



ECONOMIC DEVELOPMENT COMMITTEE STRATEGIC DIRECTIONS PLAN 2018 – 2020

EDC Strategic Directions Plan Summary

The City Council and Lompoc Economic Development Committee (EDC) convened a joint public meeting, together with staff for a brief planning retreat of five hours designed and facilitated to achieve consensus “Strategic Directions” for the two year cycle 2018-2020.

The retreat was designed and facilitated to help the City Council and EDC to clarify collective intentions for advancing economic vitality within the City of Lompoc (City), while also simplifying the Strategic Directions Plan (Plan). The simplification approach was framed to reduce the total number of strategic directions (from five to three) while also making the named strategies “memorable” and easy to communicate to the general public. Implicit in this design was to ensure the City Council, EDC, and staff could easily focus shared dialogue and commitments to a few substantive strategies and actions that would achieve economic benefit within the capacity of the City to implement.

The meeting was facilitated to maximize the contributions of all participants to ensure a diversity of viewpoints would be reflected in the final Plan. The City Council, EDC, and staff were encouraged to reflect on the past two years of economic activity and identify priorities for the next two years applying the following standards: MUST DO (Green), SHOULD ALSO DO (Light Green), SHOULD NOT DO (Red). Those inputs are captured in the tables in the last section of this report, color coded for ease of review, and aligned with three *strategic directions* defined by the entire group.

The selected Strategic Directions represent a consolidation and simplification of five original Strategic Directions formalized during the last EDC planning retreat in 2016. Participants also identified a series of additional “preferred” priority actions to achieve desired outcomes and reported in light yellow in the table. The retreat format enabled the City Council and EDC Members and staff to discuss their respective hopes and priorities for the next two years, while arriving at a simple consensus framework.

The reduced time scope of the retreat did not allow adequate opportunities for the participants to establish detailed action plans or a system of measurement to help quantify the prospective impacts of the selected strategies. It is anticipated staff, along with the EDC, will help to refine the strategies into action plans achievable within the scope of City staff capacity and capabilities. Staff should bring back to the EDC projects – and questions – that will benefit from review and refinement by the diverse stakeholder perspectives encompassed within the EDC membership. An additional beneficial prospective action by the EDC would align subcommittee structure and activities to support each of the strategic directions.

This overall operational approach to plan implementation will also provide a solid platform for the EDC – in concert with staff – to forward recommendations to the City Council that will help to shape an approach to policy, budget, and public communications favorable to achieving economic benefits prioritized within the Plan framework.

EDC Strategic Directions 2018-2020

The following Strategic Directions should guide the formation of EDC meeting agendas, subcommittee structure, staff action planning, and recommendations to the City Council.

- 1. Create Opportunities for Investment**
- 2. Market Lompoc**
- 3. Initiate a Supportive Business Environment**

Process Note: The Retreat Facilitator has attempted to “translate” the intentions expressed herein by the City Council and EDC Members and staff, based upon a simple best practice model and through compilation and organization of the input provided by all participants during the retreat. EDC Strategic Directions with associated goals and priority actions are outlined in the tables on the next three pages.

1. Create Opportunities for Investment

Goal 1.1: Improve Economic Development Opportunities Through Public and Private Partnerships

Goal 1.2: Increase Economic Investment Activity Through Targeted Tourism/Business Improvement Districts (T/BID)

Framing – Public Private Partnerships (PPPs): PPPs provide a mechanism for sharing risk, while bringing private capital to fund projects vital to the community, including infrastructure, housing, business parks, and workforce initiatives. To be effective, PPPs require leadership, resource commitments, and value exchange that is properly documented.

EDC Recommended Priority Activities and Actions:

- 1.1.1. Strengthen Public Private Partnerships (PPPs) to Increase Revenue
- 1.1.2. Work With Vandenberg Air Force Base (VAFB)
- 1.1.3. Recruit Allan Hancock College Membership to the EDC

Framing – Business Improvement Districts (BID): BIDs are powerful strategies for businesses within a defined geographic area to self-fund projects within district boundaries and prospectively attract additional revenues. T/BIDs are a special type of district formed to fund destination marketing and increase visitor utilization of businesses within the boundaries.

