



Economic Prosperity Element

Santa Ana General Plan
FINAL, APRIL 2022



A SHARED VISION

Santa Ana is a city that promotes the health and wellness of all residents, with a civic culture that actively embraces the power of diversity. Our city invests in resources that create economic opportunities for the next generation, and it is a community that celebrates our past while working together to create a sustainable future.

OUR CORE VALUES

H HEALTH

The people of Santa Ana value a physical environment that encourages healthy lifestyles, a planning process that ensures that health impacts are considered, and a community that actively pursues policies and practices that improve the health of our residents.

Eq **Eq**^{EJ} EQUITY

Our residents value taking all necessary steps to ensure equitable outcomes, expanding access to the tools and resources that residents need, and to balance competing interests in an open and democratic manner.

The value of equity that includes “EJ” in the upper corner indicates a policy related to environmental justice.

S SUSTAINABILITY

Santa Ana values land use decisions that benefit future generations, plans for the impacts of climate change, and incorporates sustainable design practices at all levels of the planning process.

C CULTURE

Our community values efforts that celebrate our differences as a source of strength, preserve and build upon existing cultural resources, and nurture a citywide culture of empowered residents.

Ed EDUCATION

We are a city that values the creation of lifelong learners, the importance of opening up educational opportunities to all residents and investing in educational programs that advance our residents’ economic wellbeing.



▲ Downtown Santa Ana at night [cover photo]

Downtown Santa Ana is a gathering place for artists, entrepreneurs, and multiple industries. Multiple partnerships between the City, other local agencies, local businesses, and residents reflect the creation of a tight-knit, thriving community that seeks out a shared vision of economic prosperity. The image above shows nighttime activity looking south along Main Street, with 5th Street in the foreground as a cross street.

Photo courtesy of Lisandro Orozco



ECONOMIC PROSPERITY ELEMENT

INTRODUCTION EP-02

COMMUNITY CONSIDERATIONS EP-03

POLICY FRAMEWORK EP-04

 GOAL EP-1: JOB CREATION AND RETENTION..... EP-04

 GOAL EP-2: DIVERSE ECONOMIC BASE EP-07

 GOAL EP-3: BUSINESS FRIENDLY ENVIRONMENT EP-09

 GOAL EP-4: ECONOMIC DEVELOPMENT STRATEGIES EP-11

RELATED GENERAL PLAN POLICIES EP-13

IMPLEMENTATION EP-14

TABLES

 TABLE EP-1: RELATED GENERAL PLAN POLICIES..... EP-13

 TABLE EP-2: ECONOMIC PROSPERITY ELEMENT
IMPLEMENTATION EP-14

RELATED ITEMS UNDER SEPARATE COVER

SANTA ANA ECONOMIC INDICATORS REPORT, MAY 2020

SANTA ANA FOCUS AREAS FEASIBILITY AND FISCAL IMPACT
ANALYSIS, MAY 2020



Science, education, and commerce. This view of Santa Ana displays the broad range of amenities, assets, and opportunities found across the city. The Discovery Cube (left foreground) provides hands-on exhibits and special programs to bring the wonder of science to people of all ages. The headquarters of Rancho Santiago Community College District can be seen along Broadway, opposite the Discovery Cube. In the background (far left) are the headquarters of Caltrans District 12 and the 15-story Tower 1851 in the Metro East district. Direct access to four major freeways enables businesses to attract customers and workers throughout southern California.

ECONOMIC PROSPERITY

The purpose of the Economic Prosperity Element is to ensure Santa Ana's local economy, and its role in the broader regional economy, expands, maintains, and enhances job opportunities; attracts and retains a balance of business types; provides sufficient revenue for public services; and contributes to the overall quality of life experienced by the city's residents.



INTRODUCTION

Santa Ana is a unique, historic, urban city with significant opportunities to capitalize on its many assets: a diverse and multicultural community; a great location to live, work, and do business; and high quality public facilities and services.

To thrive, the City must continue to diversify its economy to realize more jobs in the community, more urban renewal, and expanded revenue to support the growing demands on City services.

Key to the City's success is making budget decisions that balance the needs of the community with the City's long-term viability. This will require prioritizing spending through annual City budgets and preparing for increased demands on the City's infrastructure and more services as this community grows.

The goals and policies of this element will inform and guide decisions across City government. The City intends that its allocation of resources, the operation of its agencies, and the application of its regulatory authority will cause the local economy to grow and diversify. The City further intends that local economic growth and diversification will reduce and ameliorate poverty, increase overall prosperity, improve health and wellness outcomes, expand housing opportunities, and increase quality of life choices available to city residents.



