

IMPLEMENTATION

An implementation plan is a coordinated series of actions the City desires to take in the future that are intended to advance, over the long term, the City’s Shared Vision, Core Values, and the General Plan goals and policies. An implementation plan is thus a follow-up measure for this element. Taken as a whole, these programs represent the City’s best thinking today on what actions should be taken to address the considerations and concerns of the community and make sure that the plan’s aspirations are achieved.

Implementation is in large part contingent upon adequate funding. Many of these actions can be pursued through initiatives already underway.

Other programs will require additional resources. Therefore, the exact mix and timing of programs the City may pursue will in part be opportunity driven, dependent on the availability of funding, staffing, and other necessary resources. The Time Frame in the Implementation Table below is the target for completion of the Action.

This element may be implemented by amendments to existing plans, ordinances, development standards, and design guidelines; capital investments/projects; and interagency/interjurisdictional coordination. The following table identifies the implementation action, the responsible City agency, and the targeted timeline for accomplishment.

TABLE EP-2. ECONOMIC PROSPERITY ELEMENT IMPLEMENTATION

Ref #	Implementation Action	Agency / Time Frame
GOAL EP-1: Job Creation and Retention		
Foster a dynamic local economy that provides and creates employment opportunities for all residents in the City.		
1.1	Economic Development Strategic Plan. Pursue funding and update the City’s Economic Development Strategic Plan every three years to report on economic trends, describe targeted industry clusters, identify economic issues, inform infrastructure and land use priorities, develop strategies for addressing near- to mid-term economic issues, and identify new initiatives in the private sector, within the context of long-term goals.	CDA 2023
1.2	Fiscal impacts of land use changes. Document the potential economic and fiscal impacts associated with significant land use plan amendments involving land use or intensity revisions.	CDA 2021
1.3	Economic indicators. Explore the use of key economic indicators to identify the need for new strategies and establish priorities for public investment. This data will be used in the development of the City’s Economic Development Strategy Plan and also updated bi-annually on the City’s economic development website.	CDA 2022
1.4	Integrity of industrial areas. Review the permitted uses in industrial zones and consider removing uses that do not need to be in an industrial zone; identify areas where new warehousing development would not be consistent with the desire to maintain manufacturing and other industrial uses that have higher employment per acre than warehousing.	CDA Ongoing
1.5	Broker outreach. Conduct outreach meetings with commercial and industrial real estate brokers to discuss the types of businesses considering a Santa Ana business location; identify challenges that discourage business from locating in the city; implement a plan to address such challenges.	CDA 2021
1.6	Business development targets. Prepare and regularly update a business development target list that identifies the types of businesses that are most likely to be interested in a Santa Ana business location, the types of businesses most likely to employ city residents, types of businesses that broaden the local economy, and the types of businesses expected to generate higher net revenues for the City or to create shared revenue opportunities; target the City’s business attraction efforts on these types of businesses.	CDA Ongoing



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1.7	Living wage jobs. Prepare and regularly update a living wage calculation for Santa Ana; prepare and regularly update a list of the types of businesses in which the average wage is above a living wage for Santa Ana; incorporate this information into the City's business incentives program.	CDA 2022
1.8	Workforce development for City residents. Provide an informational program—including an annual public workshop, information on the City's website, and printed collateral—to inform the public about available training, education, and assistance for employment skills and workforce preparation; partner with Santa Ana Unified School District, the chambers of commerce, and community organizations to make this information widely available throughout the community.	CDA 2022 & annually
1.9	Retail attraction. Conduct an annual retail market demand analysis to identify types of stores for which the city leaks retail spending; focus market efforts on these types of business; incorporate a focus on these types of businesses into the City's business assistance and business incentive programs.	CDA 2023
1.10	Creative class. Develop and implement programs to celebrate arts and culture and to promote the works of local artists; develop marketing collateral for artists and creative industries businesses.	CDA Ongoing
1.11	Employ local initiative. Continue to support local initiatives like worker cooperatives and develop a package of business incentives like reduced business license fees to encourage Santa Ana businesses to hire local residents.	CDA 2021
1.12	Tourism action. Assist in the planning and strategic use of public-private partnerships to develop new permanent facilities and attractions through the implementation of a tourism marketing district.	CDA 2021
1.13	Promote development opportunities. Maintain updated inventory of citywide vacant properties. Continue to promote these opportunities and incentives like the City's Opportunity Zone to the broker and development community to develop into commercial and residential projects beneficial to the sales and property tax base of the City.	CDA Ongoing
1.14	Foster Development through Financing Assistance. Utilize economic financing tools such as enhanced infrastructure financing districts, community revitalization investment authorities, and the Statewide Community Infrastructure Program to finance economic development and infrastructure projects that provide community-wide benefits.	CDA 2023
GOAL EP-2: Diverse Economic Base		
Maintain and enhance the diversity and regional significance of the city's economic base.		
2.1	Business attraction. Participate in state and national economic development organizations. Attend trade shows and market Santa Ana to high-growth business clusters for Orange County, consistent with the Economic Development Strategic Plan.	CDA Ongoing
2.2	Business incubator. Explore the feasibility of establishing a business incubator/business accelerator in Santa Ana.	CDA 2022
2.3	Green business recruitment. Conduct a study to identify the types of green businesses best suited to a Santa Ana business location; market the city to these types of businesses.	CDA 2022
2.4	Communication Technology. Partner with public and private enterprises to facilitate communication technology, such as fiber optics, to address current and future technology needs relative to available resources and ensure that the city maintains a competitive business environment.	PWA Ongoing
2.5	Wireless Telecommunication. Update the local Wireless Telecommunication Design Guidelines to incorporate best industry practices, consistency with federal requirements, and community considerations.	PWA 2021



