

**CITY OF SOLVANG
ECONOMIC DEVELOPMENT GROUP
MEETING AGENDA**

TUESDAY, SEPTEMBER 18, 2018 4:00 P.M.
Council Chambers - Solvang Municipal Center – 1644 Oak Street

A. DISCUSSION REGARDING:

1. Review of Economic Development Strategic Plan Goals and Accomplishments (2015-present)
2. Renovation of the Solvang Veterans Memorial- Progress and Opportunities
3. Tenant Mix Consultant Update
4. Village of Lights (Tree lighting)
5. Amgen time trials in 2020
6. Theatrefest (Discussion on year around shows)
7. Update Solvang Sign Ordinance
8. Open Streets Solvang 2019
9. RFP for Building Services (Council Agenda Item update August 27, 2018)
10. Update on SCVB Activities

B. FUTURE DISCUSSION ITEMS



**CITY COUNCIL
STAFF REPORT**

TO: SOLVANG CITY COUNCIL MEMBERS

FROM: Arleen T. Pelster, AICP, Planning & Economic Development Director

MEETING DATE: October 24, 2016

DATE PREPARED: October 12, 2016

SUBJECT: STATUS UPDATE FOR ECONOMIC DEVELOPMENT STRATEGIC PLAN

I. RECOMMENDATION:

- A. Review status of Economic Development Strategic Plan (EDSP);
- B. Accept list of completed projects, and provide direction regarding remaining projects; and
- C. Adopt Resolution No. 16-__ setting forth City policies regarding Economic Development; or
- D. Provide alternate direction to staff.

II. BACKGROUND:

On June 11, 2012, the City Council approved the Economic Development Strategic Plan (EDSP) for the City of Solvang. The EDSP has a five-year implementation schedule for projects and procedural improvements to enhance and support the community's existing businesses, and to attract new businesses.

The EDSP has five initiatives which set forth the areas of focus.

Initiative #1: Strengthen & expand diversity and opportunity in Solvang's retail and service economy.

Initiative #2: Strengthen and expand Solvang's appeal to a broader cross section of visitors.

Initiative #3: Adopt more business-friendly policies and processes to encourage new investment and support business expansion.

Initiative #4: Promote and support business retention and expansion.

Initiative #5: Support the targeting and attraction of new business that complement Solvang's commercial character, leverage regional assets and/or serve local residents.

The initiatives are to be achieved by action items which were developed during the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats).

The City facilitates an informal group which discusses economic development matters. The group has periodically reviewed the EDSP and related projects.

III. DISCUSSION:

One (1) year remains for the EDSP implementation schedule, and with the retirement of the Planning & Economic Development Director, staff recommends the Council review the status of the EDSP and provide direction for its future implementation.

The economic development group reviewed the status of the EDSP on October 7, 2016, and made some general recommendations, which are supplemented herein with staff recommendations.

The status of the action items falls into one of three categories: completed, not started, or implemented as an ongoing policy measure. The economic development group suggested that the EDSP could be deconstructed into the following components:

1. A list of completed projects;
2. A "to do" list of future projects; and
3. A Resolution identifying successful, ongoing measures, and adopting said measures as City policies.

Staff has drafted the attached documents in accordance with the suggested direction of the economic development group. It is recommended that the Council review the documents, revise as necessary, and approve them as successors to the EDSP. The economic development group also discussed a visioning project.

IV. ALTERNATIVES

The Council may take alternative action regarding the EDSP, or accept the status report and retain the EDSP in its current adopted form.

V. ATTACHMENTS

1. Adopted EDSP with Updated Status
2. List of Completed Projects
3. List of Future Projects
4. Draft Resolution No. 16- __



Attachment A

Implementation Plan

Economic Development Strategic Plan
City of Solvang

Initiative #1: Strengthen and expand diversity and opportunity in Solvang's retail and service economy