▲ The growth of a local favorite

Above are small businesses that operate in a commercial center along 17th Street in eastern Santa Ana. One of these businesses is Mariscos El Yaqui, which started as a taco truck in Santa Ana in 2010 and opened a fixed location in 2019. The casual Mexican restaurant continues to operate both locations and is renowned throughout Orange County.



COMMUNITY CONSIDERATIONS



Through the community engagement process for this General Plan, participants identified numerous economic considerations and values that they believe should form the basis of and be addressed by this element. Specifically, participants highlighted the following topics, areas of concern, and community strengths:

- ▷ Developing local talent and a skilled workforce
- ▷ Broad economic goals
- ▷ Maintain a business-friendly environment
- ▷ Attract industries with living wage jobs
- ▷ Invest in downtown and citywide
- ▷ Highlight the city's unique and attractive qualities
- ▷ Expand employment opportunities for youth
- ▷ Support small businesses



▲ Economic Development Resources

Santa Ana's One-Stop Center offers a range of services associated with employment, job training, and counseling for adults and youths. Cooperación Santa Ana offers training, coaching, and incubation to low-income residents and families of Santa Ana interested in growing additional income streams and developing their businesses.



▲ Community Input

The community expressed their desires to see broader economic and workforce development, job training for local residents, and greater support and economic success for small businesses during all phases of the General Plan preparation, including at events such as a community meeting in 2016 (pictured above) and focused input such as the 2017 General Plan Advisory Group meetings.



POLICY FRAMEWORK

GOAL EP-1: Job Creation and Retention

Foster a dynamic local economy that provides and creates employment opportunities for all residents in the city.

POLICY EP-1.1 PROTECT INDUSTRIAL

Protect industrial uses that provide quality job opportunities, including middle-income jobs; provide for secondary employment and supporting uses; and maintain areas where smaller emerging industrial uses can locate in a multitenant setting.

Eq S

POLICY EP-1.2 ATTRACT BUSINESS

Strengthen and expand citywide business attraction efforts in order to achieve the city's full employment potential.

Eq S

POLICY EP-1.3 LIVING-WAGE EMPLOYMENT

Promote new and retain existing job-producing businesses that provide living-wage employment opportunities.

Eq S

POLICY EP-1.4 JOB SKILLS

Pursue available financial and tax incentives to improve residents' employment skills and workforce preparation.

Eq Ed

POLICY EP-1.5 ACCESS THROUGH EDUCATION

Support education and employment training on a citywide basis to improve access to higher-wage and emerging occupations.

Eq Ed

POLICY EP-1.6 COMPREHENSIVE APPROACH

Collaborate with chambers of commerce, educational institutions, and other partners to prepare residents to seek and thrive in current and emerging employment environments.

Ed

POLICY EP-1.7 TARGETED RESOURCES

Target business attraction and retention resources to firms with high positive net revenue implications for local government, particularly those engaged in business-to-business taxable sales transactions.

S

POLICY EP-1.8 GROWING TAX BASE

Collaborate with the chambers of commerce to promote fiscal stability and growth of sales tax and employment generating businesses in the city.

S

POLICY EP-1.9 AVOID CONFLICT OF USES

Avoid potential land use conflicts by prohibiting the location of sensitive receptors and noxious land uses in close proximity.

H Eq^{EJ} S

POLICY EP-1.10 CREATIVE CLASS

Target the attraction of arts and culture related industries to create jobs, attract investments, and stimulate the local economy through tourism.

C S





Advances in manufacturing technology. Santa Ana College provides training, certificates, and degrees in manufacturing technology, giving people the job skills to compete in and adapt to industry changes. Jobs in manufacturing provide living wages, and economic forecasts continue to project continued growth and demand for high-skilled labor.

Photo courtesy of Santa Ana College

Harveys: retail and manufacturing in one place. What started in a garage in 1998 in Santa Ana is now a burgeoning operation that produces and sells about 60,000 purses a year. A former diesel truck repair yard was converted by Harveys in 2019 into a place where retail sales and manufacturing occur in the same location.

Photo courtesy of Harveys



GOAL EP-2: Diverse Economic Base

Maintain and enhance the diversity and regional significance of the city's economic base.

POLICY EP-2.1

HIGH-GROWTH BUSINESSES

Promote economic development opportunities in high-growth business clusters that match the changing skillset of the city's resident population.

Eq S

POLICY EP-2.2

DELIBERATE INVESTMENT

Pursue business attraction and retention prospects in sectors which broaden and strengthen the local economy.

Eq S

POLICY EP-2.3

COMPLEMENTARY BUSINESSES

Encourage the development of mutually beneficial and complementary business clusters within the community.

