

ATTACHMENT A

Goal Intersect Analysis

City Council Goals – General Plan Goals – City S.W.O.T. Analysis

I Council Strategic Goals (CSG1)

- CSG1.1 Improve competitive position, streamline application process, establish incentives, and provide an assisting attitude to all potential business operators.** Knowledgeable staff is in place. Streamlining process has now been established. Engaged in continuous improvement of the application process, development services “one stop shop” and public outreach.
- CSG1.2 Actively pursue new businesses and establish policies to improve retention, and consider businesses that will bring jobs to Santa Paula.** Business outreach and coordination with the Chamber of Commerce. Business Retention and attraction
- CSG1.3 Advertise and attract businesses that are not service based (West Specific Business Park).** Coordination with land owners, developers and the EDC to identify business sectors (and end users) to attract to Santa Paula.
- CSG1.4 Work alongside of PBID Board to effectuate beautification of the downtown corridor.** Coordination with PBID on improvements to downtown.
- CSG1.5 Explore high speed internet opportunities for City.** Identify opportunities to partner with businesses to improve broad band access throughout the city
- CSG1.6 Update the development code and related city ordinances.** This is an ongoing process to ensure the code is relevant, legal and incorporates best practices.
- CSG1.7 Develop a city-wide property inventory for viable development opportunities.** Identify both public and private real estate assets, understand their market viability and promote via the web and business attraction activities
- CSG1.8 Identify gaps in goods and services to implement a retail attraction program.** Look for opportunities to expand and attract businesses that provide goods, services and employment that enhances the community (minimize retail and employment leakage)
- CSG1.9 Develop a downtown matching-funds assistance program to improve signage, building frontage, landscape and streetscape facade improvement program).** Set aside specific funding for a pilot program to stimulate investment in downtown businesses and improve aesthetics.
- CSG1.10 Provide resources for local businesses especially aimed at business recovery, advertising and continuity programs.** Partner with the Chamber of Commerce, EDC, Heritage Valley Tourism, Latino Town Hall and other local/regional partners to provide outreach and assistance to businesses

II General Plan Element 7. Economic Development and Downtown (EDD)

Goals

The overall vision guiding the Economic Development and Downtown Element is to secure Santa Paula's long-term economic sustainability. In the economic context, sustainability is enhanced by attracting and retaining businesses that offer needed goods and services, as well as sufficient job opportunities for residents. A robust business sector produces revenues to support City services, such as public safety and infrastructure maintenance. Good-paying jobs also support residential property values, which bolster City property tax revenues and enhance sales tax revenue.

Of great importance within the economic vision for Santa Paula is a thriving Downtown that serves the needs of local residents and attracts visitors (and their purchases) from outside the city.

Economic Development Goals

The following goals provide guidance for the policies and programs of this Economic Development and Downtown Element.

EDD 1 Promote the long-term economic prosperity of Santa Paula's residents and businesses, and the City's fiscal sustainability through business development and diversity, a skilled workforce, jobs/housing balance, increased tourism and a vibrant Downtown.

EDD 2 Provide high-quality and cost-effective public services for Santa Paula's residents and businesses.

The policies and programs of this Economic Development and Downtown Element are organized under two major themes:

- A. Economic Prosperity and Fiscal Sustainability.** *How can Santa Paula grow its economy to provide expanding job opportunities and upward mobility for residents, and sufficient revenues to support needed City services and infrastructure?*
- B. Downtown Revitalization.** *What strategies should the City pursue to encourage revitalization, expand business opportunities, and attract more residents and visitors to the Downtown?*

A. Economic Prosperity and Fiscal Sustainability

Economic prosperity is an essential aspect of the quality of life for Santa Paula residents, as well as the City's long-term fiscal sustainability. City strategies to support economic growth are organized into three areas:

1. Diversify the Economic Base
2. Expand Economic Opportunities
3. Enhance Fiscal Sustainability



1. Diversify the Economic Base

Strategies for diversifying Santa Paula's economic base include supporting the growth of existing businesses while encouraging new markets such as agri-tourism.

Support Small Businesses and Entrepreneurship
Promote Tourism and Recreational Opportunities

Policies

EDD 1.1 **Support existing businesses.** Support existing businesses within the community, including home-based businesses.