EDC Recommended Priority Activities and Actions:

- 1.2.1 Create additional BIDs/TBIDs targeted to potentially include wineries, Old Town, and/or another targeted industry with the following contributions:
 - EDC Role: Discuss Which Industry to Pursue and When Ready to Implement Help Convene Stakeholders and Advocates
 - City Council: Empower EDC to Think Creatively About Economic Issues and Solutions and Listen
 - City Council: Review, Discuss, Approve Plan
 - Staff: Research, Develop, Implement Plan to Bring Program(s) to City Council for Consideration
- 1.2.2 Improve Access to Broadband
 - Request City Council Direct Staff to Perform Feasibility Study on Broadband Expansion and Options
 - Feasibility Study to Address Prospects for Progress Within Existing Budget Constraints (e.g. Secure Private Partner to Fund Fiber Infrastructure, Grant

Proposal to California Public Utilities Commission, Philanthropic Funding etc.)

2. Market Lompoc

Goal 2.1: Market Lompoc Internally and Externally To Increase Economic Activity

Goal 2.2: Improve the Physical and Perceived Image of Lompoc for Residents and Visitors

Framing – Marketing Lompoc: Every community has a positive story to tell. When the community, stakeholders, elected officials, and staff converge around the values, attributes, and lifestyle amenities that attract residents, the resulting narrative can become a primary source of attraction for business and workforce to “choose Lompoc.” This strategy should become a primary marketing focus of the City Council, EDC, and staff.

EDC Recommended Priority Activities and Actions:

- 2.1.1 Develop and Implement a “Pride In Lompoc” PR Campaign To Foster a Collective Vision (Consider a Potential “Made in Lompoc” Campaign)
- 2.1.2 Provide Progress Updates – Communicate “WINS”
- 2.1.3 Hold Events to Promote Lompoc and Create an Environment that Speaks Directly to Business (e.g. Follow-Up to Pathways to Prosperity Summit)
- 2.1.4 Staff to Market Lompoc Assets and Image for Business and Workforce Attraction
- 2.1.5 Improve Lompoc’s Image Through Social Media
- 2.1.6 Continue and Expand Economic Vitality Awards (EVA) Highlighting Business Customer Service (Clarify/Update Criteria for EVA awards, Promote Through Social Media)
- 2.1.7 Continue Lompoc Record Columns, Create Business Recognition and Retention Strategies to Promote Existing Businesses

Framing – Physical and Perceived Image: An important consideration in building community support for economic development initiatives, revenue strategies, and acceptance of risk is to foster a high level of community pride by investing in assets valued by the community, including parks and similar amenities.

EDC Recommended Priority Activities and Actions:

- 2.2.1 Improve Parks and Infrastructure to Attract Investors
 - Develop a “Community Pride Standard” for Parks in Collaboration with Parks Department (Framed by Economic Impact Specific to Each Park)
 - Consider and Research Formation of Landscape Districts to Improve the Lompoc Image and Potentially Apply Business Assessments for Maintenance

2.2.2 Further Establish an Identity, Vision, and Focus to Foster Pride for Downtown to Make it “The Heartbeat of Lompoc”

3. Initiate a Supportive Business Environment

Goal 3.1: Improve the Business Environment Through Timely, Responsive, and Supportive City Services

Framing – Why Being “Business Friendly” Matters: The demands of business formation, development, and response to competitive pressures leave owners and operators with very little patience for slow, unresponsive, overly bureaucratic, or difficult permitting and/or approval processes from the public sector. In business “time is of the essence” and “certainty” a necessary pre-condition for business to actively seek partnership with city and county government. As a relatively small community Lompoc can distinguish itself as a place that is friendly and supportive to business development, which will offer a competitive advantage for the community in seeking to attract new business development.

EDC Recommended Priority Activities and Actions:

- 3.1.1 Provide a “Facilitating Not Gate Keeping” Approach To Help Businesses “Get to Yes” (Including Front Desk, Permitting, etc.)
 - Conduct Internal Staff Evaluation of Planning & Building Processes and Identify Improvements to be Responsive
 - Improving the Speed and Efficiency of the Planning and Building Process
 - Provide a Streamlined Permitting Process
 - Create “Online” Over-the-Counter Planning Permits for Specific Types
 - Establish An EDC Project Development Liaison Assignment
 - One Possibility for Further Discussion with the EDC and Staff Might be to Provide a “New Business Assistance YES” Team From EDC
 - EDC/ Staff to Discuss Optimizing Guidelines for Facilitating New Business Opportunity
 - EDC Send to Staff and Then Council for Further Direction
- 3.1.2 Modernize & Approve the Zoning Ordinance Including the Public Review Process
- 3.1.3 Welcoming Emerging New Industries
 - Define and Market Incentives for Business to Relocate to Lompoc
 - Invite Key Stakeholders to Guide Council, EDC, and Staff in Determining How Best to Market Vacant Properties
 - NOTE: May Need to Further Address “Cannabis” Businesses by Considering the Economic Implications of Expansion within the City Limits

