

BUDGET

Lakewood Village

Wrigley

Downtown

FOR ECONOMIC DEVELOPMENT

Creating economic opportunities for workers,
investors, and entrepreneurs

City of Long Beach

Uptown

Carmelitos

El Dorado Park

Zaferia

Bluff Heights

CITY OF
LONGBEACH

Belmont Shore

A MESSAGE FROM THE MAYOR

Economic development is the cornerstone of the City's vision for Long Beach. The City has seen impressive growth in the community, from the hundreds of millions of dollars invested in revitalization and building projects Downtown to the hundreds of local businesses that open every year to the thriving business improvement districts around the City. The City has also launched a new business portal, BizPort, which provides essential resources to help entrepreneurs build and grow successful businesses.

Yet even with these exciting advances, there is always work to be done. That is why the Economic Development Commission was directed to conduct research and report back with suggestions for how to guide the economic future of this great City. The City is thrilled to present the 10-year Blueprint for Economic Development, which maps out the critical next-steps for the City to grow as an economic leader of the nation.

Each of the focus areas detailed in the report offer new insights into how the City can promote economic development and provide opportunities for businesses and individuals to thrive. The City is especially enthusiastic about creating more efficient City processes to assist business owners and to cultivate an environment that not only welcomes, but encourages future partnerships. And, with the Economic Development Commission's guidance, the City is confident that it can secure further investment, promote international trade, and improve the overall quality of life in Long Beach.

Dr. Robert Garcia, Mayor of Long Beach

A MESSAGE FROM THE ECONOMIC DEVELOPMENT COMMISSION CHAIR

Driven by civic vision along with creative public and private investment, Long Beach is undergoing an amazing economic resurgence. The time is now to ensure that this economic success is sustained and reaches into every neighborhood across the City. To foster and expand these new jobs and entrepreneurial innovation, we need to institutionalize a culture of "economic opportunity" throughout the City. A lasting economic culture that inspires collaboration and a "can do" attitude among all civic and government partners to create a true "city of opportunity" for Long Beach.

The 10-year Blueprint for Economic Development embodies strategies to strengthen the city's core economic engines, nurture and grow new innovative industries, and foster economic inclusion in low-income communities. The Economic Development Commission has built the Blueprint upon a foundation of extensive new research, industry expert engagement, open dialogue with City staff, insights from business and community leaders, and very robust discussion among commission members. The Blueprint does not represent the end of the City's and the commission's work. Indeed, it is intended as a "call-to-action" for additional research, community engagement, and dialogue to define more specific strategies, policies, and programs to advance economic opportunities throughout the City.

We hope this Blueprint is a catalyst for new and ongoing dialogue and cooperation among all stakeholders who view the creation of economic opportunities as fundamental to enhancing the quality of life in the City. We encourage public, private, academic, and non-profit partners directly involved in economic development to assess new ways to foster innovative collaboration. And, we are hopeful this new economic partnership will elevate the City's engagement in regional, state, and global efforts that will bring new investment and job opportunities to Long Beach.

Yes, the Long Beach resurgence is alive and moving forward. Working together, Long Beach can be viewed as a model and a leader for economic opportunity and community cooperation that benefits residents, businesses, investors, and youth.

Randal Hernandez, Chairman

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Belmont Shore Business Association
 Bixby Knolls Business Improvement Association
 Building Healthy Communities: Long Beach
 California State University, Long Beach
 Council of Business Associations
 Downtown Long Beach Alliance (DLBA)
 Emissary Media Group
 Long Beach Chamber of Commerce
 Long Beach City College, College of Advancement and Economic Development (CAED)
 Long Beach Convention and Visitors Bureau
 Los Angeles Economic Development Corporation
 Magnolia Industrial Group
 Port of Long Beach
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The Blueprint will advance a 10-year vision of Long Beach as “the city of opportunity for workers, investors, and entrepreneurs.”

- For the City of Long Beach and civic partners, this Blueprint serves as a catalyst to work together to pro-actively recognize and determinedly seek solutions to civic and socio-economic challenges and opportunities.
- For workers, Long Beach will be a place where we come together to create more fulfilling higher-wage job opportunities, beyond meeting basic needs.
- For investors, Long Beach will foster a “can do” climate where they aggressively compete for the distinction to advance economic opportunities for business and community.
- For entrepreneurs, Long Beach will create an innovative ecosystem that lays a foundation for success from business start up to growth.
- For all residents, Long Beach will be a place where all have the opportunity to create, thrive, and positively impact where they live.

