

# CITY of LOMPOC

## 2030 General Plan

### ECONOMIC DEVELOPMENT ELEMENT

#### INTRODUCTION AND AUTHORITY

The Economic Development Element is an optional element that addresses the economic health of the City and establishes goals and policies that encourage economic growth while also maintaining and improving the quality of life in the community.

The structure of the City's economy plays an important role in the physical development of the City and in the stability of the City's local tax base. The Economic Development Element is based upon a desire to maintain and enhance the economic character of the community while providing for a stable annual budget. Towards this end, the City's Economic Development Element establishes a consistent set of policies that provide general direction on how the City can focus resources to retain local business, attract new industries, support the tax base, and sustain the ability to provide public services for current and future residents.

The Santa Barbara County Association of Governments (SBCAG) 2012 Regional Growth Forecast predicts population and employment growth patterns from 2010 to 2040. Over the course of the forecast period, the county's population is forecast to increase by 23% and employment is forecast to increase by 30%. While job growth for the County as a whole is projected to outpace population growth, the forecast for Lompoc is that population will grow by 20% but that employment will only grow by 12%. Through the implementation of policies and measures set forth in this Economic Development Element, the City can attract a higher percentage of job growth projected for the region. Reducing the City's unemployment rate is a primary goal of this Element.

Historically, the County has had a comparatively high share of employment in agriculture and government, but the forecast predicts that these sectors will experience below-average job growth to 2040. At the same time, the region has had below-average shares in professional and business services and internet-related information services, but these sectors are expected to experience above-average job growth. In addition, new jobs in the leisure and hospitality (tourism) sector, and in the self-employed jobs sector, are projected to have above-average job growth prospects. The fact that Lompoc currently has the second largest concentration of tasting rooms in Santa Barbara County is evidence that Lompoc is in a good position to change past trends. Lompoc is strategically situated in the heart of wine country and it is also in close proximity to the ocean, Vandenberg Air Force Base, the Lompoc Valley Medical Center, La Purisima Mission and State Historical Park and La Purisima Golf Course, a superior 18-hole course designed by world-renowned architect Robert Muir Graves.

The Economic Development Element establishes long-term goals and policies for the growth and development of the local economy. However, economic conditions and market forces change over time, sometimes very quickly. Therefore, a key implementation measure is the adoption and periodic updating of a dynamic economic development strategy. The economic development strategy provides a short-term action plan, identifying specific projects, programs, and investments that work toward long-term goals. The City should update the economic development strategy every three to five years.

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Following is a list of the City's broad economic development goals.

### **Support Regional Destination Uses that would Stimulate Economic Development within the City**

The City should capitalize on its geographic locale and support appropriate destination uses that would infuse the local economy with a substantial initial capital investment, jobs and a new revenue stream.

### **Retain Commercial and Industrial Zoning to Accommodate Reasonable and Sensible Growth**

The City of Lompoc contains a limited amount of heavy commercial and industrial land to attract uses that will implement the City's economic development goals. The City should therefore retain commercial/industrial sites that meet the size and location needs of prospects and avoid actions that would reduce the amount of existing commercial and industrial zoning within the City (unless the site is not feasible for commercial/industrial development).

### **Support and Enhance Travel and Tourist Opportunities within Lompoc and the Surrounding Area**

Dubbed "The City of Arts and Flowers," Lompoc is located near the Pacific Ocean, Vandenberg Air Force Base, La Purisima Mission and State Historic Park, La Purisima Golf Course and numerous boutique wineries. The City is also within easy travel distance of population centers in Santa Barbara and San Luis Obispo County, including the City of Santa Barbara. The City should promote Lompoc's high quality of life to attract prospective businesses, shoppers, and visitors.

### **Maintain and Enhance a Strong and Diverse Economic Base**

The City should encourage a mix of large and small industries and businesses to support a strong and diverse economic base, thereby creating jobs, generating public revenues, and involving high levels of private capital investment. The City should modernize its zoning ordinance to emphasize and encourage economic development. The City should identify private contractors working at Vandenberg Air Force Base and encourage them to hire Lompoc residents and locate their business support activities (offices, manufacturing and training facilities, etc.) in Lompoc. The City should encourage farm-to-table, and craft and cottage industries which include agriculture (e.g., bakeries, cheese shops, etc.), small scale production of textiles, and handcrafted wood and metal products.

### **Business Retention**

The City shall develop a business retention program as a way of establishing good relationships and communication with Lompoc business owners, in order to facilitate their retention and expansion within the City. The City of Lompoc is committed to its existing businesses and believes strongly that these businesses are a major asset to the community.

