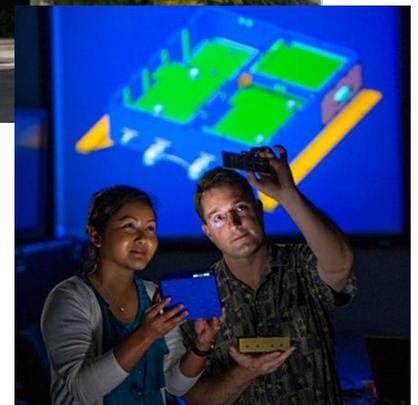


ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN



**June
2017**

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INTRODUCTION

The City has defined its mission and overall economic development goal as follows:

Mission Statement

The mission of the City of Huntington Beach economic development program is to strengthen and grow the city's economic base.

Economic Development Goals

The goals of the City of Huntington Beach Office of Business Development are to a) increase the city's tax base; b) create and retain jobs within the city; and c) address sales tax leakage and relationships to aid in the advancement of the Economic Development Mission.

The term "economic development" refers to activities undertaken by the public sector to promote job creation and retention, to ensure a strong, growing and diversified economy, and to increase the size of the City's tax base. Economic development success depends not only on business-oriented programs, but also on complementary efforts to provide public infrastructure, education, workforce training, affordable housing, and a cost-effective and predictable regulatory framework.

Generally, economic development activities fall under one of three approaches:

1. Business attraction – marketing to attract businesses to relocate to Huntington Beach
2. Business creation – encouraging entrepreneurship and the development of new businesses and jobs
3. Retention and expansion – enhancing existing businesses and employers

The recession and elimination of redevelopment agencies statewide challenged economic development agencies to do more with fewer resources. In response to these challenges, the City undertook the formation of an Economic Development Strategy in 2014, which analyzed and discussed the City's economic base, with a specific focus on driving industries that form the basis for future economic prosperity. The Strategy defined the City's strengths and weaknesses, as well as both internal and external threats. Having now achieved some measure of success with the initial implementation of objectives, it is an ideal time to focus the strategy on those objectives which are most relevant to the City's current needs and growth opportunities.

ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

This Huntington Beach Economic Development Implementation Plan ("Plan") sets forth the objectives and tasks necessary to achieve the City's economic development goals. The Plan looks beyond the "traditional" strategies formerly employed by economic development agencies and instead focuses on new and innovative strategies, a focus on the leveraging of partnerships and collaboration, and targeted infrastructure

improvements. It is the responsibility of the City to establish the economic foundations – workforce development, job opportunities, physical infrastructure, a positive business and regulatory climate, advanced technology, and a high quality of life – to encourage the business community to invest in Huntington Beach, create jobs and have the resources to be successful.

The Plan sets forth a path to creating a responsive government that is praised for its customer service, opportunities for development, market-generating programs, flexible industrial spaces, and infrastructure needed for entrepreneurs to start/expand businesses.

With the help of the business community, residents and our economic development partners, the City can strengthen our local economy by capitalizing on its existing assets and resources. Consistent with the City's economic goals, the Plan is designed to retain existing Huntington Beach businesses, create opportunities for expansion, provide resources for entrepreneurs and attract complementary businesses to the City. The City's efforts to enhance the quality of life in Huntington Beach, by supporting an expanded business sector, will have the effect of potentially increasing revenue by driving up economic activity and the resulting taxes and fees that support public services for residents and businesses.

Plan Objectives

The Plan concentrates on five (5) focus areas to be addressed over the next two (2) years. These areas were selected based on the SWOT analysis from the Economic Development Strategic Plan, review of the City's existing economic make up and reviewing trends and technology advancements. They include areas that are ripe for economic growth, are existing high job creators, are gaining national attention as growth opportunities, or need a City-led effort to improve.

These focus areas are:

- Responsive and Effective Government
- Tourism, Retail and Quality of Life
- Entrepreneurship
- Healthcare and Biomedical
- Manufacturing

The goals and objectives in this plan have been designed to address specific economic development goals: increase the city's tax base and other revenue sources, create and retain jobs within the city, address sales tax leakage and diversify the sales tax base, create new markets, and build local and regional relationships to aid in the advancement of the economic development program. The goals and objectives will discuss potential collaborations (private and regional) and will include an action, timeframe and performance indicator. The funding of items will be indicated.

