

**RESOLUTION NO. 16-1000**

**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.

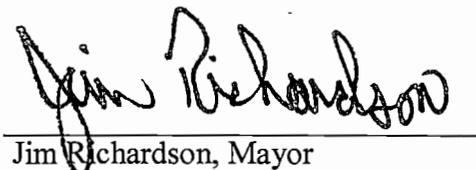
**PASSED, APPROVED AND ADOPTED** this 24th day of October, 2016 by the following roll call vote:

**AYES:** Mayor Richardson, Council Members Duus, Jamieson, Skytt, and Zimmerman

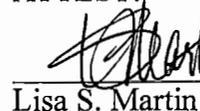
**NOES:**

**ABSENT:**

**ABSTAIN:**

  
\_\_\_\_\_  
Jim Richardson, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Lisa S. Martin



## **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	Progress
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"> <li>Will require a General Plan Amendment and Zone Change</li> <li>Anticipate need for a minimum of two (2) workshops</li> </ul> <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"> <li>Will require update to Design Guidelines</li> <li>Goal is to allow modern Danish architecture while protecting design quality</li> <li>BAR Sub-Committee is advised</li> </ul> <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"> <li>Will require coordination with Caltrans for crosswalks on Mission Drive; may limit options</li> <li>Lights are owned by PG &amp; E</li> <li>Funds are not budgeted for this project</li> </ul> <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"> <li>Sub-Committee is recommended</li> <li>Some initial work has been done</li> <li>Funds are not budgeted for the project</li> </ul> <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"> <li>Need to assess interest levels of businesses</li> <li>Conduct several closures to assess level of success</li> </ul> <p>Labor Intensity: Moderate</p>	Not done – interest limited Special Events provide for temporary closures

Initiative #1 continued

Action No.	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"> <li>● Need to assess success of street closures recommended in Action No. 3.c prior to initiating work</li> <li>● Would require an amendment to the Municipal Code</li> </ul> <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"> <li>● Need to prepare a Land Use Inventory for commercial properties</li> <li>● Sub-Committee is recommended</li> </ul> <p>Labor Intensity: High</p>	Council authorized study, letters of interest sent, RFP drafted

\*First Street from Mission Drive to Copenhagen and Copenhagen from First Street to Alisal Road

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

No.	Description	Year	Responsible Entities	Notes	Status
1.	Pursue development of a conference center, possibly in the location of the existing Veterans Memorial H	1 (FY 12/13)	Lead: Economic Development Staff Support: Solvang Conference & Visitors Bureau, Santa Ynez Valley Hotel Association	<ul style="list-style-type: none"> <li>● Sub-Committee is recommended</li> <li>● Explore a performing arts venue</li> <li>● Will need to use service of a consultant to conduct a feasibility study</li> <li>● Following completion of feasibility study, will assess feasibility and determine if project should be pursue or scheduled for consideration in the future.</li> </ul> <p>Labor Intensity: Moderate</p>	Feasibility study completed, conference center found not to be economically feasible

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

No.	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"> <li>● Work is currently underway</li> <li>● Chamber will assist in review of packet and distribution</li> </ul> <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"> <li>● Include process information as part of new business packet recommended in Action No. 1</li> <li>● Chamber will assist in review of packet and distribution</li> </ul> <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"> <li>● Service is currently provided; staff discusses projects with applicants and advises of opportunities to apply for phased work, particularly with BAR applications</li> <li>● Chamber will assist in providing information to the business community</li> </ul> <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"> <li>● Would require amendment of the Zoning Ordinance to give staff approval authority</li> </ul> <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"> <li>● With concurrence from real estate group, staff could attend MLS meetings monthly to provide information and learn of concerns which need to be addressed</li> </ul> <p>Labor Intensity: Low</p>	Done

### Initiative #3 continued

Action No.	Action Description	Timeline	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"> <li>● Need to circulate RFP for in-house plan checking services</li> <li>● Will still need a Building Official</li> <li>● Explore sharing services with Buellton</li> </ul> <p>Labor Intensity: Moderate</p>	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"> <li>● Consider reduction of fees for LEED certified buildings, explore other incentives to promote green development</li> </ul> <p>Labor Intensity: Moderate</p>	Done, green building code adopted

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

Section No.	Description	Year	Responsible Entities	Activities	Notes
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"> <li>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</li> <li>Solvang Chamber of Commerce and Solvang Conference and Visitors Bureau are participating members of the Ad Hoc Committee</li> </ul>	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"> <li>Publish print and electronic versions of Profile, and post on City website</li> </ul>	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"> <li>Begin by providing Economic &amp; Demographic Profile on City website</li> <li>Develop Economic Development page on City website</li> <li>Pursue re-design of City's website</li> </ul>	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"> <li>Chamber has held several business development workshops in 2012</li> <li>City can participate with business assistance workshops</li> </ul>	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"> <li>Action would involve locating meeting space for small business assistance programs such as SBDC consultants and SCORE mentors</li> </ul>	No interest from SBDC and SCORE
				Labor Intensity: Low	

## Initiative #4 continued

Item No.	Description	Year	Responsible Entity	Notes	Outcome
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"> <li>Action would involve surveying home based businesses and determining need for services which could be shared</li> </ul> <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"> <li>Real Estate group would need to provide timely information, ED staff would update City website</li> <li>Could also consider a link</li> </ul> <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"> <li>Sub-Committee is recommended</li> </ul> <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**

No.	Description	Timeline	Entities	Notes	Overall 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"> <li>Taskforce should include a member of the City Council, Chamber of Commerce, Real Estate group, and Solvang Conference and Visitors Bureau</li> </ul> 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"> <li>Funds are not budgeted for this project</li> </ul> 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"> <li>Work would commence after tenant mix/retail study is complete</li> </ul> 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.*