### **Business Recruitment**

The City shall strive to accelerate job growth and business investment by working closely with existing businesses to facilitate expansions and through active recruitment of new business across all sectors. The City should develop and implement strategies and programs to encourage new companies to locate or remain in the City Lompoc.

### **Attract Entrepreneurs as part of Business Recruitment**

The City should encourage and attract entrepreneurs that are interested in pursuing specialty businesses that capitalize on Lompoc's unique demographic and geographic setting. For example, Lompoc has a diverse

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population and large percentage of people who are affiliated with the military. Specialized businesses that cater to these specific groups should be encouraged. Through business-friendly policies, the City needs to recruit new businesses and retain existing businesses that provide revenues to the City and jobs to the community. Incentives should be aimed at recruiting/retaining specific businesses that achieve identified economic development goals of the City.

**GOALS AND POLICIES**

Goal 1

Promote and enhance employment opportunities within the City and increase the quality of life for City residents by sustaining a strong and diverse economic base.

Policies

- Policy 1.1 The City shall implement measures that aim to reduce the City unemployment rate to that of the overall County unemployment rate.
- Policy 1.2 The City should attract new employment generating businesses that capitalize on Lompoc's location and resources.
- Policy 1.3 The City shall maintain a long range, comprehensive marketing program to promote the City as a business friendly community with small town character.
- Policy 1.4 The City shall plan for land use and development patterns that allow succession of use, adapt to Lompoc's economic conditions, and promote development of properly located and well-designed commercial centers meeting the diverse service needs of the City.
- Policy 1.5 The City should promote and support educational opportunities within the city and surrounding area.
- Policy 1.6 The City should continue to support the role of Vandenberg Air Force Base as a significant contributor to the economic base of the community.
- Policy 1.7 The City should support development projects which broaden and enhance the City's economic base and produce viable long-term land use patterns.
- Policy 1.8 The City should develop relationships with private contractors at Vandenberg Air Force Base.
- Policy 1.9 The City should support the role of higher education as it contributes to the economic base of the community.
- Policy 1.10 The City should promote participation with diverse partnerships to implement improvements and programs for community development.
- Policy 1.11 The City should encourage and support the retention and expansion of agricultural and viticulture business activities.
- Policy 1.12 The City should participate with the Wine industry to promote City wine related business.

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- Policy 1.13 The City should upgrade and modernize sports facilities and infrastructure to be suitable for post season play.

### Goal 2

Preserve suitable industrial and commercial sites and encourage new industrial, office, and retail development that serves the needs of the Lompoc community and tourists and is designed to minimize impacts on the environment and on residential neighborhoods, consistent with the policies of the Lompoc General Plan.

### Policies

- Policy 2.1 The City shall preserve suitable industrial and commercial sites to provide a choice among sites for new industrial development prior to actual demand.
- Policy 2.2 The City shall encourage regional offices of corporations and government agencies to locate in the City of Lompoc.
- Policy 2.3 The City shall encourage medically-related offices and service facilities to locate in the vicinity of the community hospital.
- Policy 2.4 The City shall support evolving markets such as farm-to-table and artisanal products in mixed use environments.

### Goal 3

The City regulatory process and infrastructure shall be updated to avoid delay, minimize uncertainty, and prohibit unreasonable regulations.

### Policies

- Policy 3.1 The City should modernize the zoning ordinance to accommodate and encourage economic development, with an emphasis on employment generating businesses that provide head-of-household incomes.
- Policy 3.2 The City should retain existing commercial, industrial, and mixed use lands to accommodate reasonable and sensible growth.
- Policy 3.3 The City shall provide and encourage adequate infrastructure to support business expansions, redevelopment, and new development.
- Policy 3.4 The City should continue to review regulations and processes to support economic development opportunities.
- Policy 3.5 The City shall identify and remove, where appropriate, obstacles to the formation and expansion of local businesses, such as through updates to the zoning ordinance, including signage regulations.

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- Policy 3.6 The City shall appoint an Economic Development Committee whose focus is to improve the Lompoc economy. The Economic Development Committee shall create and update annually a Strategic Plan for economic growth and then coordinate this plan with other City commissions that have a vested interest in the plan.

Goal 4

Support a destination resort and other destination developments, including travel and tourist opportunities in the Lompoc Valley that would stimulate economic development in the City.

Policies

- Policy 4.1 The City should provide business incentive programs for tourist-related development projects.
- Policy 4.2 The City should support development of a strategy that attracts and promotes year-round tourism and capitalizes on the City's resources.
- Policy 4.3 The City shall develop funding sources for a marketing program to enhance the City's attractive and vibrant small town image, and to support attraction of an appropriate destination development.
- Policy 4.4 The City should expand and enhance the Old Town District and H Street Corridor as focal points for civic and tourist activities through support for development and implementation of a marketing and promotions program.
- Policy 4.5 The City should facilitate additional attractions and amenities that bring people to the City, including restaurants, local shopping, special events/festivals, entertainment, and recreation facilities.
- Policy 4.6 The City should work with local event coordinators and/or agencies, including the Chamber of Commerce, to promote special events, activities, and attractions.