OFFICE OF BUSINESS DEVELOPMENT / COOPERATION

The Office of Business Development team helps to facilitate the vast services available to businesses, as well as provides one-on-one assistance where extra efforts may be needed as a business advocate. The Office's role includes offering a central point of contact for new and existing businesses that can help them access City services, as well as guiding businesses through the entitlement process. The Office also facilitates the development and marketing of economic programs in the City of Huntington Beach.

It is worth noting, however, that all departments are responsible for the economic strength of the City. Cities and states across the country are vying for some of the same economic opportunities. To effectively compete for these important jobs and economic opportunities, the City must be prepared internally by providing quality services for businesses which encourage them to locate here. The Office of Business Development will provide assistance for professional development to all other Departments. Further, the City is also part of a regional economic system and our success is aligned with the economic achievement of the region. The City must continue to partner and leverage local and regional efforts to encourage, assist and partner with institutions and businesses, large and small, to achieve our business goals. It should be recognized that the City may not have all the necessary resources to achieve every objective, but will undertake the implementation to continue the City's success - partnerships are key in achieving our goals.

Responsive and Effective Government

One of the key elements of economic development is a responsive and effective government. Outreach, both internal and external, is critical to create a positive atmosphere for dialogue and discussion with existing and future businesses. Business outreach promotes a positive perception of the City as business-friendly, both locally and regionally. This perception can be promulgated through partnerships and active memberships with the local Business Improvement Districts (BID's), Chamber of Commerce and regional and state-wide economic development groups. Three ways to enhance the level of a responsive and effective government is through:

- Customer Service – provide employees with the training, skills and tools they need to effectively and professionally provide accurate information in a timely manner;
- Efficiency – identify and resolve internal systems that delay outputs or result in redundancy, without sacrificing community wellness and public health and safety. Efficiency also pertains to coordinating with external partners to avoid duplication of efforts and to share resources;
- Communication – develop effective communication tools to demystify local government, improve transparency, and share valuable information and resources.

- 1) Convene Quarterly Meeting with Development Staff to Share Information/ Success and discuss streamlining processes**
 - a) Business Development staff will present to the various departments and/or divisions in City Hall the goals and objectives of this Plan, its relevance to each Department, and discuss the status and next steps to be undertaken.

- 2) Expand the Existing Business Advocacy Program to Assist New and Expanding Businesses**
 - a) Create a brochure with contact information for the Business Advocacy program that can be provided to City Inspectors and make available at local business organizations.
 - b) Work with specific departments to update/create a flow chart of how a business owner would obtain a business license, plan check and building permit(s), planning entitlements, and other permits that might be necessary from other governmental agencies, such as the Orange County Health Department.
 - c) Coordinate resources with federal, state, and local programs where needed.
 - d) Create a poster and fliers for placement at City Hall where business owners/operators would visit such as business license, Community Development, Public Works letting businesses know they can visit Business Development staff to provide business advocacy services and to answer business related inquiries.

- 3) Continue to Engage and Work with the Huntington Beach Chamber of Commerce/OCBC/ACC-OC/Regional Economic Development Groups/Visit Huntington Beach/Downtown and Auto Business Improvement Districts for Business Enhancements**
 - a) Actively participate (attend meetings) within these groups, by providing data and information from the City.
 - b) Provide marketing information from the City to organizations.
 - c) Work with organizations for joint marketing opportunities.
 - d) Discuss lease space availability, development opportunities, project/program status and other initiatives of the City.
 - e) Work with internal and external organizations to provide the best experience possible to Huntington Beach visitors.

- 4) City staff, along with the Mayor and City Council, will re-establish the business visitation program - Business Link**
 - a) Business Development staff will arrange for a site visitation and tour with the Mayor. The visit will provide an opportunity for questions and answers. If the Mayor is unavailable to attend the business visitation, the program will be open to fellow Council Members.
 - b) Discussion may include discussion of the health of the company, their experience with the City and actions that the City can take to assist the business.
 - c) Visits will assist the City to gain insight about the needs and wants of business

owners through the Business Link program and improve upon the programs and resources offered to them. Summaries of business visits will be provided for the web site and future goals and objectives may be developed.