Eq S

POLICY EP-2.4

COMMUNITY-LED ECONOMIC DEVELOPMENT

Support community-based economic development initiatives, such as buy-local campaign, marketing strategies, and worker cooperatives.

Eq^{EJ} S Ed

POLICY EP-2.5

SUFFICIENT INDUSTRIAL LAND

Ensure sufficient availability of industrial zoned properties and businesses that provide employment opportunities for the city's resident population.

Eq S

POLICY EP-2.6

SMALL BUSINESS ASSISTANCE

Support and encourage small business development, incubators, and microenterprises through start-up assistance and identification of fiscal resources for entrepreneurship.

Eq S Ed

POLICY EP-2.7

INFRASTRUCTURE AS AN AMENITY

Provide state-of-the-art infrastructure systems with sufficient capacity to attract emerging businesses, encourage efficient public service delivery, and foster a sustainable community.

C S

POLICY EP-2.8

EMERGING BUSINESSES

Pursue and grow emerging business and industry that further fiscal and environmental sustainability of the community.

S

POLICY EP-2.9

ENERGY CONSERVATION

Collaborate with utility providers and regional partners to encourage business and industry to improve performance in energy efficiency, water conservation, and waste reduction.

S

CONTINUED ON NEXT PAGE >>



<< EP-2: DIVERSE ECONOMIC BASE

POLICY EP-2.10 GREEN BUSINESS

Support the growth of a diverse green business sector that facilitates and promotes environmental sustainability and creates a competitive advantage for business attraction activities.

H S

POLICY EP-2.11 GOODS PRODUCING SECTOR

Support economic development initiatives and land use strategies that preserve and foster an environment that allows the goods producing sector to thrive.

S

POLICY EP-2.12 RESILIENCY

Collaborate with governmental agencies and businesses to develop, maintain, and deploy physical and financial strategies that enable businesses of all sizes and their employees to withstand and recover from the acute impacts of flooding, extreme weather events, and public health epidemics or pandemics.

H Eq S



◀ Buy-Local Campaign

Locally owned businesses are the backbone of our local economy and the foundation of Santa Ana's unique culture. Locally owned businesses are also more likely to recirculate revenue to other local suppliers.

GOAL EP-3: Business Friendly Environment

Promote a business friendly environment where businesses thrive and build on Santa Ana's strengths and opportunities.

POLICY EP-3.1

LEVERAGE HISTORIC AND CULTURAL ASSETS

Market the city's historic and cultural assets to increase the attraction of businesses and their employees to Santa Ana's places and destinations.



POLICY EP-3.2

CITY BRANDING

Promote Santa Ana as a "Smart City" and regional leader in sustainability, equity, innovation, place making, collaboration, and community pride in products made in Santa Ana.



POLICY EP-3.3

MITIGATE IMPACTS

Promote the development of sustainable and equitable new land use plans that proactively reduces negative health and economic impacts on existing residents and businesses, especially in environmental justice communities.



POLICY EP-3.4

COMPLETE COMMUNITIES

Encourage the development of "complete communities" that provide a range of housing, services, amenities, and transportation options to support the retention and attraction of a skilled workforce and employment base.



POLICY EP-3.5

SIMPLIFY THE PROCESS

Provide a streamlined development process and assist businesses with permit processing.



POLICY EP-3.6

RESPONSIVE TO TRENDS

Maintain flexible and up-to-date land use regulations that are responsive to changing business trends, best practices, technological advancements, and community needs.



POLICY EP-3.7

FACILITATING INVESTMENT

Promote a solution-based customer focus in order to facilitate additional development and investment in the community.



POLICY EP-3.8

COMPREHENSIVE ANALYSIS OF LAND USE

Pursue a balance of fiscal and qualitative community benefits when making land use decisions.



POLICY EP-3.9

CIVIC CULTURE AND COMMUNITY SERVICE

Facilitate a business culture that encourages community service and wellness programs for residents and employees.



CONTINUED ON NEXT PAGE >>



<< EP-3 BUSINESS FRIENDLY ENVIRONMENT

POLICY EP-3.10 RETHINKING STRIP-COMMERCIAL

Promote the creation of distinctive neighborhood serving districts through the renovation or redevelopment of existing strip-commercial development.

S

POLICY EP-3.11 IMPROVE IMAGE

Create vibrant public spaces through arts and culture projects that enhance urban quality of life, expand the tax base, and improve regional and community image.