Action No.	Action Description	Year	Responsible Entities	Notes	Status
1.	Review & redefine the physical boundaries of the Village & review allowed uses in TRC	2 (FY 2013/14)	Lead: City Planning Support: Chamber of Commerce	<ul style="list-style-type: none"> Will require a General Plan Amendment and Zone Change Anticipate need for a minimum of two (2) workshops <p>Labor Intensity: High</p>	Work has not commenced
2.	Permit greater flexibility in architectural design & other standards in current TRC	1 (FY 2012/13)	Lead: City Planning Support: Board of Architectural Review (BAR)	<ul style="list-style-type: none"> Will require update to Design Guidelines Goal is to allow modern Danish architecture while protecting design quality BAR Sub-Committee is advised <p>Labor Intensity: Moderate</p>	Subcommittee formed, need consultant to prepare update to Design Guidelines
3.a.	Improve the adequacy of Street lighting	1 - 3 (FY 2012/13 – FY 2014/15)	Lead: City Public Works Support: Economic Development Staff	<ul style="list-style-type: none"> Will require coordination with Caltrans for crosswalks on Mission Drive; may limit options Lights are owned by PG & E Funds are not budgeted for this project <p>Labor Intensity: Moderate</p>	Lighting upgrades are included in Mission Drive Corridor Study – improvements are several years out
3.b.	Install directional signage at entries to village	1 (FY 2012/13)	Lead: Economic Development Staff Support: City Public Works	<ul style="list-style-type: none"> Sub-Committee is recommended Some initial work has been done Funds are not budgeted for the project <p>Labor Intensity: Moderate</p>	Done – 7 signs are in place
3.c.	Provide temporary closure of Village block* defined in Tivoli Square Plan	1 (FY 2012/13)	Lead: Economic Development Staff Support: City Public Works, Chamber of Commerce	<ul style="list-style-type: none"> Need to assess interest levels of businesses Conduct several closures to assess level of success <p>Labor Intensity: Moderate</p>	Not done – interest limited Special Events provide for temporary closures

Initiative #1 continued

Action No.	Action Description	Year	Responsible Entities	Notes	Status
3.d	Revise rules to expedite pedestrian-friendly activities in Tivoli Square	3 (FY 14/15)	Lead: City Planning Support: Chamber of Commerce	<ul style="list-style-type: none"> ● Need to assess success of street closures recommended in Action No. 3.c prior to initiating work ● Would require an amendment to the Municipal Code <p>Labor Intensity: Moderate</p>	Not done
4.	Explore feasibility of annexation to expand commercial development options	5 (FY 16/17)	Lead: City Planning Support: Chamber of Commerce, Real Estate group	<ul style="list-style-type: none"> ● Need to prepare a Land Use Inventory for commercial properties ● Sub-Committee is recommended <p>Labor Intensity: High</p>	Council authorized study, letters of interest sent, RFP drafted

Initiative #3: Adopt more business-friendly policies & processes to encourage new investment and to support business expansion

Action No.	Action Description	Year	Responsible Entities	Notes	Status
1.	Create a new "business packet" for new businesses	1 (FY 12/13)	Lead: City Building, City Planning Support: Chamber of Commerce	<ul style="list-style-type: none"> Work is currently underway Chamber will assist in review of packet and distribution <p>Labor Intensity: Low</p>	Done
2.	Provide applicants with clear & complete instructions for permit process	1 (FY 12/13)	Lead: City Building, City Planning Support: Chamber of Commerce	<ul style="list-style-type: none"> Include process information as part of new business packet recommended in Action No. 1 Chamber will assist in review of packet and distribution <p>Labor Intensity: Low</p>	Done
3.	Give counter staff ability to help applicants minimize multiple-fee costs	All	Lead: City Building, City Planning Support: Chamber of Commerce	<ul style="list-style-type: none"> Service is currently provided; staff discusses projects with applicants and advises of opportunities to apply for phased work, particularly with BAR applications Chamber will assist in providing information to the business community <p>Labor Intensity: Low, ongoing practice</p>	Done
4.	Consider giving counter staff greater discretion in approving routine BAR standards	3 (FY 14/15)	Lead: City Planning	<ul style="list-style-type: none"> Would require amendment of the Zoning Ordinance to give staff approval authority <p>Labor Intensity: Moderate</p>	Done
5.	Improve communication with business & real estate communities	1 (FY 12/13)	Lead: Economic Development staff, City Planning	<ul style="list-style-type: none"> With concurrence from real estate group, staff could attend MLS meetings monthly to provide information and learn of concerns which need to be addressed <p>Labor Intensity: Low</p>	Done