- 5) **Hold Business Roundtables with the Economic Development Committee (EDC). The Roundtable will be focused on specific areas within the City**
 - a) The Roundtables may include City Council, Business Development and other City departments, business resource organizations such as the Chamber of Commerce, the SBA and SBDC and the OC One-Stop Center to welcome businesses into the City and to provide an opportunity to introduce to a wide variety of business resources to owners and create positive relationships.
 - b) The Roundtables can provide an opportunity for businesses to become familiar with City staff and available resources and the City to find out the needs of the business community. In addition, it is an outreach tool for Business Development to gain business owner insights, including experience(s) working with the City and other opportunities for improvement.

- 6) **Use of Electronic Communication to Share Information and Accomplishments**
 - a) Gather/obtain and create and e-mail blast for monthly information on business related items. Email blast can include program/project updates, upcoming events and business spotlights.
 - b) Distribute permit process handouts, FAQ's and contact lists.
 - c) Increase web based information, look at use of other media and opportunities to provide electronic information tools that can serve as business resources.

- 7) **Continue the Brokers Briefings, which creates opportunities for the City and brokers to discuss real estate trends and any potential leads for attraction/retention**
 - a) City will provide an update on current issues, new programs, projects.
 - b) Staff will provide information as requested by the brokers (City code clarification, review process, etc.).
 - c) Brokers to present as well with deals they have closed and areas they are currently representing, available properties or properties coming available.

Tourism, Retail and Quality of Life

Tourism is an integral part of the Huntington Beach economy. Visitors make significant contributions to our local tax revenues, employment and quality of life. In 2015, nearly 4 million non-OC resident visitors to HB generated approximately \$700 million in total economic impact (business sales), which in turn generated \$15.7 million in local taxes, supported 6,000 jobs and \$276 million in labor income. It is estimated that the average annual tax burden for HB households would increase \$497 yearly to maintain the same level of community services were it not for the economic impact of visitor expenditures. Without Huntington Beach visitors, and their associated spending, the City would have an estimated 240 fewer restaurants, 100 fewer recreational businesses and 82 fewer

retail businesses, which would have a major impact on the quality of life for all local residents. The City's Transit Occupancy Tax (TOT) also continues to increase, with the opening of Pasea, a 250-room boutique hotel at Pacific City. In 2017, the long-awaited Hilton Hotel tower expansion will open along with Springhill Suites by Marriott. Last year the TOT increased by 9%. It is budgeted for another 2% increase in 2016-17.

The City continues to show growth in our commercial sectors. The retail sales tax has continued to increase and has reached pre-recession amounts with Fiscal Year 2016-2017 anticipating a 2% increase. Our vehicle sales continue to increase and this year we have seen a new dealership on the Beach Blvd of Cars (McKenna `Subaru). The City will have three auto dealers investing significant capital improvements on their property – McKenna Subaru, Hardin Hyundai and Car Pros Kia. With the opening of Pacific City, retail sales are continuing to climb. However, the City needs to ensure that the older commercial strips also reinvest in their property to continue the sales tax growth potential.

The City needs to watch, understand and contest the internet/on-line shopping. The City receives 1% of the total sale for each sale that tax place within the City boundaries. Local tax for online sales (not attached to a brick and mortar store or distribution center) is distributed to a countywide sales tax "pool". The pools are made up of local tax for sales that occur online, for goods that ship to California customers from a point outside the state, and use tax associated with construction contracts. Huntington Beach receives approximately 6% of the Orange countywide sales tax pool – or 6% of the 1%. One consideration for encouraging local in-store shopping is a "Shop Local" Program.

The City's Property Tax is forecasted to raise 2.4%; the City's single family home price is at its highest level of \$695,000 since 2006.

Quality of life plays an important role in the local economy. The City hosts 752 acres of park land, with a world-class Central Library located within the 356-acre Central Park, as well as four additional branch libraries. The City just opened a new state of the art 38,000 sq ft Senior Center in Central Park including the Hoag Health and Wellness Pavilion and a computer learning center. The City's cultural and sports resources include the Art Center, five recreational centers, the International Surfing Museum, Pier Plaza, Equestrian Center, Shipley Nature Center, Dog Beach, Vans Skate Park, and a 45-acre Sports Complex. The City hosts large-scale annual events such as the Vans US Open of Surfing, Breitling Air Show, Fourth of July Parade and Fireworks Show, Surf City Marathon, and Concours d'Elegance. The City also is home to a 10-mile award-winning beach.