C H S



▲ Downtown Santa Ana Artwalk

Since 1999, the Downtown Santa Ana Artwalk has been an epicenter of creativity, expression, and inspiration for artists, art enthusiasts, and those who simply want to engage in a vibrant, living city filled with culture.

Photo courtesy of Downtown Inc.

GOAL EP-4: Economic Development Strategies

Promote strategies that create an economic development mindset integrated throughout City Hall.

POLICY EP-4.1

ECONOMIC DEVELOPMENT RESPONSIBILITY

Promote a spirit in which economic development is the responsibility of each elected official, appointed official, and City employee through ongoing quality customer service.

C **Ed**

POLICY EP-4.2

ECONOMIC DEVELOPMENT TRAINING

As financial resources are available, invest in economic development training for staff, elected and appointed officials, and key community stakeholders.

Ed

POLICY EP-4.3

BUSINESS VISITATION

Encourage frequent dialogue between City representatives and owners and managers of businesses operating in Santa Ana.

S **Ed**

POLICY EP-4.4

ECONOMIC DEVELOPMENT STRATEGY

Adopt and regularly update a comprehensive economic development strategic plan, either as a stand-alone plan or as part of the City's Strategic Plan.

C

POLICY EP-4.5

ECONOMIC DEVELOPMENT PARTNERS

Collaborate effectively with regional economic development partners to achieve specific measurable goals for Santa Ana.

Ed

POLICY EP-4.6

PUBLIC-PRIVATE PARTNERSHIPS

Prioritize municipal initiatives and investments in areas in which private sector businesses and property owners are voluntarily providing private funding through special financing districts (such as assessment districts and business improvement districts).

S



◀ Public/Private Partnerships

A unique collaboration between local government agencies, education partners, community organizations, and business leaders, the Santa Ana WORK Center is committed to preparing the competitive workforce our local businesses and industries need to thrive while connecting people to better skills, better jobs, and better lives.





One Broadway Plaza. At 37 stories and reaching almost 500 feet at its peak, the mixed-use tower will become the tallest building in Orange County and an iconic landmark for Santa Ana. Roughly half the building would be residential with the other half designed for professional office.

RELATED GENERAL PLAN POLICIES

Each policy in the City of Santa Ana General Plan is listed under the most related goal and element. Some policies, however, also reinforce other goals housed in different elements.

To provide a more complete picture of all of the policies that support the goals of this element, Table EP-1 lists each Economic Prosperity goal in the far

left column and, in columns to the right, identifies related policy numbers from other elements.

Goal EP-1, for example, is supported not only by the policies listed in this element (EP-1.1 through EP-4.6), but also by Policy CM-2.5 in the Community Element and three policies in the Land Use Element.

TABLE EP-1. RELATED GENERAL PLAN POLICIES

Economic Prosperity Goals	Volume 1 Services & Infrastructure				Volume 2 Natural Environment				Volume 3 Built Environment			
	CM	M	EP	PS	CN	OS	N	S	LU	HE	HP	UD
<p>EP-1: Job Creation and Retention Foster a dynamic local economy that provides and creates employment opportunities for all residents in the city.</p>	CM-2.5	-	Current Element	-	-	-	-	-	LU-2.1 LU-2.2 LU-2.7	-	-	-
<p>EP-2: Diverse Economic Base An integrated system of travelways that connects the city to the region, employment centers, and key destinations, making Santa Ana the leader in regional transportation.</p>	-	-	Current Element	-	CN-1.10 CN-1.13	-	-	-	LU-1.8 LU-1.10 LU-2.4 LU-2.6 LU-3.1	-	-	-
<p>EP-3: Business Friendly Environment Promote a business friendly environment where businesses thrive and build on Santa Ana’s strengths and opportunities.</p>	CM-1.6 CM-1.8 CM-1.11	-	Current Element	-	-	-	-	-	LU-2.5 LU-2.8 LU-3.4	HE-2.1	HP-2.5	-
<p>EP-4: Economic Development Strategies Promote strategies that create an economic development mindset integrated throughout City Hall.</p>	-	-	Current Element	-	-	-	-	-	-	-	-	-

Notes:

CM: Community Element

M: Mobility Element

EP: Economic Prosperity Element

PS: Public Services Element

CN: Conservation Element

OS: Open Space Element

N: Noise Element

S: Safety Element

LU: Land Use Element

HE: Housing Element

HP: Historic Preservation Element

UD: Urban Design Element



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



TABLE EP-2. ECONOMIC PROSPERITY ELEMENT IMPLEMENTATION

Ref #	Implementation Action	Agency / Time Frame
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

TABLE EP-2. ECONOMIC PROSPERITY ELEMENT IMPLEMENTATION

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



This page intentionally left blank.