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Ref #	Implementation Action	Agency / Time Frame
GOAL EP-3: Business Friendly Environment		
Promote a business friendly environment where businesses thrive and build on Santa Ana's strengths and opportunities.		
3.1	Historic and cultural resources. Conduct an outreach program with commercial and industrial brokers focused on the City's historical and cultural assets and how these assets can be beneficial to businesses and their employees; develop marketing collateral focused on the City's historical and cultural assets.	CDA 2021
3.2	Economic development ombudsman. Pursue funding and establish an ombudsman position in the Economic Development Division to assist new businesses in navigating the building and permitting processes.	CDA 2022
3.3	Business outreach and retention. Continue to support existing business attraction and retention programs. Maintain partnerships with the Santa Ana Chamber of Commerce and other nonprofit organizations. Continue to reach out to national retailers and employers.	CDA Ongoing
3.4	Business relocation assistance. Continue to promote and market the Recycling Market Development Zone. Develop a program to assist businesses that want to relocate from functionally obsolete strip commercial locations to new distinctive neighborhood commercial districts.	CDA Ongoing
3.5 EJ	Green business incentives. Continue to promote and market the Recycling Market Development Zone. Develop an incentive program to encourage nonpolluting industry and clean green technology companies that reduce environmental impacts and the carbon footprint to locate to the city. Encourage existing businesses to invest in technology and best practice to transition to sustainable business practices.	CDA Ongoing
3.6	Customer service survey. Develop and maintain a customer service survey to evaluate and identify opportunities to improve permit and licensing procedures. Train appropriate business counter staff on enhanced customer service methods for the public.	CDA/PBA 2022
3.7	Software upgrade. Upgrade permit processing software to streamline review, allow the submission of electronic applications, reduce costs, and monitor processing time.	PBA 2022
3.8	Promote gathering spaces. Develop the role of the Arts and Culture Division of the Community Development Agency to coordinate various arts, culture, and historical programs that promote creative gathering spaces and experiences in Santa Ana.	CDA/PBA On-going
3.9	Marketing strategy. Pursue funding and develop and maintain a branding and marketing strategy and materials to promote Santa Ana and maximize the effectiveness of the City's communication materials, website, and urban placemaking elements.	CDA 2023
3.10	Business license. Consider reduction of business tax assessment to support small businesses in the city and coordinate voter approval as needed.	CDA/Finance Ongoing
GOAL EP-4: Economic Development Strategies		
Promote strategies that create an economic development mindset integrated throughout City Hall.		
4.1	Economic development training. Each year, provide budget funds for at least one staff member and one elected or appointed official to attend an economic development training program through the California Association for Local Economic Development or a similar program.	CDA Ongoing
4.2	Business outreach. Conduct a monthly business breakfast workshop with a different sector of the local economy or a different geographic area each month in order for elected officials and senior staff to keep businesses apprised of what Santa Ana is doing for economic development and to hear directly from local businesses about the advantages and challenges of operating a business in the city.	CDA Ongoing

Notes:

CDA - Community Development Agency

CMO - City Manager's Office

HR - Human Resources Department

PBA - Planning and Building Agency

PWA - Public Works Agency

PRCSA - Parks, Recreation and Community Services Agency

PD - Police Department

EJ associated with environmental justice policies