The actions resulting from the Plan can enhance and improve the quality of life for Huntington Beach residents and promote Huntington Beach as a business and vacation destination. The Plan can assist to stabilize and expand the retail base by assisting in the attraction of needed retail establishments, marketing vacant storefronts, and

supporting existing businesses. Our objectives are to increase sales tax, transit occupancy tax and property tax.

1) Retain and Expand the existing job base while pro-actively attracting new businesses, industries, jobs and investment

- a) Create marketing materials that promote Huntington Beach's strengths to send/hand out to businesses to increase the City's proactive outreach.
- b) Attend ICSC and related conferences/events to promote the City as a business destination.
- c) Compile and provide information regarding access to capital sources.
- d) As needed, offer Sales or other Tax Sharing Agreements for desired businesses that bring in high paying jobs, large sales tax producers or are identified as priorities in the Plan.

2) Create a Shop Local Program

- a) Work with Chamber and BID's to create a new Shop Local Program.
- b) Market the Shop Local Program on social media and all other avenues.

3) Enhance Huntington Beach tourism opportunities

- a) Identify potential new events that encourage and increase regional tourism to Huntington Beach, focused on the "off-season" (September to June).
- b) Work with Visit Huntington Beach to install Way-finding Program to assist visitors to drive to numerous locations throughout the City.
- c) Collaborate with all parties to cross-promote activities and events, including both Huntington State and Bolsa Chica State Beach.
- d) Reach out to major sports tournaments and sporting events to attract and enhance sporting events – focus on off-season".
- e) Work with Visit Huntington Beach to disseminate information on Huntington Beach's eco-tourism opportunities.

4) Increase efforts to attract filming

- a) Work with Visit Huntington Beach to promote City at filming location conference
- b) Promote /advertise the filming that has occurred within the City.
- c) Work with State Film Commission to have Huntington Beach listed on State web site, or establish Huntington Beach as a separate Film Commission.

5) Create a Pop-Up Program to temporary fill vacant storefronts

- a) Create a list of potential pop-up programs/uses to provide to vacant storefronts.
- b) Develop a list of local artists that could install a decorative storefront in vacant properties with high visibility; and/or create a standard window wrap concept.
- c) Work with Community Development and Fire Departments to review City regulations and create a streamlined/minimum guideline for Pop-up Program temporary use.

6) Enhance the City's Commercial Corridors

- a) Focus on segments of major commercial corridors (Beach/Edinger/Adams/ Brookhurst/Warner/Bolsa Chica) to meet with the businesses, provide City

- information and promote the Commercial Façade Rehabilitation Program.
- b) Place Shopping Center Directory on City's Business Development website to provide retail shopping opportunities and related information to the community.

7) Collaborate with the Downtown Business Improvement District

- a) Enhance the marketing of the Downtown area to the Huntington Beach community and to attract regional visitors, this can be accomplished through e-mail blasts, advertisements and additional events.
- b) Expand the maintenance area by the BID though the MOU boundaries, responsibilities.
- c) Work with the Property owners on Main Street to encourage the investment in the maintenance of the buildings. Look at the outdoor dining program.

8) Create an Economic Disaster Recovery Program

- a) Set up program for the Fire Department to contact the Office of Business Development, after a commercial fire that will cause the closure of a business.
- b) Staff will work with property owner and business tenant to develop a recovery plan and time schedule.
- c) The recovery plan may consist of incentives for the business re-opening by offering expedited plan review, delaying of fees or a payment plan for fees.
- d) Assist in temporary tenant relocation, if feasible.

9) Promote Sustainable Business Practices

- a) Promote the City's Sustainable Business Certification through all available marketing channels.
- b) Work with the Investor Owned Utilities and Republic Services to promote their rebates, incentives, and services that help businesses reduce their operational costs.
- c) Continue to pursue grants that fund the certification of businesses.
- d) Work with CIELO to teach sustainable practices that enable businesses to save money.