Goal 5

Support and promote urban and cottage agricultural businesses.

Policies

- Policy 5.1 The City should, in conjunction with Land Use Element Policies 7.3 and 7.4, encourage pesticide free community gardens.
- Policy 5.2 The City should encourage Residential Agriculture Home Occupation Permits for residents who sell crops and orchard products grown at home to farmer's markets and wholesale to stores and restaurants, subject to all of the existing restrictions that apply to home occupations.
- Policy 5.3 The City should encourage residential accessory arts and crafts industries in all residential zone districts.

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- Policy 5.4 Encourage residents to sell arts and crafts produced at home, at farmer’s markets, and at permitted retail establishments, subject to Residential Arts and Crafts Home Occupation Permits.

### Goal 6

Attract entrepreneurs.

### Policies

- Policy 6.1 The City should explore the business incubator concepts to offer affordable, flexible and scalable space for startups to network, collaborate and grow their business.

## IMPLEMENTATION MEASURES

- Measure 1 The City should actively promote the development of land uses which will generate new jobs and tax revenues to the City.
- Measure 2 The City should support regional links between Lompoc and tourist destinations in the Santa Ynez Valley, Santa Maria, and Buellton areas, such as wineries, parks, trails, and golf courses.
- Measure 3 The City should encourage and attract industry that complements and supports the local agricultural economy.
- Measure 4 The City should develop measures to encourage private reinvestment in vacant or underutilized commercial and industrial land to adapt such property to current economic needs.
- Measure 5 The City shall consider the needs of existing businesses within General Plan designated industrial and commercial areas when reviewing applications for adjacent development that may not be compatible with such areas.
- Measure 6 The City should, in response to changing economic needs, facilitate and/or pursue public reinvestment opportunities (e.g., grants, loans, bonds) to assist in adaptive reuse planning of underutilized commercial, business park, and industrial properties.
- Measure 7 The City should modernize the Zoning Ordinance to allow agricultural and craft uses in appropriate locations, including multi-tenant incubator spaces.
- Measure 8 The City should promote local patronage and strong performance in satisfying local demand for goods and services and the creation of additional jobs.
- Measure 9 The City should assist the City’s small business community in retaining and expanding businesses by fostering partnerships and providing forums for information, training, and shared resources.

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- Measure 10 The City's Business Tax shall be updated, modernized, and expanded, and 50% of the increased revenue from the revised Business Tax shall be used for economic development purposes.
- Measure 11 The City should continue to work with the Chamber Commerce and the Economic Development Committee and other organizations to develop the economic development strategy that includes incentives to expand existing businesses and attract businesses.
- Measure 12 The City should collaborate with local organizations and agencies to develop and implement agricultural opportunities that enhance agricultural business and tourism, such as wineries, restaurants, dinner-theater, bed and breakfasts, appropriate destination developments, museums, lodging facilities, microbreweries and recreational activities.
- Measure 13 The City shall encourage the development of quality lodging, restaurants and meeting facilities to meet the needs of business, local residents and their guests and to bring visitors to the community.
- Measure 14 The City should promote Lompoc businesses through the City's website, and other advertising efforts (such as print ads, street banners and media stories) to encourage residents to shop locally.
- Measure 15 The City should, as the community grows, target marketing efforts to attract uses which will complement the City's economic development objectives.
- Measure 16 The City shall, in the H Street Corridor and Old Town areas, encourage a professional variety of uses to expand the current business mix and increase the area's economic viability as a destination point for shopping, work, dining, and entertainment.
- Measure 17 The City should periodically survey the business community for evaluation of City development services and improvement suggestions.
- Measure 18 The City should encourage training workshops on business development and advancement within the community of Lompoc.
- Measure 19 The City should provide pertinent information on business development efforts and opportunities in Lompoc to business owners, property owners, tenants, site locators, and other agencies to promote business expansion and head of household jobs.
- Measure 20 The City shall modernize the Zoning Ordinance to address any regulatory impediments to attracting target businesses, and to facilitate desired business expansions and reuse.
- Measure 21 The City should encourage additional tourist attractions by capitalizing on local attractions.
- Measure 22 The City should in collaboration with partners, improve and support a calendar of local events and activities available through social media and on the City's website.
- Measure 23 The City should attract retail uses which increase the City's revenues by expanding the community's regional retail market share. However, they should not create unreasonable traffic congestion or other undesirable impacts.