committee, staff would conduct further research and return to the Committee with a policy outlining all the full details of the program (eligibility, nomination, recognition, etc.) for consideration at the next Committee meeting. This new program would align with the Plan’s goal of improving “City Government support of local businesses and relationships with economic development stakeholders.”

### **3. Regional Tourism**

City staff met with Visit Santa Barbara (VSB) to discuss South Coast Tourism Business Improvement District (TBID). There could be an opportunity for the City to partner with VSB on projects that enhance the visitor experience and offer opportunities for increased overnight visitation such as off-season events, attractions that might encourage visitors to extend their stays in Goleta, wedding opportunities, etc., could be seen as favorable. This most likely would be in the form of an agreement with VSB to provide funds for these types of tourism services. As directed by the Committee, staff would work with VSB to further explore this opportunity and report back at the next Committee meeting. This initiative aligns with the Plan's goal to "Improve City Government support of local businesses and relationships with economic development stakeholders."

### **4. Old Town Business Activation Proposal**

In partnership with the City, the Santa Barbara South Coast Chamber of Commerce (Chamber) would like to produce a monthly event, over a four-month period, to help enhance Old Town Goleta, activate local businesses, and bring together the Goleta community. The time of year is staggered with popular community events that take place at Rancho La Patera and Stow House that begin in July. The Chamber is proposing to close Magnolia between Hollister Avenue and Gaviota Street, for a block party style event where there would be centrally located tables, chairs, food, pop-ups, music and more. Once the event is established, the location could alternate to activate different areas/properties. The proposal is for \$45,000 to execute four separate events. For more detail, see Attachment 2 for the full proposal. As directed by the Committee, staff would work with the Chamber to finalize the agreement and bring it to the full City Council for approval. This initiative aligns with the Plan's goal to "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."

#### Attachments

1. Item I – Economic Development Strategic Plan Initiative Sequencing
2. Item II – South Coast Chamber of Commerce Old Town Event Proposal



## **Attachment 1**

Item I – Economic Development Strategic Plan Initiative Sequencing

## Economic Development Strategic Plan Initiative Sequencing

Goals	Objectives	Phase 1: Year 1 Initiatives	Phase 2: Year 2-3 Initiatives	Phase 3: Year 4+ Initiatives
Amplify the reputation of Goleta as a world-class center of innovation and technology.	<ul style="list-style-type: none"> <li>•Increased number of jobs in technology-based and innovation-led sectors</li> <li>•Increased brand recall/awareness for Goleta as a center of innovation and technology</li> <li>•Increased number and dollar amount of local financing deals (angel, seed, venture capital, SBIR/STTR)</li> </ul>	Support marketing and branding campaigns designed to position Goleta as a technology and innovation hub.		
			Re-envision and expand the GEM program to better support high-growth startups.	
			Update local zoning to encourage the development of light industrial space.	
				Study and launch a publicly backed equity investment fund.
Improve access to economic opportunity by increasing the availability of livable-wage jobs and enhancing support for local BIPOC1 and women-owned small businesses and entrepreneurs.	<ul style="list-style-type: none"> <li>•Increased number and size of grants, loans, and investments from City supported programs to minority-owned small businesses</li> <li>•Increased number of BIPOC-owned and women-owned small businesses</li> <li>•Decreased underemployment of historically marginalized populations in the city</li> </ul>	Invest in relationship development with and support of culturally focused organizations to better support women-owned and BIPOC-owned small businesses.		
			Establish a micro-enterprise loan fund to help close capital access gaps for local small businesses.	
			Partner with local workforce development stakeholders to support career pathway opportunities for historically marginalized populations.	
Position Goleta as a local leader of high-quality, innovative affordable child-care and housing solutions.	<ul style="list-style-type: none"> <li>•Increased number of housing units accessible to residents with Area Medium Income (AMI) or less for a family of four</li> <li>•Decreased deficit of affordable childcare slots by 2028</li> </ul>	Partner regionally to identify actionable strategies to improve access to affordable childcare.		
		Evaluate and streamline local zoning and permitting processes to increase the diversity and availability of housing.		
			Partner with local employers to identify innovative solutions and funding opportunities to increase the availability of workforce housing.	
			Partner with local organizations with the shared mission to incentivize employers to invest in childcare options, particularly for lower-income residents.	
				Explore innovative solutions, best practices, and legal pathways to reserve affordable housing for Goleta's childcare workforce.