Entrepreneurship / Small Business Development

Economic growth is increasingly tied to small business and start-ups. It is well documented that small businesses create most of the nation's new jobs, employ more than half of the nation's private sector workforce and more than half of the nation's non-farm, private real gross domestic product. The City has approximately 8,850 businesses in the City; the leading industries in Huntington Beach are Manufacturing, Retail, Professional, Scientific, and Technical Services, and Health Care and Social Services. The interesting fact of Huntington Beach businesses is that 68% of the businesses have 1-4 employees.

1) Training/Education Opportunities

- a) Offer SCORE (Service Corps of Retire Executives)/SBA (Small Business Administration)/Chamber workshops to Huntington Beach business owners at no cost or limited fee.

- b) Host small business forums with partners to educate aspiring and existing small business owners, provide network opportunities, and retain businesses.
- c) Conduct presentation at Chamber of Commerce meeting to inform business community of City resources.
- d) Support the creation of programs and events that develop student entrepreneurs
- e) Look at feasibility of developing “Pop-Up” program to incubate start-ups and decrease vacancy rate.

2) Retention, Expansion and Attraction

- a) Conduct business visitation program to businesses.
- b) Look at creating financing mechanism for small businesses such as local investors and/or crowd-funding mechanisms (in connection with RMDZ and other funding sources) and work with local banks.
- c) Look to create a Small Business Assistance Revolving Loan Program.
- d) Highlight and advertise the City’s policy regarding purchasing from local vendors
- e) Host a home-based business forum.
- f) Provide business development resources to high-tech entrepreneurs (such as a manufacturing incubator).
- g) Provide financial and service incentives to upgrade vacant existing office buildings, such as utility and or fiber upgrades.

Health Care and Biomedical

Huntington Beach has a well established healthcare industry with Huntington Beach Hospital, Hoag Medical Center, Kaiser and Memorial Care facilities in town. Overall there are over 1,450 medical related establishments with over 8,200 jobs. Healthcare and biomedical research is a growing field and provides for high-paying jobs, and many supporting jobs such as retail medical suppliers, medical manufacturing and business and legal service providers that rely on our healthcare industry.

The City should work towards exploring opportunities for the healthcare industry to thrive and help prepare prospective employees for careers in the field and encourage and facilitate additional private investment in the area.

1) Build upon and expand the local service health care facilities and biomedical research and manufacturing field

- a) Focus on attracting biotech, research and development or other medical facilities in the City. Especially those that can create Sales Tax.
- b) Explore what infrastructure and building facilities are needed to foster biotech research and development medical facilities.
- c) Support the development of office space to capture new jobs in medical information technology, health information and management.
- d) Work with Golden West College to focus on health care initiatives and expanding opportunities.

Manufacturing

On a national level, manufacturing in the US has increased along with productivity and wages; however the number of manufacturing jobs has declined due to increased modernization of the manufacturing field with computers and other leaner operation processes. As of 2016, Huntington Beach has over 435 businesses that state they are in the manufacturing establishment with over 6,100 jobs. Our top businesses in the manufacturing sector including Boeing, Zodiac/C& D Aerospace and LIFT by EnCore. These three top businesses are a magnet for numerous other manufacturing businesses. The City also has Cleveland Golf, and many skateboard manufactures. The City should investigate needed resources to encourage growth in this cluster. There are two primary industrial zones in the City, one in the Northwest area of the City (“Innovation Corridor”) and also along the Gothard Corridor. However, the need for infrastructure, such as fiber-optic connections, is critical to continue to maintain and grow the manufacture sector. The City should focus on how to provide the infrastructure and resources existing manufacturers need to compete in a global market. The expansion of research and development opportunities for emerging technologies needs to be harnessed.

1) Research infrastructure need for R & D manufacturers

- a) Create a high speed, reliable, affordable fiber-optic infrastructure plan and implement plan as funding is available.
- b) Review zoning to provide more flexibility for uses and expansion, while protecting housing and or non-industrial businesses such as gyms/entertainment uses from utilizing industrial space.
- c) Work with Planning and Public Works on alternatives to the parking issues within the areas.
- d) Proactively research emerging trends in high-tech manufacturing and focus City business development efforts on the emerging trends.