Initiative #3 continued

Action No.	Action Description	Year	Responsible Entities	Notes	Status
6.	Explore feasibility of hiring "in-house" plan checker	1 (FY 12/13)	Lead: City Manager Support: Economic Development staff, City Building	<ul style="list-style-type: none"> • Need to circulate RFP for in-house plan checking services • Will still need a Building Official • Explore sharing services with Buellton Labor Intensity: Moderate	Done, cost of providing service is not economically feasible. Building Official comes to Solvang as needed
7.	Encourage "Green" development	3 (FY 14/15)	Lead: City Building, City Planning	<ul style="list-style-type: none"> • Consider reduction of fees for LEED certified buildings, explore other incentives to promote green development Labor Intensity: Moderate	Done, green building code adopted

Initiative #4: Promote and support business retention and expansion

Action No.	Action Description	Year	Responsible Entities	Notes	Status
1.	Establish Economic Development Partnership	1 (FY 12/13)	Lead: Economic Development staff Support: Economic Development Ad Hoc Committee	<ul style="list-style-type: none"> Expand Economic Development Ad Hoc Committee to include Allan Hancock College, Small Business Development Center (SBDC), Vintners Association, Santa Ynez Visitors Association, and City of Buellton Chamber of Commerce Solvang Chamber of Commerce and Solvang Conference and Visitors Bureau are participating members of the Ad Hoc Committee <p>Labor Intensity: Low</p>	Invitations were sent to all groups listed. Chamber and SCVB continue to participate.
2.	Publish Economic & Demographic Profile of Solvang	1 (FY 12/13)	Lead: Economic Development staff	<ul style="list-style-type: none"> Publish print and electronic versions of Profile, and post on City website <p>Labor Intensity: Low</p>	Done
3.	Develop a dedicated Economic Development Page on City website	1 - 3 (FY 12/13 – FY 14/15)	Lead: Economic Development staff	<ul style="list-style-type: none"> Begin by providing Economic & Demographic Profile on City website Develop Economic Development page on City website Pursue re-design of City's website <p>Labor Intensity: Moderate</p>	Done
4.	Support the development & promotion of workshops & conferences for local business	1 (FY 12/13)	Lead: Chamber of Commerce, Support: Economic Development staff	<ul style="list-style-type: none"> Chamber has held several business development workshops in 2012 City can participate with business assistance workshops 	Done, Chamber continues to provide business assistance and City supports

				Labor Intensity: Moderate	
5.	Provide a venue for delivery of technical services to small businesses	1 (FY 12/13)	Lead: Economic Development staff Support: Chamber of Commerce, Real Estate Group	<ul style="list-style-type: none"> Action would involve locating meeting space for small business assistance programs such as SBDC consultants and SCORE mentors Labor Intensity: Low	No interest from SBDC and SCORE

Initiative #4 continued

Action No.	Action Description	Year	Responsible Entities	Notes	Status
6.	Determine size & needs of home-based businesses in Solvang	5 (FY16/17)	Lead: Economic Development staff Support: Chamber of Commerce	<ul style="list-style-type: none"> ● Action would involve surveying home based businesses and determining need for services which could be shared <p>Labor Intensity: Low</p>	Informal discussion with Home Use Permit applicants indicated that most home-based businesses are self-sufficient.
7.	Encourage commercial landlords & brokers to list details of available property on Economic Development website page	1 (FY 12/13)	Lead: Real Estate Group Support: Economic Development staff	<ul style="list-style-type: none"> ● Real Estate group would need to provide timely information, ED staff would update City website ● Could also consider a link <p>Labor Intensity: Low</p>	Not done
8.	Consider updating or revising City's logo	1 (FY 12/13)	Lead: Economic Development staff Support: Parks and Recreation staff	<ul style="list-style-type: none"> ● Sub-Committee is recommended <p>Labor Intensity: Moderate</p>	City Council declined to change logo

Initiative #5: Support the targeting and attraction of new businesses that complement Solvang's commercial character, leverage regional assets and/or serve local residents

Action No.	Action Description	Year	Responsible Entities	Notes	Status
1.	Form a taskforce of stakeholders to clearly define & oversee the process	1 (FY 12/13)	Lead: Economic Development Staff	<ul style="list-style-type: none"> Taskforce should include a member of the City Council, Chamber of Commerce, Real Estate group, and Solvang Conference and Visitors Bureau Labor Intensity: Low	These three items are interrelated and work has not commenced.
2.	Retain the services of a tenant mix expert for retail, IT, medical, etc.	1 (FY 12/13)	Lead: Economic Development staff Support: Chamber of Commerce, Solvang Conference and Visitors Bureau	<ul style="list-style-type: none"> Funds are not budgeted for this project Labor Intensity: Moderate	
3.	Develop a Marketing Plan	1 - 2 (FY 12/13 – FY 13/14)	Lead: Economic Development staff Support: Chamber of Commerce, Solvang Conference and Visitors Bureau	<ul style="list-style-type: none"> Work would commence after tenant mix/retail study is complete Labor Intensity: High	

