Economic Development Strategic Plan

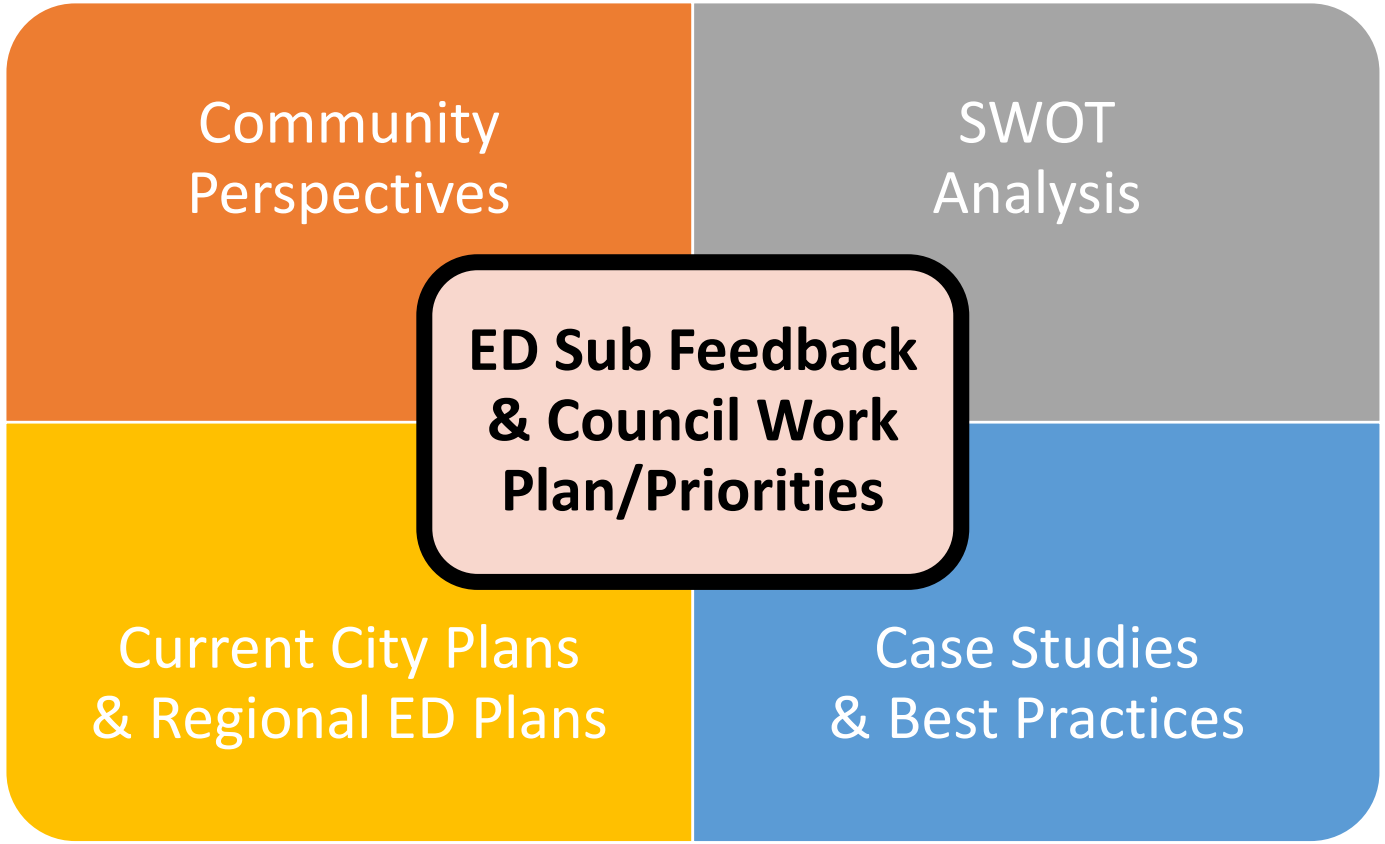
UPDATE & DISCUSSION

July 31, 2023

ECONOMIC DEVELOPMENT SUBCOMMITTEE

Economic Development Strategic Plan

Plan Development - Input & Engagement



Santa Rosa / Regional Plans

- City Plans
  previous ED plans; General Plan/Update & other Planning plans
- Regional ED Plans
  Sonoma County EDB; SR Metro Chamber
- Select Examples from other Cities
  City of Oakland; City of San Rafael

Case Studies & Best Practices

- How engage with the community
- How integrate with other city entities
- Organizational structure
- Partnerships

Community Engagement

Community Perspectives

- 2021 Steering Committee, Focus Groups & Individual Interviews

  chambers of commerce; healthcare; manufacturing; commercial realtors; real estate developers; business and finance/banks; education; EDB; SCTA/RCPA; BIPOC community orgs; community impact orgs; City executive staff, etc.

- Community Survey

  2-week survey; 600 respondents – 59% business owners

- SWOT Analysis

Community Perspectives Needs & Priorities

- Housing & Cost of Living
- Inclusive approach to econ dev
- Infrastructure needs

May 2023 ED Subcommittee Feedback

- NorthStar: Santa Rosa can be a place where anyone who has a good idea (business venture) can develop the idea, launch, and have the tools to be successful
- State the vision for the city, then define the toolbox – define who we are.
- Retention is two-fold – we should have a strategy to retain individual businesses, as well as a broader strategy to retain specific industries / sectors
- A business recruitment /attraction strategy should include utilizing policymakers as City ambassadors, especially the Mayor
- A strategy should identify specific entrepreneur tracks, outlining the specific steps an aspiring entrepreneur will need to take to go from idea to implementation (specific to their sector)
- Santa Rosa should aspire to become a “homebase” for Emerging Markets – if we land folks early, it will pay dividends (fiscally and socially) in the long-run should a business / market scale
- Santa Rosa should focus on expanding its economic base (as opposed to increasing revenues through additional bond measures)
- Strengthen local preference – tie economic development to equity goals (e.g. women-owned businesses, minority owned businesses, etc.)
- How do we quantify / measure success?
- How do we tell our story, using data, to attract new businesses and to retain old businesses?