2) Create a Manufacturing Incubator

- a) Finalize research on incubator programs; recommend creation of a pilot program for a manufacturing incubator.
- b) In order to attract technology businesses, the City should work with entrepreneurs to incubate business ideas and concepts. Similar to the Los Angeles Incubator, the City should partner with the local educational community, Chamber of Commerce, and utility companies to create a space designated for businesses to foster ideas that businesses. There is unprecedented economic opportunity as the country and the State rebuilds its energy and transportation infrastructure.
- c) If approved, allocate seed money from the Commercial Façade Rehabilitation Program.
- d) Create a Request for Proposals (RFP) seeking a qualified firm to establish and operate the incubator.
- e) Apply for grants for the on-going operation, if successful.
- a) Work with innovative start-ups for inclusion in the incubator.

3) Marketing of Manufacturing Area

- a) Design and publish manufacturing specific ads for industry publication.
- b) Attend manufacturing trade shows.
- c) Produce and maintain a manufacturing specific webpage.

4) Promote the Recycling Market Development Zone (RMDZ)

- a) Design and publish resources available from the State to promote the RMDZ.
- b) Attend Green Tech and Manufacturing Trade Shows to attract new businesses to the City and promote the benefits of the RMDZ.

EVALUATION OF GOALS AND OBJECTIVES

The Office of Business Development will provide quarterly update/status on the goals and objectives. As part of the update the goals and objectives may be changed/amended, deleted and new goals added as needs arise. The goal is to have this Plan as a living document that will be used as a tool to evaluate progress over the next two years. The quarterly updates will be distributed to City Council, posted on the City's website, and be part of the e-mail blast to the City's business partners.

A quarterly Economic Development Snapshot will be included in the update. The Snapshot will include the quarterly sales tax trends, new businesses, loss of businesses, unemployment rate comparisons and other relevant economic data. The Snapshot will be a chance for the community to look at the tax base, other revenue streams, employment, and leakage/diversification/demand of the retail tax base.

MEMBERSHIP/TRAINING

A key component of any Implementation Plan is the on-going training of City Council and staff in all City departments. Training ensures that staff is aware of new trends, emerging sectors, creative financing and other economic development information. A part of training includes membership in various economic development organizations. City Council Members will also be able to access the benefits and training opportunities offered through these organizations.

The memberships will include the following organizations:

- International Conference of Shopping Centers (ICSC) - ICSC provides regional and national training opportunities that are important to attend and promote Huntington Beach
- International Economic Development Council (IEDC)
- California Association of Local Economic Development (CALED)
- Orange County Business Council (OCBC)
- Association of California Cities, Orange County (ACC-OC)

Membership in organizations that are active in the industry of development, economic development, and retail and entertainment aid in the economic growth of the City.

Many of the developers and retailers with whom the City has worked with in the past were first introduced at these types of events.

- Market/promote the City of Huntington Beach at conferences by exhibiting, meeting, and networking with the purpose of attracting quality development and businesses in the city.
- Create a follow-up program and database of contacts from these attraction activities.

FUNDING OF ECONOMIC DEVELOPMENT GOALS AND OBJECTIVES

Funding is a function that is both internal and external to the organization. The City's General Fund is relied upon for a large portion of funding for the Economic Development programs. It is prudent to research and be aware of outside funding sources. The City can seek grants to fund activities (such as incubators, etc), and assess unique and innovative financing alternatives to determine their applicability to Huntington Beach and if they warrant the use of City resources to pursue.

1. Annual Budget Allocation - During the annual budget process, adequate resources should be allocated to allow for the implementation of the economic development programs proposed to be implemented in the Implementation Plan for the year.
2. Redevelopment Property Tax Trust Fund ("RPTTF") Residual- Another revenue source for economic development programs is the RPTTF Residual funds. The RPTTF is the money left over after the Successor Agency (the former Redevelopment Agency); this is the City's portion after it pays its enforceable obligations every six months.

This amount varies from one six-month period to another depending on the enforceable obligations that need to be paid, as well as the amount of the distributions from the County Auditor-Controller. This source of funds represents a small piece of what used to go to the former Redevelopment Agency for economic development purposes.

