



# **Economic Development Division**

## **Strategic Planning Process**

**Progress to Date | October 2021**

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# THE WHY

## Reorganization Response

- New programs added
  - Public Art Program
  - Special Event Permits
- Staff & Funding Reductions

## Shifting Organizational Demands

- Emergency response
- Ongoing recovery needs
- Market-driven opportunities, etc.

## Learning Questions

- What are the Community's needs and priorities?
- How do other cities approach economic development? What are the best practices?
- What is the current state of the Division?
- What is the local context for integration and partnership?



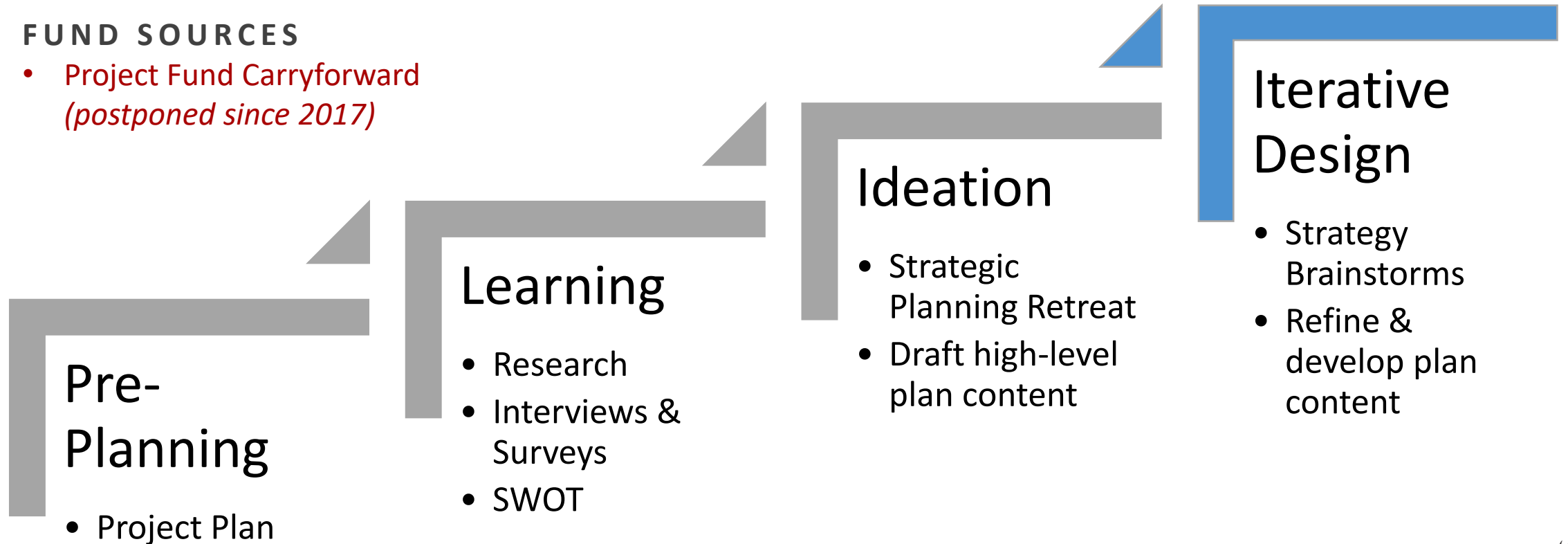
# COST + SCOPE

## WHO & HOW MUCH

- \$85k
- Third Plateau Social Impact Strategies

## FUND SOURCES

- Project Fund Carryforward  
(postponed since 2017)