May 2023 ED Subcommittee Feedback

- Holistic approach while homing in on key areas that have unique economic development opportunities (e.g. the opportunities in Roseland may be different than the opportunities elsewhere)
- How do we attract a younger workforce?
- Santa Rosa should aspire to become the economic center of the North Bay
- Santa Rosa is the biggest city between San Francisco and Portland – but do we see ourselves as such? Do we operate as such? What are the barriers?
- Define what is the “new normal” post-pandemic, and recalibrate expectations for foot traffic downtown
- Preserve hillsides and plains while activating urban centers (e.g. downtown, Roseland)
- Lean into the diversity of Santa Rosa’s economy, and develop programs to bolster small business
- Retention is key – address their challenges and what do they need to fee supported (e.g. high strength waste for breweries).
- Small mom and pops – help them grow their businesses
- Emerging markets – support start ups in a business not proven
- Business attraction and recruitment – like the developer tour
- Workforce development – specify which areas – how can City help (e.g. teacher housing)

Vision Statement

COUNCIL GOAL STATEMENT – Economic & Community Vibrancy:

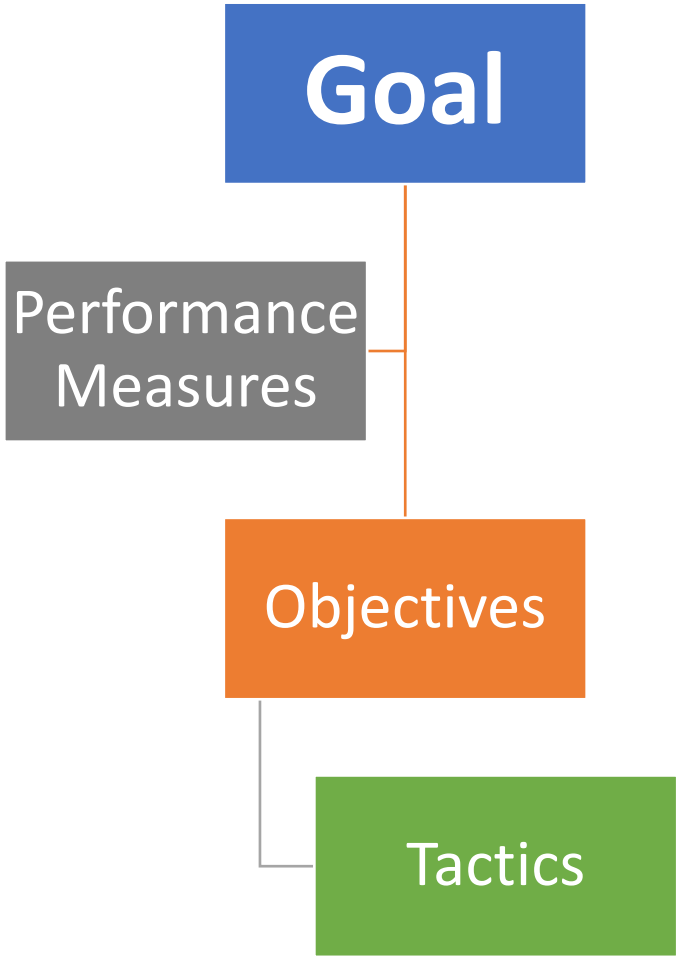
Sustain and develop a diverse and thriving economy that benefits Santa Rosa residents and businesses and contributes to the community's economic health while preserving historical and cultural integrity.

CITY COUNCIL VISION & MISSION:

Vision: Santa Rosa – Leading the North Bay.

Mission: To provide high-quality public services and cultivate a vibrant, resilient and livable city.

Terms – hierarchy language clarification



Plan Development Concepts

Climate, Culture, Communication

- Business Satisfaction
- Communications & Marketing
- Business Climate *(doing business with the City)*

Economic Vibrancy

- Business Retention, Expansion, Attraction
- Community Partnerships
- Economic Accelerators

Resiliency & Community Investment

- Education & Workforce Development
- Physical Infrastructure
- Economic Access & Opportunities

Economic Development Strategic Plan

Timeline

JULY - AUGUST

- Process and element clarification
- Vision (goal/value) statement(s)
- ED Subcommittee Discussion 2

AUGUST

- Internal engagement
- External engagement

SEPTEMBER

- Draft review by CMO/executive staff
- Draft review by ED Subcommittee
- Incorporation of changes and recommendations

OCTOBER

- Review of final draft by CMO/executive staff
- Review of final draft by ED Subcommittee
- Incorporation of changes/recommendations

NOVEMBER

- Council Study Session
- Final changes based on any Council feedback

DECEMBER

- Presentation to Council
- Prep for **January 2024 release of document**

Review of Questions

Input & Engagement

- What kind of additional engagement would you like to see?
- Any specific reports or studies needed to inform the report? Or include those reports/studies as tasks within the plan?
- Internal engagement/coordination work and alignment with City plans will continue

Plan Elements & Timeline

- Are these the right “buckets”? Are more needed?
- Are we on the right track with the “bucket” elements?
- Confirmation on the timeline and steps toward a public release in January.