3. Portion/Percentage of New Revenue- as the Economic Development Implementation Plan moves forward, new economic development projects may produce new revenue to the City. It may be practical to apply a portion of any new revenue generated by economic development projects to Economic Development programs.
4. Tax Sharing Agreements- Tax sharing agreements are a way to assist tax revenue generating uses with minimal impact to the City's general fund. This aids in business attraction, as well as the expansion and retention of existing businesses.

MATRIX OF GOALS AND OBJECTIVES

Goal	Objective	Timeframe	Staff	Performance Indicators
Responsive and Effective Government				
Set up internal meetings with development staff	Share information/ success and discuss streamlining processes	Quarterly	OBD	Hold 4 trainings – start 3/1
Expand the Business Advocacy program	Create brochure	September 2017	OBD to counter staff OBD/Dept	Create and send out brochure, flow charts, install poster
	Create a flow charts for business owner on various permitting processes	September 2017		
	Develop Poster/Flier for 1st floor on Business Development services	October 2017	OBD	
Develop Partnerships with Economic Development organizations	Actively participate (attend meetings)	On-going	OBD/CMO /CC	Attend meetings – prepare monthly summary to Council on status
	Provide marketing materials/joint marketing	On-going		
	Market incentives	On-going		
Reestablish business visitation program - Business Link	Establish meeting with focus businesses – retail sales/property tax/technology	On-going	OBD/CMO /CC	Set up 10 to 12 visits/year
Conduct Business Roundtables	Based on Geographical area of City and business clusters	2 – 3 a year	OBD/CMO /EDC	Set up April 2017, goal is 2-3 a year
Increase Use of Social Media	Dissimulate information through e-blasts, process information, etc.	On-going, minimum of quarterly e-blasts	OBD/CRO	Put one new article/ information up weekly
Brokers Briefings	Hold meetings to share information	3-4 times a year	OBD	4 per year – scheduled 1/25/17
Tourism, Retail and Quality of Life				
Retain/Expand job base; pro-	Create marketing materials	On-going	OBD/CRO	2 – 4 materials

actively attract new businesses, industries, jobs and investment	Attend ICSC and related conferences	May/as-needed	CC/OBD/CMO	sent out
	Compile information regarding capital	By June 2017	OBD/Chamber	Attend 2 conferences Fact Sheet created
	Discuss Sales or other Tax Sharing Agreements	On-going	OBD/CMO	TBD
Shop Local Program	Create and Market program	August 2017	OBD/Chamber	Logo/Marketing materials created
Enhance tourism opportunities	Identify new regional events, focused on the "off-season"	October 2018	VHB/OBD	1 new event created in 2018
	Work with VHB on Way-finding Program	August 2017	VHB/OBD	Installation starts
	Cross-promote activities/events	January 2018	VHB/OBD/CRO/CSD	Enhanced coordination
	Look at major sports tournaments/events	January 2018	VHB/OBD/CSD	1 new sports tourney in 2018
	Work with VHB on eco-tourism	March 2018	VHB/OBD	On-going
Increase filming	Promote City at filming location conference	June 2017	OBD/VHB	Attend conference
	Promote the filming that has occurred	June 2017	OBD	Pictures on website
	Huntington Beach listed as a Film Commission	August 2018	OBD/VHB	Posted on State website
Create a Pop-Up Program	List of programs/uses for vacant storefronts	March 2018	OBD	List created
	List of local artists to install a decorative storefronts and/or create a window wrap concept	March 2018	OBD/CSD	Art or Wrap installed on vacant storefront
	Work with CDD and	March 2018	OBD/CDD/	Streamlined