ACTION: Planning outreach in collaboration with the Chamber

EDD 1.2 **Business attraction.** Seek to attract new businesses that will help to diversify the local economy in sectors such as health care, and biomedical research and manufacturing, environmental technology, communications, business services, education, software development, agricultural industry support, agricultural research, and visitor-serving uses associated with the Heritage Valley.

ACTION: Based on assets determine business clusters on which to focus and develop attraction strategies

EDD 1.3 **Promote tourism.** Promote tourism and development of visitor-serving facilities.

ACTION: Coordination with local businesses, the Chamber, Heritage Valley Tourism, Fillmore Western Train

EDD 1.4 **Promote film-making in Santa Paula.** Enhance Santa Paula's reputation as a film making location.

ACTION: Provide assistance to the Chamber and Parks & Recreation Dept on promotion

Programs

EDD 1.a **Economic Development Coordinator.** Designate an Economic Development Coordinator to facilitate all of the City's economic development efforts and assist businesses in obtaining City permits.

ACTION: CED Director- Citywide / CED Manager - Downtown

EDD 1.b **Economic base study.** Prepare an economic base study to identify business sectors with greatest potential for expansion in Santa Paula and implement a business retention, marketing and recruitment program to attract those businesses.

ACTION: Needs to be addressed

EDD 1.c **Business expansion.** Work cooperatively with current Santa Paula employers to identify ways the City can facilitate expansion of those businesses.

ACTION: Needs to be addressed

EDD 1.d **Promote business and tourism.** Work cooperatively with local organizations representing all business and ethnic interests to develop a program to promote business and tourism in Santa Paula, including strategies such as:

- Continue to promote Downtown as an historic and entertainment district.
- Promote Santa Paula as a film-making location.
- Promote Santa Paula's railroad, airport, museum, and agricultural attractions.
- Develop attractions such as farmers markets, arts and crafts fairs, agricultural exhibits or museum, farm tours, antique airplane and car museum, and a tourist trolley.
- Work jointly with the UC Hansen Agricultural Research and Extension Center, the County of Ventura, the City of Fillmore and private interests in the Santa Clara River Valley to create an Agri-tourism Strategic Plan for the Heritage Valley.
- Work jointly with the County of Ventura, the City of Fillmore and the City of Ojai to prepare a scenic corridor protection program for SR 126 (between SR 150 and the eastern Ventura County line) and SR 150 and the attainment of official scenic highway designations for those highways under the California Scenic Highway Program.

EDD 1.e **Adaptive reuse of older buildings.** Encourage recycling of older buildings for use by businesses or mixed uses.

ACTION: Update historic preservation policies and processes and promote community historic character

EDD 1.f **Financing for business expansion.** Work cooperatively with local business and local financial organizations to ensure the availability of adequate financing to support business expansion in Santa Paula.

ACTION: Build relationships with regional financial institutions and the EDC to identify and promote funding opportunities

2. Expand Economic Opportunity

The policies and programs intended to grow the economic base as described in the previous section will also benefit Santa Paula residents by increasing job opportunities and wages. Business development programs are most successful when they are supported by complementary efforts to increase the skill level of the labor force through education and training. In addition to providing more local employment opportunities, higher workforce skill levels lead to higher wages for Santa Paula residents, which in turn leads to higher tax revenues.

An employment forecast prepared in 2016 by ADE, Inc. for Ventura County to the year 2040 expects the highest job growth to occur in the following fields:

1. Health Care and Social Assistance 30,000 jobs
2. Educational Services 20,000 jobs
3. Retail Trade 17,000 jobs
4. Professional, Scientific, and Technical Services 11,000 jobs
5. Accommodation and Food Services 8,000 jobs



Policies

EDD 2.1 **Job training.** Encourage local businesses and educational institutions to expand job training and apprentice programs for Santa Paula's workforce.

ACTION: Open dialogue on capacity for training/workforce development

EDD 2.2 **Educational opportunities.** Encourage educational institutions, such as community colleges and private secondary schools, to locate or expand in Santa Paula.

ACTION: As a part of business outreach – seek opportunities for new locates of educational institutions

Programs

EDD 2.a **Education and training.** As part of the City's economic development program, work cooperatively with local businesses and educational institutions to expand education and training programs that will enhance job skills needed to support current and future businesses in Santa Paula.