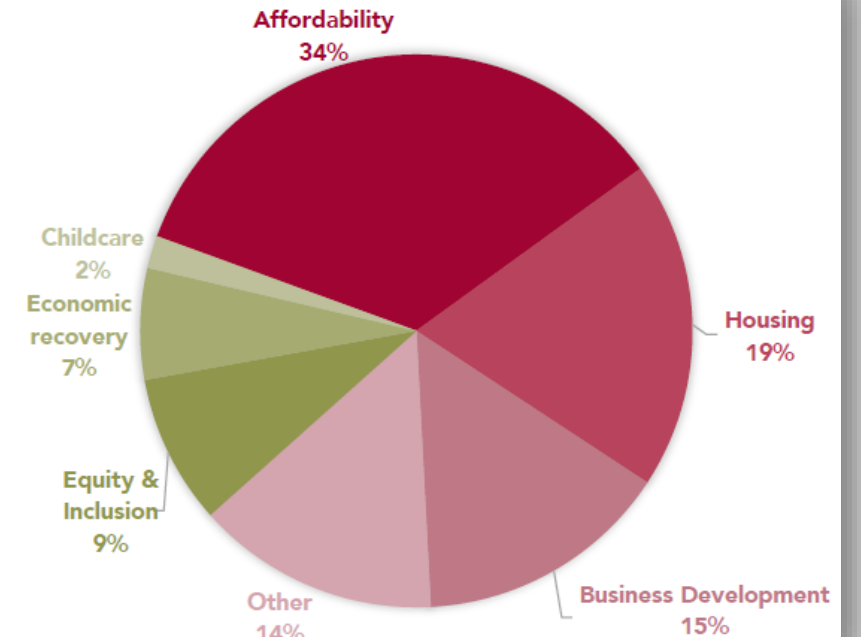


# LEARNING DELIVERABLES

## RESEARCH + SWOT ANALYSIS + COMMUNITY PERSPECTIVE

- Community Survey: 600 responses
- 1:1 & Small Group Interviews: 15
  - Elected Officials & Staff
  - Non-Profits & Community Organizations
  - Education & Social Sector Representatives
  - Industry Representatives
  - Community & Business Leaders
- Stakeholder Focus Groups: 3
  - Community Organizations / Resident Perspectives
  - Development / Industry Perspectives
  - Additional Community / Industry Perspectives

Chart 1. Community Survey: Most Important Issue for the Future of Santa Rosa



# LEARNING DELIVERABLES

## CASE STUDIES & BEST PRACTICES + LANDSCAPE & PARTNER OVERVIEW

- Case Studies & Best Practices
  - How do other cities approach ED?
    - How are they situated in cities with thriving, inclusive local business scenes?
    - How do they engage the community?
    - How do they integrate other city entities?
    - What is their org structure?
    - How do they work with partners?
  - What are best practices in ED programming?
    - How do they communicate regulations and processes to the community?
    - How do they center equity and creativity in their approach?
    - How do cities approach resilience in their work?



# IDEATION: PLANNING RETREAT

## **Strategic Planning Steering Committee**

- Served as the project's brain trust, helping to drive the process and ensure the plan meets the community's needs.
- Met for 3 – 3-hour meetings over the course of 3 weeks

## **Representatives:**

- Chambers of Commerce
- Housing Advocacy
- Education Sector
- Healthcare
- County Economic Development Board
- Division Staff

*other community representatives were invited but did not attend or cancelled too late to be replaced*



# IDEATION PHASE + ITERATIVE DESIGN

## ECONOMIC DEVELOPMENT DIVISION

### **Draft Vision**

A healthy and thriving Santa Rosa Community, fueled by the exchange of diverse ideas, innovative practices, and collective responsibility.

### **Draft Mission**

We drive increased access and systemic transformation in service of prosperity and opportunity for all community members.

### **3.5 Year Strategic Focus**

1. Establish the ED Division as a champion of innovation and a key player, partner, and driver of transformation for the Santa Rosa community.
2. Design and implement data-driven policies and programs to elevate and support BIPOC, LGBTQ, and women-owned businesses and social entrepreneurs giving back to the community.
3. Empower young people with the knowledge, skills, resources, and opportunities needed to positively contribute to the Santa Rosa community and economy.
4. Drive policies to support inclusive, mixed use, multi-family housing in high resource areas and opportunity areas.