GOALS

To make this vision a reality, the Economic Development Commission recommends the following goals:

- Establish Long Beach as a leader in education and business expansion, retention, and growth.
- Ensure that the Long Beach economy provides at least one fulfilling job opportunity for every resident and student in Long Beach who wants one.
- Develop a civic and economic culture that provides every aspiring entrepreneur in Long Beach access to the resources and markets needed to start up and stay in business.
- Ensure through action that Long Beach is recognized as one of the world’s most livable, inventive, and inclusive cities.

BLUEPRINT FOCUS AREAS

1. Engines of Growth
2. Economic Inclusion
3. Jobs and Workforce Development
4. Business Assistance
5. Development Environment
6. Quality of Life
7. Economic Leadership and Cooperation



Grow and strengthen our established industry clusters and emerging sectors.

OBJECTIVES:

- Increase the number of businesses and jobs in key industry clusters.
- Increase the number of businesses and jobs in traded industries.
- Increase research capacity and relevancy as measured by approved patents.
- Increase tourism activity as measured by Transient Occupancy Tax revenue.

RECOMMENDATIONS:

1. Convene industry cluster round tables to develop an approach to monitor and create strategies that increase the number of firms in leading industries and emerging sectors.
2. Establish an innovation and technology partnership, potentially led by California State University, Long Beach and Long Beach City College, to support research, business incubation, and the development of emerging industry clusters.
3. Empower partners through enhanced coordination to attract and grow small

- businesses that support key industries.
4. Prioritize investments in industries and sectors that provide higher-paying jobs.
5. Boost entrepreneurial activity by augmenting access to entrepreneur peer mentoring and expanding training opportunities for students interested in starting their own business.
6. Strengthen entrepreneurship support through formally networked incubator organizations, resources, and programs.
7. Develop strategies to promote investment opportunities in the City to outside business leaders that attend conventions, special events, and local attractions.
8. Continuously assess opportunities to invest and enhance the desirability of the Long Beach Convention & Entertainment Center.
9. Develop a strategy to grow Transient Occupancy Tax and tourism-related revenues in the City.
10. Explore, develop, and implement plans to utilize the waterfront as an economic driver for leisure, hospitality, and retail sectors.
11. Promote the development of renewable energy and emerging greenhouse gas technologies.



Increase access to economic opportunities in low-income communities to advance economic equity.

OBJECTIVES:

- Increase the number of minority-owned and women-owned businesses.
- Increase non-traditional capital resources for minority-owned and women-owned businesses.
- Increase investment in low-income business corridors.
- Increase the percentage of City spending on local businesses, with emphasis on minority and women-owned businesses.
- Increase financial literacy and wealth-building opportunities for young people and disadvantaged families.
- Decrease the digital divide for low-income households.

RECOMMENDATIONS:

1. Develop plans and strategies to attract investment, improve business corridors, encourage business formation and retention, and support job creation in low-income communities.

2. Enhance competitiveness for workers and small business owners in low-income areas by delivering job training, small business resources, technical assistance, and incentives directly in these areas.
3. Commit to adopting equitable business development practices from other cities around the country.
4. Assess the value of establishing Community Revitalization & Improvement Areas or Enhanced Infrastructure Financing Districts in low-income areas.
5. Partner with lenders to achieve greater access to capital among business owners of color and women in low-income neighborhoods.
6. Work with bank institutions and educational institutions to provide financial literacy training for residents and students in racially/ethnically-concentrated areas of poverty.
7. Identify opportunities to increase access to traditional banking services in West Long Beach and North Long Beach.
8. Develop technology training programs for business owners in low-income communities.



Ensure the preparedness of the workforce and the competitiveness of business through the alignment of economic development, training, education, and community partner efforts.

OBJECTIVES:

- Increase year over year per capita income in the City.
- Increase the number of middle and high-skill jobs in the City.
- Reduce the unemployment rate.
- Increase the share of adult population with post-secondary education.
- Increase the number of Long Beach residents who re-engage with the education and training system.
- Increase the number of California State University, Long Beach, and Long Beach City College graduates that reside and work in the city after graduation.
- Increase the number of green job training and placement opportunities.