Economic Development Strategic Plan Completed Projects 2012 -2016

Initiative #1:

Action No. 3b. Install directional signage at entries to the Village (seven metal signs in planters)

Initiative #2:

Action No. 1. Pursue development of a conference center (feasibility study concluded project was infeasible)

Initiative #3:

Action No. 1. Create a new "business packet"

Action No. 2. Provide applicants with clear & complete instructions for the permit process

Action No. 3. Give staff ability to help applicants minimize multiple fee costs

Action No. 4. Consider giving staff greater discretion in approving routine items (Ordinance amended to add authority in Section 11-12-24)

Action No. 5. Improve communication with business & real estate community

Action No. 6. Explore feasibility of hiring "in house" plan checker (economically infeasible)

Action No. 7. Encourage "Green" development (Green building code adopted)

Initiative #4:

Action No. 1. Establish Economic Development Partnership (invitations extended to all groups listed)

Action No. 2. Publish Economic & Demographic profile of Solvang (on website)

Action No. 3. Develop a dedicated Economic Development page on City website

Action No. 4. Support development & promotion of workshops for local businesses

Action No. 5. Provide venue for delivery of technical business services (no interested providers)

Action No. 6. Determine size & needs of home-based businesses (home-based businesses are largely self-sufficient)

Action No. 8. Consider updating City logo (Council declined to do so)

Economic Development Strategic Plan Projects for 2017

Initiative #1:

Action No. 1. Review and redefine the boundaries of the Village, and review allowed uses in the TRC.

Work has not commenced. This project would require a General Plan Amendment and Zone Change. Two workshops are anticipated.

Action No. 2. Permit greater flexibility in architectural design & other standards in the current TRC.

This project involves updating the City's Design Guidelines. A subcommittee was formed and the group reviewed the current Design Guidelines. The group found that a consultant was needed to prepare revised, updated Guidelines for review. Next step would be to secure a consultant to work with the subcommittee to draft revised Design Guidelines.

Action No. 3a. Improve adequacy of street lighting.

Improved street lighting is included in the Mission Drive Corridor Study. Improvements would be undertaken several years out.

Action No. 3c. Provide temporary closure of Village block (Copenhagen Drive from Alisal Road to First Street, and First Street from Copenhagen to Mission Drive) as defined in Tivoli Square Plan.

Action No. 3d. Revise rules to expedite pedestrian-friendly activities in Tivoli Square.

The two preceding items were intended to explore temporary street closures in the area around Copenhagen Drive and First Street. Staff discussed the idea with Chamber staff and some local business owners, and street closures were not found to be desired; most business owners placed value upon having parking nearby.

Action No. 4. Explore feasibility of annexation to expand commercial development options.

The Council has authorized work to begin on an annexation study in 2017.

Initiative #4:

Action No. 7. Encourage commercial landlords and brokers to list details of available property on Economic Development website page.

Implementation of this item is dependent upon submission of updated listings from the real estate group. With the current listings available on commercial realtors' websites, this item may have limited value.

Initiative #5:

Action No. 1. Form a taskforce of stakeholders to clearly define and oversee the process of targeting and attracting new business.

Action No. 2. Retain the services of a tenant mix expert for attraction of retail, IT, and medical businesses, etc.

Action No. 3. Develop a marketing plan.

The three preceding items are interrelated, and work has not commenced. These items were envisioned to be a joint effort with the Solvang Conference and Visitors Bureau and Solvang Chamber of Commerce to identify desirable businesses and conduct a marketing effort to attract these businesses to Solvang.

RESOLUTION NO. 16-_____

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOLVANG
ADOPTING POLICY DIRECTION FOR ECONOMIC DEVELOPMENT**

THE CITY COUNCIL OF THE CITY OF SOLVANG HEREBY RESOLVES AS FOLLOWS:

WHEREAS, the City Council has identified economic development as a priority for the protection and retention of local businesses, and for attraction of new businesses to the City; and

WHEREAS, the City Council adopted an Economic Development Strategic Plan in 2012, which contained several operational improvements to the development review process which Council now desires to adopt as standard procedures.