ACTION: Collaborate and support SPUSD and VCCCD on initiatives that will enhance educational quality and opportunities in our community

3. Enhance Fiscal Sustainability

Fiscal sustainability requires that City revenues are sufficient to fund public services. Two of the primary sources of revenues for most California cities are property tax and sales/use tax. Because these two funding sources comprise such a large portion of City revenues, increasing property values and taxable sales are essential to the long-term provision of quality public services. An effective fiscal strategy must also consider long-term economic trends. According to the U.S. Census Bureau, total online retail sales in 2017 accounted for about 9% of all sales compared to less than 1% in 2000.

Policies

EDD 3.1 **Monitor fiscal conditions.** Regularly monitor and assess the City's fiscal conditions to help evaluate major land use, infrastructure and public service decisions.

ACTION: Work with finance on ways to develop analysis and measurement

Programs

EDD 3.a **Citywide fiscal analysis.** Prepare and periodically update a citywide fiscal impact study to help guide major land use, infrastructure and public service decisions.

ACTION: Work with finance on ways to develop analysis and measurement

EDD 3.b **Streamline permit processing.** Streamline City permit processes while ensuring quality development.

ACTION: Submittal checklists and process efficiencies in place.

EDD 3.c **Provide adequate infrastructure.** Identify, monitor, and address resource and infrastructure issues (such as housing, health care, infrastructure and public services) that may be limiting economic expansion in Santa Paula.

ACTION: Needs analysis

EDD.3.d **Business forum.** Establish an on-going business forum between City officials and local businesses to collaborate on plans, policies, and budget items.

ACTION: To be implemented this year

B. Downtown Revitalization

A vibrant Downtown core is a key ingredient of Santa Paula's economic sustainability. The vision for Downtown is one that is alive with people enjoying meals in restaurants, visiting shops, and strolling on sidewalks throughout the day and into the evening. It is a place where residents feel a strong sense of community and visitors can experience the authentic small-town charm that is often missing from their daily experience. A successful downtown is a place that is full of what international architect Jan Gehl calls "staying activities" that invite people to stop and spend time. The number and frequency of staying activities is a measure of the vibrancy of a street or district.

Capitalizing on Physical Assets

Building Organizational Effectiveness

Projecting a Compelling Image

Enhancing Economic Competitiveness

Policies

EDD 4.1 **Enhance Santa Paula's image.** Maintain and enhance Santa Paula's reputation as a unique and distinctive place in the Southern California area.

ACTION: Current coordination with museums, Heritage Valley Tourism and the Chamber to market and promote the community

EDD 4.2 **Downtown organization.** Support the establishment of a Main Street organization to coordinate Downtown revitalization and promotion efforts and provide on-going City support to the organization.

EDD 4.3 **Land use policies.** Implement the Downtown land use and development policies contained in the **Land Use Element**.

ACTION: With adoption of the General Plan, code and policy changes are underway

Programs

EDD 4.a **Downtown Coordinator.** Designate a Downtown Coordinator within City government to serve as the primary liaison between City departments and Downtown property and business owners.

ACTION: Jeff Mitchem, Planning & Economic Development Manager

EDD 4.b **Business improvement district.** Establish a Downtown business improvement district (BID or PBID), based upon the California Main Street Alliance Model, to coordinate Downtown business development and marketing efforts.

ACTION: Approved and currently active

EDD 4.c **Downtown strategic plan.** Work with the Downtown BID to prepare a detailed Strategic Plan for the Downtown. Potential strategies that should be considered in the Plan include:

- Conduct an economic study to identify potential gaps and opportunities in current Downtown business segments and establish a focused business retention, expansion, and recruitment program targeting desired businesses that are under-represented.
- Create a Downtown Entertainment District with an attractive, culturally diverse mix of dining, retail, entertainment activities to draw local residents and visitors to the Downtown on a regular basis during daytime and evening hours.
- Promote residential/commercial mixed-use development in the Downtown.
- Identify additional physical improvements that would enhance Downtown building facades, streetscapes, public and private signage, and parking areas.
- Identify events and activities that will bring residents and visitors to the Downtown throughout the year.