RECOMMENDATIONS:

1. Invest in the incumbent workforce to train them for higher-skilled, higher-paying jobs.
2. Improve high school graduation, college matriculation, and postsecondary attainment rates.
3. Provide entrepreneurial training at all levels of education.

4. Expand access to Essential Employability Skills designed to boost the City's overall educational attainment and digital literacy.
5. Expand and promote retraining opportunities for older adults through public, private, educational, faith and community-based sectors, the media, community and senior centers, and resource centers.
6. Promote the importance of and increase access to educational opportunities for older adults including lifelong learning, technology training, and university and community college programs.
7. Establish a vehicle to routinely assess the workforce needs and opportunities of high-growth industries and sectors and align education programs and pipelines to their needs.
8. Partner with the private sector and Long Beach City College to create a long-term strategy to increase vocational training opportunities citywide.
9. Extend the Long Beach College Promise to include job placement.
10. Develop a strategy to retain California State University, Long Beach and Long Beach City College graduates as residents and employees in the City after graduation, decreasing "brain drain" and out-migration.



Create more responsive, cost-effective, and streamlined City processes to attract and grow investment and development in the City.

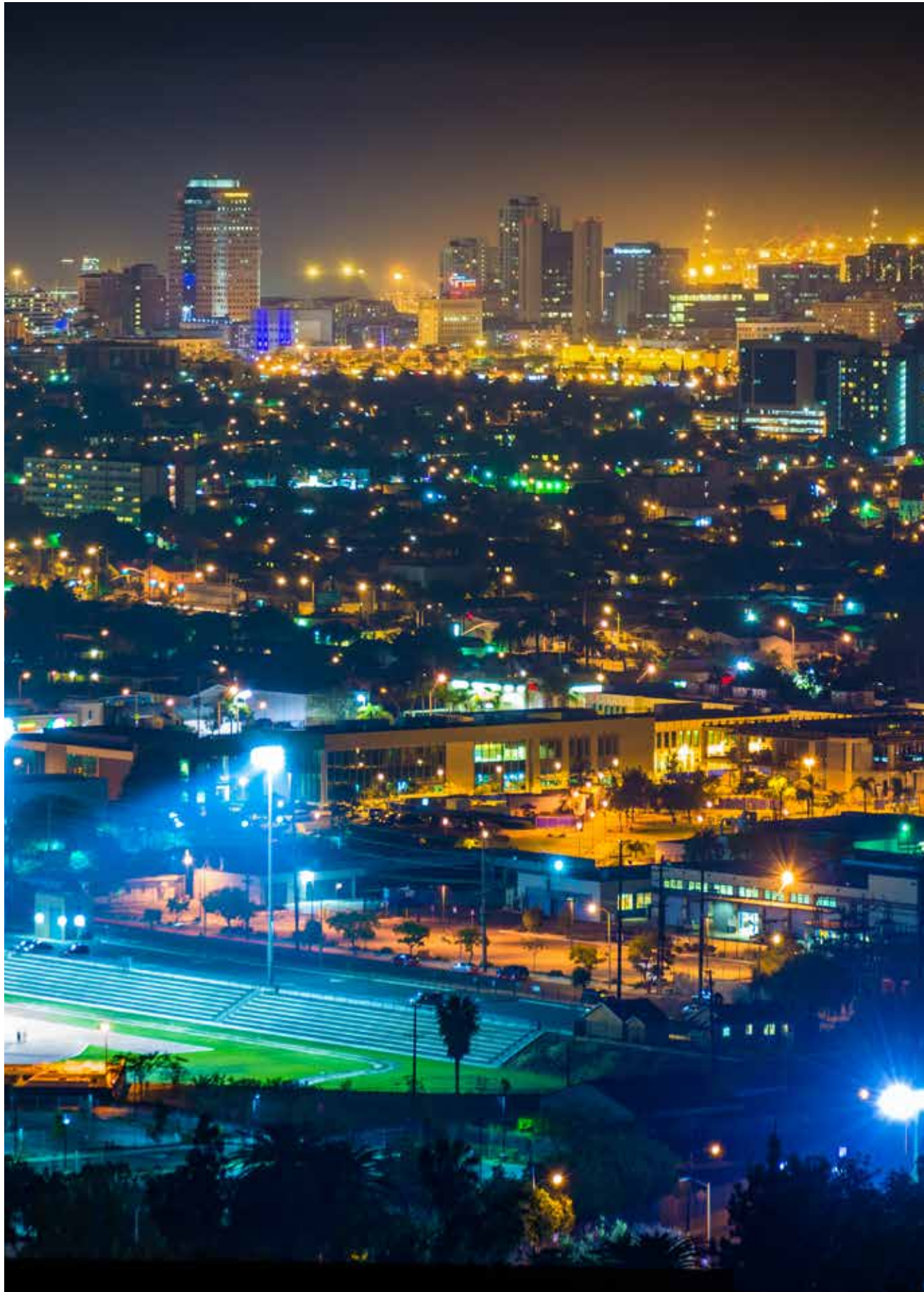
OBJECTIVES:

- Reduce the cost of development and average days to approval for entitlement.
- Reduce the non-residential vacancy rate.
- Increase citywide real estate investment.

RECOMMENDATIONS:

1. Promote education of the development process, transparency, and a culture of collaboration between City staff and customers to create a more predictable property development experience.
2. Assemble an Economic Development Site-Selection Team to host development and investment seminars to define a transparent development process for specific property related development opportunities.
3. Modernize land use regulations, entitlement, and permitting processes to reflect new economic opportunities and streamline the development process.
4. Incorporate an "Economic Development Element" into the City's General Plan and link to the revised Land Use element to clearly identify opportunities for commercial, industrial, and other types of investment.

5. Partner with the Planning Commission to evaluate parking requirements that inhibit development and business growth.
6. Establish an economic impact assessment of new ordinances which may impact business and property development before and after implementation.
7. Provide attractive, high-quality infrastructure and utilities to attract private sector investment and development.
8. Establish programs and events that promote interaction between City staff, the commercial real estate community, and potential investors.
9. Utilize online tools to provide real-time access to public and private development/redevelopment opportunities.



Build a supportive economic ecosystem that creates reliable pathways for entrepreneurs to confidently start and grow successful businesses.

OBJECTIVES:

- Reduce the cost of doing business and median days to approval for business licensing.
- Increase the number of active business licenses.
- Increase availability and access to high-speed internet.
- Establish Long Beach as one of the most business friendly cities in the state.
- Increase the number and value of small business loans secured.
- Encourage environmentally sustainable business practices.

RECOMMENDATIONS:

1. Develop new business improvement districts and ensure sustainable funding streams for existing business improvement districts.
2. Empower business improvement districts to support business expansion, business retention, and attraction efforts within Long Beach.
3. Establish one-stop centers for technical, financial, and regulatory assistance for small businesses in locations throughout the City.
4. Establish a Small Business Concierge program that will provide counseling services, administrative guidance on City processes, and education on City services to streamline the start up process.
5. Incentivize local businesses to apply for City contracts by strengthening preferential procurement opportunities for businesses located in Long Beach.
6. Develop plans to improve access to high-speed internet to facilitate business development and job growth.

7. Improve the ranking of the City on a selected "Cost of Doing Business Survey" by assessing its competitiveness with similar cities on business taxes, municipal utility user taxes, sales tax rates, and other relevant fees.
8. Develop a platform for tracking the workflow of entrepreneurs through the business start up process, including business licensing, conditional use permits, administrative use permits, and inspections.
9. Invest in proactive City services that support business expansion, business retention, grow sales tax and business licensing revenue, and support economic development initiatives.
10. Facilitate and strengthen communications between existing networks of business support organizations and the local commercial real estate community.
11. Incentivize and reward business owners that have multiple ventures in Long Beach.
12. Partner with California State University, Long Beach to measure the perception of the City as business friendly, identify strategies to proactively engage the local business community, and improve confidence in the local economy.
13. Augment access to capital by expanding outreach and marketing efforts to capital sources, promoting City loan programs, and attracting capital investors and lenders for all stages of the business life cycle.
14. Create incentives that encourage business owners to pursue environmentally sustainable business practices.



Enhance the City's quality of life while growing businesses, jobs, and investment that support a thriving local economy.