NOW, THEREFORE, BE IT RESOLVED that the following procedures shall be utilized and services offered in the course of City business:

1. New business packets shall be provided to customers seeking to locate in Solvang, or to expand and improve an existing business;
2. City staff shall strive to provide clear and complete instructions for the development review process and to assist applicants in minimizing multiple-fee costs;
3. City staff shall utilize the authority in Solvang Municipal Code Section 11-12-24 when appropriate to allow slight modification of zoning standards in order to facilitate efficient processing of development applications;
4. The City shall continue to facilitate informal economic development group meetings in order to maintain effective communications and provide a discussion forum for local business owner and community group;
5. The City shall continue to support development of workshops and training opportunities for local businesses; and
6. The City shall continue to seek procedural improvements and other ways to support local businesses.

PASSED, APPROVED AND ADOPTED this 24th day of October, 2016 by the following roll call vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

Jim Richardson, Mayor

ATTEST:

Lisa S. Martin

PROPOSAL

PROPOSAL FOR THE PREPARATION OF AN ECONOMIC DEVELOPMENT STRATEGIC PLAN

Submitted to
The City of Solvang, California

Submitted by
CARNEY Associates LLC
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NOVEMBER 26, 2011



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About CARNEY Associates LLC

CARNEY Associates LLC is a consulting firm specializing in strategic planning for economic development, professional meeting facilitation and organizational assessment and improvement for non-profit organizations. Its clients include municipalities, regional economic development organizations, workforce training agencies and organizations focused on the acceleration of technology transfer and commercialization. It is frequently retained by the California Association for Local Economic Development (CALED) to organize and manage its Professional Advisory Services programs for California cities and counties and to prepare final strategic recommendations.

CARNEY Associates' approach to Strategic Planning is best illustrated by a virtuous circle representing the five critical components of a successful plan; Discovery, Planning, Implementation, Measurement and Improvement.



Recent clients of CARNEY Associates include:

- The Alliance for Commercialization of Technology (ACT)
- Los Angeles County Workforce Investment Board (WIB)
- County of Monterey (CALED PAS)
- County of Sonoma Economic Development Board
- San Gabriel Valley Economic Partnership

For a more comprehensive list of CARNEY Associates' services and recent clients, please visit our website, <http://www.carneyassociatesllc.com>.

Key Personnel

Bill Carney, Principal

Bill Carney founded CARNEY Associates LLC in 2008 following a 30-year career leading regional economic development, business and trade organizations in California. For 25 of those years he served in the capacity of president and chief executive officer. During his career, he directed a wide variety of initiatives in business attraction and retention, regional marketing, small business assistance and small business lending. His portfolio of economic development practices and successes include:

- The recruitment and retention of major industrial and commercial employers
- Direction of three Small Business Development Centers
- Management of Certified Development Centers (SBA 504 lending) and revolving loan funds
- Attracting direct foreign investment
- Management of film and tourism commissions
- Public policy advocacy for regional competitiveness in areas of transportation, energy, water and workforce
- The successful turnaround of two regional economic development organizations through strategic and fiscal planning and implementation

Bill Carney is a nationally recognized leader in economic development. He served as the chairman of the board of the California Association for Local Economic Development (CALED) and as chairman of TeamCalifornia. He was also the founding chairman of the Center for Public Policy Studies at CSUS.

Prior to entering the field of economic development, Carney spent nearly 10 years in Europe with a major U.S. manufacturer with assignments in Italy, France and the U.K. He holds a bachelor's degree in government from the University of Redlands.

George Huang, Consultant

To assist with the preparation of an Economic and Demographic Profile of the City of Solvang and to provide input in drafting of the EDSP, CARNEY Associates will retain the services of George Huang, Principal of IDEASolutions. Mr. Huang's consulting practice currently focuses on economic development strategies, workforce development, tourism and technology commercialization.

He spent 15 years working as an economist for major regional economic development organizations, first for the Los Angeles County Economic Development Corporation and more recently for the County of San Bernardino Economic Development Agency. Besides research and strategic planning, he has extensive experience using GIS and

other technologies in economic development applications and in writing economic and industry reports.

He holds a bachelor's degree in Economics from Harvard University where he graduated *magna cum laude*.

Contact information:

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Scope of Work

Introduction

The City of Solvang is seeking assistance in the preparation of an Economic Development Strategic Plan (EDSP). The development of an EDSP was one of a set of recommendations made by a team of economic developers during a CALED Professional Advisory Services (PAS) project conducted for the City in early 2010. The City has already implemented another key recommendation of the PAS which was to create an Economic Development Group of stakeholders to provide input to the City and help it develop a vision for economic development.