	Fire to review City regulations		Fire	regulations
Enhance the Commercial Corridors	Major commercial corridors meet with the businesses, provide City information	July 2018	OBD/CC/CMO	Meetings/ business visits commenced
	Shopping Center Directory on City's Business Development website	Jan/Feb 2018	OBD	Placement on web site
Collaborate with the DBID	Market Downtown area to community and tourist	July 2017	OBD/DBID	E-mail blast sent out quarterly
	Expand the maintenance area by BID	August 2017	PW/CMO/DBID	New MOU created
	Work with the Property owners to encourage investment in maintenance	June 2017	OBD/CMO	Meeting held
Economic Disaster Recovery Program	Fire Dept informs OBD of closure of business	June 2017	Fire/OBD	List created
	Work with property owner/business to develop a recovery plan and time schedule	As needed	OBD/Prop Owner/Tenant	Plan created
	Plan may consist of incentives for the business re-opening	As needed	OBD/ Finance/ CDD/PW/ Fire	Expedited plan review, delay/ payment plan
	Assist in temporary tenant relocation, if feasible	If needed	OBD	TBD
Sustainable Business Practices	Market Sustainable Business Certification	On-going	CMO/OBD	Marketing material created
	Work with Utilities to promote rebates/ incentives/services	On-going	CMO	Assist 3-5 businesses
	Pursue grants for certification	On-going	CMO	Apply for 1 grant

	Work with CIELO	On-going	CMO/OBD	Teach class
ENTREPRENEURSHIP/SMALL BUSINESSES DEVELOPMENT				
Training/ Education Opportunities	Offer SCORE/SBA/ Chamber workshops	September 2017	OBD/SBA/ SCORE/ Chamber	Conduct 2 workshops
	Host small business forums/ provide network opportunities, and retain businesses	On-going	OBD/CC/ Chamber	Host 2 forums
	Present at Chamber City resources	August 2017	OBD/CC/ CMO	Present at Chamber
	Support the creation of programs/events to develop student entrepreneurs	January 2018	OBD/ Chamber	Create 1 program/ event
	Look at developing "Pop-Up" spaces	See above	See above	See above
Retention, Expansion and Attraction	Conduct business visitation program	June 2017	OBD/CC/ CMO	Conduct 10 a year
	Create financing mechanism	October 2017	OBD/CMO /Finance	Develop program
	Create a Small Business Assistance Revolving Loan Program	October 2017	OBD/CMO /Finance	Develop program
	Advertise City's local vendors purchasing	June 2017	OBD/ Finance	Create advertise- ment
	Host a home-based business forum	July 2017	OBD/ Chamber	Hold forum
	Provide business development resources	October 2017	OBD/CMO /Finance	Create list
	Provide financial and service incentives to upgrade vacant existing office buildings	October 2017	OBD/CMO /Finance	Create program

Technology and Innovation Hub/Incubator	Work with entrepreneurs to incubate business ideas and concepts - create a space to foster ideas	October 2017	CMO/ Education/ Chamber/ Utilities	Apply for Grant
HEALTHCARE AND BIOMEDICAL				
Expand local service health care facilities and biomedical research and manufacturing	Focus on attracting biotech, research and development or other medical facilities in the City – look at trends	November 2017	OBD	Send out targeted marketing piece
	Support development of office space for medical IT, health information and management	November 2017	OBD	Offer Business Advocate services
	Work with Golden West College to focus on health care initiatives and expanding opportunities	January 2018	OBD/ Golden West College	Set up meeting with GWC
MANUFACTURING				
Research Infrastructure need for R & D manufactures	Create high speed, reliable, affordable fiber-optic infrastructure plan	June 2017	CMO	Develop plan
	Review zoning to provide more flexibility for uses and expansion	July 2017	OBD/CDD	Look at options
	Review parking options	On-going	OBD/CDD/ PW	Consider options
	Proactively research emerging trends in high-tech manufacturing	On-going	OBD	On-going
Release an Request for Proposals for a Manufacturing Incubator	Finalize Research/recommend program	October 2017	OBD/ CC	Program decision
	Create RFP for establishment	October 2017	OBD/CMO	RFP released
	Find a location	November 2017	OBD	Space rented
	Apply for grants for the on-going operation	January 2018	CMO	Grant submitted

	Work with innovative start-ups for inclusion in the Incubator	January 2018	OBD/CMO	Tenants signed
Marketing of Manufacturing Area	Manufacturing specific ads for industry publication	August 2017	OBD	Look for best publications
	Attend manufacturing trade shows	As needed	OBD	Look for conferences
	Produce and maintain a manufacturing specific webpage	August 2017	OBD	Website created
	Market the RMDZ Zone to existing businesses and use as a business attraction	On-going	OBD/ATCM	Market program