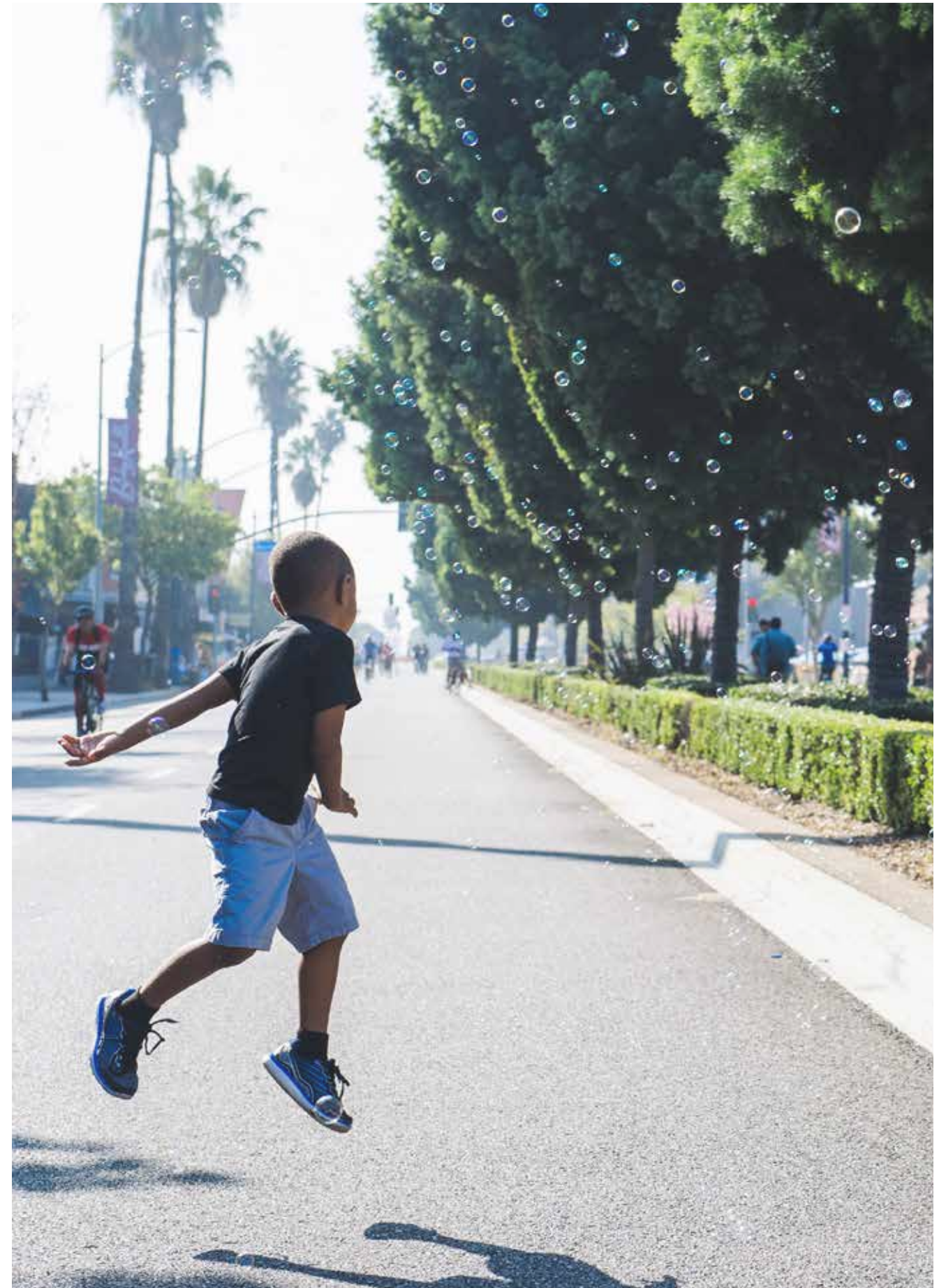
OBJECTIVES:

- Increase investment in strategies that enhance public safety in all areas of Long Beach.
- Increase access to workforce housing at all market levels.
- Increase active transportation and public transportation options across all areas of Long Beach.
- Increase the percentage of children and adults with health insurance.
- Increase public parkland per 1,000 people with an emphasis on "park poor" areas.
- Increase the share of Long Beach residents working in Long Beach.
- Increase investment in the arts.