Like many communities in California during this period of economic challenge, Solvang has chosen to proactively review and adjust the means by which it addresses its continued economic viability to sustain the high quality of life it enjoys in a very unique built environment. A cursory review of recent City revenue performance provides some useful context for this project. The recent decline in sales tax revenue would indicate that greater critical focus be given to Solvang's retail sector while the gradual increase in transient occupancy tax revenues highlight the importance and benefits of Solvang's strategic location within a region that is an increasingly popular visitors destination. Obviously, the strengthening of retail and the optimization of hospitality are critical to maintaining Solvang's unique cultural and architectural heritage and quality of life.

The fact that Solvang is largely built out makes strategic planning for economic development particularly challenging and creates a need for greater focus on infill opportunities, small business assistance, capital formation, the leveraging of external resources and broader regional cooperation.

We believe that an effective, implementable EDSP for Solvang can be developed through a thorough aggregation of the insights, experience and ideas of community stakeholders and their consensus around a way forward. CARNEY Associates will complement this effort through facilitation, the compilation of pertinent data, the introduction of best practices and the preparation of a draft EDSP for the City.

Scope of Work

Review of Relevant Documents. CARNEY Associates will review all current documents bearing on the economic development of Solvang including relevant elements of its General Plan and the 2010 report of the CALED PAS team, along with any other pertinent report or study suggested by the City. We will also do a thorough review of the websites of local and regional trade and business groups to have a better understanding of their focus and capacity. We will also attempt to contact CALED PAS team members for a further review of their findings.

Prepare "SWOT" Analysis of Solvang's Strengths, Weaknesses, Opportunities & Threats. CARNEY Associates proposes conducting meetings of four specific groups in a SWOT analysis process. The four groups to be convened would be retail businesses, hospitality businesses, other businesses & professions and city officials & civic leaders. As currently envisioned, each of the meetings would run from 2 to 3 hours. We propose the meetings be scheduled over a two day period.

CARNEY Associates will also test the recommendations of the 2010 CALED PAS team in the SWOT groups and incorporate them in the EDSP as is appropriate.

Once the raw data from the SWOT analysis meetings is collated, CARNEY Associates will present them to the Economic Development Group for further input and discussion. When completed, we will prepare a formal written SWOT Analysis as an attachment to the draft EDSP.

Preparation of an Economic & Demographic Profile. CARNEY Associates will research and prepare an Economic and Demographic Profile for Solvang. It will be formatted for easy replication and updating. We will provide an electronic file version and include it with the EDSP. The following data, assuming availability, will be included in the Profile.

- ⊕ Demographic Overview
- ⊕ Historic & Projected Population Estimates
- ⊕ Racial & Ethnic Composition of Population
- ⊕ Income Level
- ⊕ Household Income Distribution
- ⊕ Age Distribution of Population
- ⊕ Educational Attainment of Population (25+ years of age)
- ⊕ Labor Force and Unemployment
- ⊕ Commute Patterns
- ⊕ Employment Taxes & Mandated Benefits (California)
- ⊕ Wages by Selected Occupations (California)
- ⊕ Four Year Universities & Colleges
- ⊕ Community Colleges
- ⊕ Vocational Training Providers (public & private)
- ⊕ Employment by Economic Sector
- ⊕ Major Employers
- ⊕ Transportation Modes & Services
- ⊕ Utility Providers
- ⊕ State & Local Tax Profiles

Review of Best Practices. CARNEY Associates will undertake a review of best economic development practices in cities of similar size and attributes for further consideration by the City and present them as an attachment to the EDSP.

Identify Regional Resources & Potential Strategic Partners. Regional collaboration in economic development is increasingly recognized as essential for the success of

individual communities. This is particularly the case for smaller and relatively rural communities like Solvang. The variety of resources available to assist local businesses in urban settings is often lacking in smaller communities, particularly in the areas of technical assistance for business and workforce training. CARNEY Associates will identify the external resources available in the more urbanized areas of the region and recommend strategies to better leverage their services to benefit Solvang businesses.

We will also identify potential strategic economic development partners in the region, both public and non-profit.