- 3.1.4 EDC to Support the City Council in a Shared Approach to “Business Friendly”
- Staff to Report back to EDC on Where We Shine & What We Have Done

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May 21, 2018 EDC/ Council/ Staff Retreat Summary Details

Guiding Principles for Collaborative Economic Development Planning and Coordination (EDC, Staff, & Council):

- Be Realistic About Capacities & Goals; Emphasize Focused and Targeted Efforts; Conduct Council-Committee- Community Economic Development with Shared Goals, Cooperation, & Collective Voice; Foster an Inviting Environment Within EDC that Attracts Members; Welcome New Ideas and Change (Change = Growth); Less Talk More Action; EDC Should be Educated About an Issue First Then Come Up With Solutions to Recommend to Staff and City Council

Strategic Directions and Priority Actions: 2018-2020

Table Key:

Must Do Actions	Should Also Do	Additional Priority Actions	Should Not Do
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To Achieve Sustained Economic Prosperity the City of Lompoc Must:		
Create Opportunities for Investment	Market Lompoc	Initiate a Supportive Business Environment
Improve Economic Development Investment Opportunities Through Public Private Partnerships Including T/BID's	Market Lompoc to Increase Economic Activity and Improve the Physical and Perceived Image	Improve the Business Environment with Timely, Responsive and Supportive City Services
Strengthen Public Private Partnerships to Increase Revenue	Improve Parks and Infrastructure to Attract Investors	Provide a "Facilitating Not Gate Keeping" Approach To Help Businesses "Get To Yes" (Including Front Desk, Permitting, Etc.)
More Business Improvement Districts (BID)	Provide Progress Updates – Communicate "WINS"	Approve the Zoning Ordinance
Lompoc Would Benefit From More TBID's – We Could Look at Old Town and Wineries	Promote Successes (Of Public Private Partnerships, Etc.)	Improving the Speed and Efficiency of the Planning and Building Process: Speed Up the Process for Businesses

Work With VAFB	Improve Lompoc's Image Through Social Media	Provide a Streamlined Permitting Process
Recruit Allan Hancock College Membership To The ED Committee	Further Establish An Identity, Vision, And Focus For Downtown; Make It The Heartbeat Of Lompoc To Foster Pride (Old Town)	Address Getting Permits to Build Business and Faster Turn Around Time for Permits
Expand Service of Wi-Fi to Hardline (Fiber)	Follow-Up To Pathways To Prosperity Summit	Establish An EDC Project Development Liaison Assignment
More Development – Downtown Area	Pride In Lompoc PR Campaign To Change Our (Collective) Vision	Modernize The Zoning Ordinance
Improve Broadband	“Made In Lompoc”	Address “Cannabis”
	Participating In Policy Change Discussion	Welcoming Emerging New Industries
	Image Improvement To Include Action	
<p align="center"><u>BID</u></p> <p>Committee Role: Discuss Which Industry to Pursue and When Ready to Implement Help Convene Stakeholders and Advocate</p> <p>Council: Review, Discuss, Approve Plan</p> <p>Staff: Research, Develop, Implement Plan to Bring Program to Council For Consideration</p>	Hold Various Events To Promote Lompoc And Create An Environment That Speaks Directly To Business	Planning: Create “Online” Over-the-Counter Planning Permits for Specific Types
Council Direct Staff to Perform Feasibility Study on Broadband Expansion and Options	Improving Lompoc Image: Landscape Districts? Apply Business Assessments to Maintain	Report Out: Staff to EDC on Where We Shine and What We Have Done

Council Empower Committee to Think Creatively About Economic Issues and Solutions And Listen	Park Improvements: Develop a “Standard” for Parks (Dependent on Economic Impact Specific to Each Park)	Market Incentives for Business to Relocate to Lompoc: Create Advertisement From Which We Can Market Vacant Properties
Facilitate a BID for Wineries and/or Old Town	Staff - Market	Provide A “New Business Assistance YES” Team From EDC
Improve Opportunities		Make the City Council “Business Friendly”
Measurable and Transparent Goals for Each Strategic Direction (Categories)		Conduct Internal Staff Evaluation of Planning & Building Processes and Identify Improvements to be Responsive
		EDC > Staff Guidelines for Facilitating New Business Opportunity
		Committee to Send to Staff and Then Council
		Council – Give Direction EDC – Innovate Staff – Execute
		City Should Not Be Difficult To Work With

Graphic Proposed By Committee Member During the Retreat

Illustrates "Strategic and Local Organization Directions"