Goals	Objectives	Phase 1: Year 1 Initiatives	Phase 2: Year 2-3 Initiatives	Phase 3: Year 4+ Initiatives
<p>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.</p>	<ul style="list-style-type: none"> <li>•Annual increase in service and retail sales in Old Town</li> <li>•5-year increase in the number of visitors to Old Town as measured by cell phone location data</li> <li>•Increased positive neighborhood perception of businesses in Old Town as measured by an annual business survey</li> </ul>	Invest in infrastructure and streetscape amenities in Old Town.		
		Explore the feasibility of a Business Improvement District (BID) through the Old Town Visioning Process.		
			Identify incentives to encourage property owners and businesses to activate underutilized properties in Old Town.	
			Activate the implementation of existing Old Town visions and plans.	
			Study, identify, and implement anti-displacement tools and strategies for Old Town businesses and residents.	
				Activate Old Town by studying the feasibility of relocating City services to the district and/or investing in community infrastructure.
<p>Promote and advocate for smart investments in essential community infrastructure.</p>	<ul style="list-style-type: none"> <li>•Increased capacity to accommodate higher resident use and hosting of youth sports tournaments at Goleta's parks and sports-related facilities</li> <li>•Decreased number of blackouts and maintenance outages of the electricity supply</li> <li>•Increased ridership of public transit options and use of active transportation such as bicycles, scooters, walking, etc.</li> <li>•Increased percentage of residents who access high-speed internet (data disaggregated by demographics)</li> </ul>	Prioritize the implementation of existing City of Goleta Parks and Recreation plans to maximize the use of recreation and sports facilities.		
		Prioritize investments in transit, bicycling, and pedestrian infrastructure city-wide.		
			Increase incentives and streamline the process for green alternative energy projects that improve the stability of electricity supply.	
			Promote stronger collaboration with the Santa Barbara Airport to foster industrial land opportunities	
			Partner with broadband providers to support access to high-speed internet for small businesses and low-income residents	
<p>Improve City Government support of local businesses and relationships with economic development stakeholders.</p>	<ul style="list-style-type: none"> <li>•Increased business retention rates</li> <li>•Increased number of new businesses locating in Goleta</li> <li>•Increased resident and business community sentiment of Goleta as a place to do business</li> </ul>	Dedicate an economic development staff position within the City Manager's Office.		
		Analyze the City permitting process to identify and implement opportunities to improve efficiency and ensure appropriate staffing levels.		
			Collect and direct business license regulatory fees to support local businesses.	
			Partner with a third party to create an assistance program for businesses navigating City and other government entity processes.	
				Sign an intergovernmental agreement to fund regional tourism

## **Attachment 2**

Item II – South Coast Chamber of Commerce Old Town Event Proposal

***Third Thursday on Magnolia***  
***Activating businesses and bringing together the community in Old Town Goleta***



**City of Goleta Strategic Plan Imperative:** 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.

**City of Goleta Economic Development Plan Strategy:** Identify incentives to encourage property owners and businesses to activate underutilized properties in Old Town.

**Objective:** The Chamber would like to produce a monthly event, over a four-month period, to help enhance Old Town Goleta, activate local businesses, and bring together the Goleta community. The time of year is staggered with popular community events that take place at Rancho La Patera and Stow House that begin in July.

**Background:** The Santa Barbara South Coast Chamber of Commerce has extensive expertise in community and business focused events. The Chamber has planned the Goleta Lemon Festival for over 30 years and was instrumental in helping start community events such as the Dam Dinner and The Taste and Sound of Old Town.

**Event Overview:** The Chamber is proposing a block party style event where there would be centrally located tables, chairs, food, pop-ups, music and more. We are proposing to close Magnolia between Hollister Avenue and Gaviota Street, Hollister Avenue would stay open. We would work with local businesses to host specials and participate in ways appropriate with their business. We want to promote visiting local businesses, but also want to encourage local businesses to come to Magnolia and offer tastings or promotions. Once the event is established, the location could alternate to activate different areas/properties.

We do not want to charge businesses or sell sponsorships to this event it should be put on as a City and Chamber sponsored event to promote and support small business and activate the Old Town area.

**Proposed Dates:**

- Thursday, March 21, 2024 – 5-7 p.m.
- Thursday, April 18, 2024 – 5-7 p.m.



- Thursday, May 16, 2024 – 5-7 p.m.
- Thursday, June 20, 2024 – 5-7 p.m.

**Event Cost:**

The event would be free to the public and to any businesses wanting to participate. The Chamber would manage all event logistics, rentals, permits and set up.

This proposal is for \$45,000 to execute 4 separate events.

**Cost Breakdown:**

- Rentals - \$15,000
- Music and Entertainment - \$5,000
- Outreach and promotions - \$10,000 (Including graphic design, branding, media placement and PR)
- Professional Services and event management: \$15,000