Preparation of EDSP. CARNEY Associates will draft an EDSP for Solvang and present it to the City for its review and adoption. The final submittal will include:

- SWOT Analysis
- Economic & Demographic Profile of the City of Solvang
- Economic Development Strategic Plan that includes
 - ✓ Clearly stated goals
 - ✓ An action plan for implementation
 - ✓ Clearly defined roles & responsibilities of stakeholders
 - ✓ Measurements of success
- Attachments with additional findings and commentary as appropriate

Project Schedule

Carney Associates believes the entire project can be completed and presented to the City within a one month period assuming onsite meetings can be arranged in a timely fashion.

Project Management

All elements and tasks, including SWOT sessions, onsite meetings, final preparation of the Solvang EDSP and any onsite presentations will be conducted by Bill Carney. Any tasks assigned to consultant George Huang will be under Carney's direct supervision.

Project Budget *

Professional Services. For all services related to the Solvang EDSP Project included in the Scope of Work detailed above:

\$8,500.00

Project Expenses. For reimbursement of estimated expenses incurred in completing the project including automobile travel and room and board during onsite visits:

1,125.00

Total Project Cost:

\$9,625.00

* Please note, CARNEY Associates does not bill for time spent *en route* to and from a project.

Statement of Capacity to Perform

CARNEY Associates LLC has sufficient staff resources and professional experience to perform the work contained in the Request for Proposal. In addition, CARNEY Associates is able to meet the City of Solvang's insurance coverage requirements.

AGENDA ITEM #2

City of Solvang, Public Works Department - Maintenance (Facilities) Division

Capital Improvement Program

Maintenance (Facilities)

FY 2018-19 thru 2027-28

Project Name & Description	Funding Source	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28
City Hall Exterior Painting <i>Paint exterior of City Hall.</i>	General Fund					\$ 120,000					
Vets Hall ADA & Restroom Upgrades <i>Enlarge Large Hall restrooms, remodel Legion Wing restrooms to be ADA compliant, replace remaining old windows, and construct other upgrades.</i>	General Fund	\$ 60,000	\$ 400,000								
Parking Lot 5 Improvements with EV Charging Station <i>Construct improvements for new public parking lot with 8 new EV chargers.</i>	General Fund & PILF			\$ 40,000	\$ 360,000						
Veteran's Hall Wall Replacement <i>Demolish and reconstruct outdoor pony wall near the Small Hall entrance.</i>	General Fund		\$ 40,000								
Veteran's Hall Emergency Generator <i>Procure and install a permanent backup generator.</i>	General Fund		\$ 100,000								
Restroom 3 Upgrades Project <i>Construct major remodel and upgrades to Restroom 3.</i>	General Fund					\$ 30,000	\$ 140,000				
Veteran's Hall Seismic Retrofit <i>Structural upgrades to the Veteran's Hall Building to increase the possibility of withstanding an earthquake.</i>	General Fund							\$ 100,000	\$ 1,000,000		
Public Works New Maintenance Building <i>Construct new 1,200 SF Maintenance Office/Workshop to replace old and inadequate garage structure that currently serves as an office/workshop, and reconfigure parking.</i>	General Fund									\$ 80,000	\$ 500,000
Total:		\$ 60,000	\$ 540,000	\$ 40,000	\$ 360,000	\$ 150,000	\$ 140,000	\$ 100,000	\$ 1,000,000	\$ 80,000	\$ 500,000

AGENDA ITEM #7

City of Solvang, Planning & Community Development Department

Capital Improvement Program

Planning & Economic Development

FY 2018-19 thru 2027-28

Funding Source	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
General Plan Update - Community Design Element <i>Procure consultant services to evaluate general plan and make updates to development guidelines based on current regulatory requirements and community goals.</i>	General Fund	\$ 40,000								
General Plan Update - Parks Element <i>Prepare update of Parks Element of the General Plan.</i>	General Fund		\$ 35,000							
General Plan Update - Land Use Element <i>Prepare update of Land Use Element of the General Plan.</i>	General Fund			\$ 100,000						
General Plan Update - Circulation/Parking Element <i>Prepare update of Circulation Element of the General Plan.</i>	General Fund			\$ 75,000						
General Plan Update - Noise Element <i>Prepare update of Noise Element of the General Plan.</i>	General Fund					\$ 25,000				
General Plan Update - Housing Element <i>Prepare update of Housing Element of the General Plan.</i>	General Fund					\$ 50,000				
Total:		\$ 40,000	\$ 35,000	\$ 175,000	\$ -	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -