



## Attachment A

# Implementation Plan

Economic Development Strategic Plan  
City of Solvang

Legend: Status Column -


**Green:** Implementation on time, on plan

**Yellow:** Implementation behind schedule, but making progress

**Red:** Implementation in question, confronting significant issues that need resolution

**White:** Work not scheduled to commence


## 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"> <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>	
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>	
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>	
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>	
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>	






## 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"> <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>	
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>	



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

Action No.	Action 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>	






### 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"> <li>Work is currently underway</li> <li>Chamber will assist in review of packet and distribution</li> </ul> <p>Labor Intensity: Low</p>	
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>	
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>	
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>	
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>	




## 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"> <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>	
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>	

## 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"> <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> <p>Labor Intensity: Low</p>	
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> <p>Labor Intensity: Low</p>	
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> <p>Labor Intensity: Moderate</p>	
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> <p>Labor Intensity: Moderate</p>	
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> <p>Labor Intensity: Low</p>	

## 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"> <li>Action would involve surveying home based businesses and determining need for services which could be shared</li> </ul> <p>Labor Intensity: Low</p>	
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>	
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>	



**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"> <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	
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	