- Develop a coordinated marketing program for the Downtown in collaboration with other business organizations in Santa Paula and surrounding areas.
- Allow development of City-owned parking lots in the Downtown area with high-quality mixed-use projects that provide affordable and market-rate housing and adequate parking for the new mixed-uses and public parking.
- Establish an Art in Public Places program to incorporate public art into a variety of spaces including streets, public plazas, building facades, and other locations in proximity to the Downtown area. Increase funding for public art in the Downtown through grant programs or award competitions.
- Develop an urban plaza in the downtown to serve as a community gathering and performing place.
- Develop a plan to promote and enhance Veterans Memorial Park as a gathering place.
- Improve and maintain lighting and safety measures (electronic surveillance) in the alleys and parking lots adjacent to Main Street.

III. STAFF STRENGTH/WEAKNESSES/OPPORTUNITIES/THREATS (S.W.O.T.) RESULTS

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none">• CLIMATE• ARCHITECTURE & HISTORY• “SMALL TOWN” CHARACTER• LOCATION/CENTRAL LINE – EASE OF ACCESS• OPEN SPACE• AFFORDABILITY... (LAND, OTHER)• AG (AVOCADOS...) → REGULATE BAD, PROMOTE GOOD• PEOPLE CARE – UNITY• FAMILY/DIVERSITY• HEALTHY ACTIVITIES• ENVIRONMENTAL HEALTH• COMMUNITY SERVICES• AIRPORT• HOUSING (MORE)• SENSE OF COMMUNITY• CBD – TRUE “MAIN STREET”• OUTDOOR REC ACCESS (NATURAL BEAUTY)• WATER SUPPLY	<ul style="list-style-type: none">• ECONOMICS• LACK OF ECONOMIC DEVELOPMENT VISION/PLAN• SMALL-TOWN LIMITATIONS• LOCATION (VENTURA/SANTA CLARITA)• LACK OF RETAIL/” BIG BOX” STORES• JOB TYPES (LACK OF HIGHER WAGE EARNING• PUBLIC INFRASTRUCTURE• TECHNOLOGY (LAGGING)• HISTORIC COMMUNITY?• POPULATION & INCOME• NEED MORE FESTIVALS• LACK OF BUSINESS UNITY & COMMUNITY INVOLVEMENT/AWARENESS• BUSINESS DIVERSITY• MORE AIRPORT AWARENESS• NEGATIVITY• DOWNTOWN<ul style="list-style-type: none">○ INFILL LEVEL○ BEAUTIFY○ INFRASTRUCTURE• EDUCATION QUALITY/OPPORTUNITY• BROAD CULTURAL OPPORTUNITIES• OPPORTUNITY/OPTIONS FOR BUSINESSES

OPPORTUNITIES

- GRANTS
- FILMING
- GROWTH PLAN/MARKETING
 - EVENTS
 - NEW PARTNERSHIPS/ NEW FRESH IDEAS
- HEMP PRODUCTION
- GENTRIFICATION
 - AFFORDABLE HOUSING
- TRANSPORTATION
- LAND EXPANSION
- RECREATION
- DEVELOPMENT & INVESTMENT
- VOLUNTEERISM
- GROWTH
 - EARNING/HOUSING
- CITY LEADS PROCESS TO IMPROVE
- BETTER PERMITTING PROCESS
- MARKET THE CITY
 - SIGNAGE
 - DOWNTOWN REVITALIZATION
- TAKE ADVANTAGE OF D/C, GRANTS...ETC.
- RAILROAD OPPS...MASS TRANSIT (REGIONAL)
- ED STRATEGY
- NEW INDUSTRIES...WINERIES/BREWERIES
- OPEN SPACE RECREATIONAL OPPS (OUTSIDE MARKETING)

THREATS

- CENSUS PARTICIPATION
- RECESSION
- NATURAL DISASTERS
 - AGING INFRASTRUCTURE
- LACK OF FUNDING
- PUSH BACK FROM COMMUNITY
- AG INDUSTRY
- TRAFFIC
- JOB OPPORTUNITIES
- BUSINESS FRIENDLINESS
- SCHOOL/HOSPITAL CLOSURES > JOB LOSS
- INCOME LEVELS
- CRIME/GANGS, PUBLIC SAFETY
- HOMELESS INCREASE, VISIBILITY
- WORSE IMAGE OF COMMUNITY
- AIRPORT CONSTRAINTS...PRIVATE...?
- UNFUNDED STATE MANDATES
- REGULATORY OBSTRUCTIONS TO DEVELOPMENT