RECOMMENDATIONS:

1. Collaborate with City departments and community partners to enhance public safety in employment centers and along commercial corridors.
2. Implement the recommendations outlined in the City's 2017 Report on Revenue Tools and Incentives for the Production of Affordable and Workforce Housing.

3. Invest in the further development of safe, active transportation infrastructure across the City.
4. Invest in homeless services that result in employment opportunities, where appropriate, for veterans and individuals experiencing homelessness.
5. Engage the health care and public health sectors in strategies to connect all residents in Long Beach to physical and mental health services.
6. Improve air quality in the City's most impacted neighborhoods by implementing the City's Livable West Long Beach Plan.
7. Promote healthy living by expanding recreational activities and open space, encouraging active lifestyles, and increasing access to healthy food options.
8. Implement development strategies that decrease the number of residents that are commuting outside of the City for work to create a better jobs-housing balance.
9. Develop and implement a public-private partnership for citywide beautification.
10. Encourage and expand economic opportunities driven by the City's cultural and artistic amenities that celebrate diversity.
11. Conduct a needs assessment of the local community of musicians in order to identify policies that can help them succeed along with key challenges and obstacles.





Advance an integrated approach to local and regional economic development enterprises to enhance business opportunities and global connectedness.

OBJECTIVES :

- Increase private sector investment in citywide economic development initiatives.
 - Increase educational partnerships that focus on high-wage careers and incubate new business opportunities.
 - Increase the City's involvement and leadership in regional issues affecting local business.
 - Expand regional and international market opportunities for local products and services.
 - Increase foreign direct investment and international trade.
6. Establish a formal partnership with the City and County of Los Angeles to develop common economic metrics to assess regional competitiveness.
 7. Assess opportunities to partner with major Orange County cities on joint economic development and marketing initiatives.
 8. Strengthen the City's leadership role in advancing regional and state policies and programs that increase business and job opportunities throughout the region.
 9. Take a leadership role in facilitating regional coordination on infrastructure investment and development.

RECOMMENDATIONS :

1. Establish a public-private Long Beach Economic Development Corporation to engage cross-sector partners to increase business retention, attraction, and expansion strategies; create a permanent center for economic research; and develop a citywide marketing campaign.
2. Strengthen the partnership for innovation and entrepreneurship between the City, educational institutions, and industry to promote new investment and economic opportunities.
3. Establish a public-private sector procurement collaborative to increase certification and business development opportunities for local firms.
4. Improve awareness of existing City services, incentives, and business development programs through a citywide coordinated marketing campaign.
5. Actively support the implementation of the 2016-2020 Los Angeles County Strategic Plan for Economic Development.
10. Partner with regional agencies to promote foreign direct investment and trade.
11. Leveraging the global partnerships of the port, lead regional industry-specific trade missions to expand access to new markets for local companies and attract foreign direct investment into the City.



The development of the Blueprint for Economic Development was a collaborative effort involving 26 public meetings, 25 individual listening sessions, and discussions with 20 subject matter expert panelists. The focus areas and key objectives represent aspirational policy goals to move the City towards its vision as the "City of opportunity for workers, investors, and entrepreneurs."

To move the key objectives toward this vision, the following implementation process is recommended:

1. Distribute Blueprint to City Council, City Commissions, City staff and partners, and encourage alignment with economic development goals and objectives.
2. Work with City staff and partners to develop a Blueprint work plan, including specific activities and investments, estimated costs and financial resources, and timeline that will advance key objectives.
3. Develop an online platform for tracking and reporting performance for each of the key objectives for economic development.
4. Produce a communications plan to create awareness and distribute the Blueprint to community, research, investor, and industry partners; including multiple formats and languages to reach diverse stakeholder groups.
5. Provide regular updates to the Economic Development Commission, Economic Development and Finance Committee, and City Council.
6. Organize an annual conference that highlights progress on the Blueprint, including a scorecard focusing on key performance indicators for local economic development.

The Commission would like to thank authors of the following reports and presentations that were reviewed as part of the Blueprint development process:

- Beacon Economics, Economic Development Support Analysis, Part I: Economic Overview, October 18, 2016.
- City of Long Beach Development Services Department, Assessment of Fair Housing, December 2016.
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East Village

Naples

Belmont Heights

Rose Park

Traffic Circle

Alamitos Beach

Grant

Bixby Knolls

Cambodia Town

West Side



Bluff Park

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