

MEETING DATE: **6.9.14**

AGENDA ITEM: Adoption of an Economic Development Implementation Plan

ATTACHMENTS

	<u>Pages</u>
1. Draft Economic Development Implementation Plan dated November 2013	1 - 40
2. Draft Work Program for Reimagine Fox Hills	41
3. Economic Development Task List	42 - 44



Culver CITY

**Economic Development Implementation Plan
November 2013**

DRAFT

DRAFT

TABLE OF CONTENTS

Introduction	1
Economic Base Analysis	2
Strengths, Weaknesses, Opportunities and Constraints (SWOT) Analysis	6
Leakage Analysis	7
Market Analysis	9
Current Economic Development Projects	13
Plan Implementation	15
Summary of Work Plan	24
Conclusion	28
Exhibits	31

Introduction

With its roots in the early days of the motion picture industry, Culver City grew slowly as a commercial center and was underdeveloped for many years. Much of the City's commercial and industrial land was poorly utilized, and its downtown and commercial corridors suffered from disinvestment.

More recently, the City has experienced a renaissance and has grown into a modern and progressive community that flourished largely through its historical motion picture roots and successful redevelopment programs, providing an exceptional quality of life with great shopping, dining, entertainment and attractive residential neighborhoods.

The City has a vibrant business environment that is focused on multimedia, technology, fashion and design. The City is particularly attractive to businesses seeking a Westside Los Angeles location with an "Urban Village" feel that reflects reduced reliance on the automobile with ample transit, walkable and bicycle friendly streets, strong community institutions and a high degree of self-containment with people working, recreating and living in the same area.

Despite Culver City's success, economic challenges remain. The City is facing increasing expenditures at a time of decreasing revenues. This problem is exacerbated by limited vacant land for new commercial development and a low vacancy rate, making the attraction of new companies and the expansion of existing businesses difficult. As a result, Culver City contracted with Muni Services, LLC to assist in preparing an Economic Development Implementation Plan (the "Plan") to promote economic development and ensure the City's financial security.

Communities must have a plan that guides economic development in order to improve, be sustainable, and provide basic programs and services to its residents. The Plan provides a detailed look at Culver City's economic base, identifies economic issues and recommends a framework by which informed business, redevelopment and economic development decision can be made. The Plan was prepared with significant input from the public including multiple meetings with members of the business and residential communities. The Plan is comprised of the following elements:

- Economic Base Analysis;
- Strength, Weakness, Opportunity and Threat (SWOT) Analysis;
- Leakage Analysis;
- Market Analysis;
- Current Economic Development Projects; and
Objectives, Strategies, Tasks and Timelines for Implementing Economic Development Activities.

Economic Base Analysis

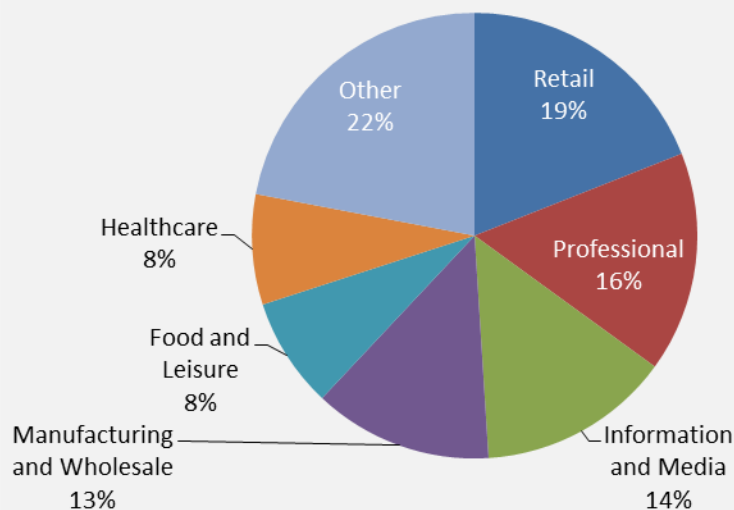
An Economic Base Analysis provides the City with key demographic and economic data that identifies employment by business sector, industries sector opportunities and sources of revenue. The Economic Base Analysis can be used to assess the results of business retention, attraction and development efforts. As reported in the California Employment Development Department 2010-2011 Fiscal Report and City of Culver City 2013-14 Budget the City is experiencing the following demographic trends:

Demographic Data:

• Culver City Unemployment Rate	6.8%
• Los Angeles County Unemployment Rate	10.4%
• Culver City Population	38,000 (approx.)
• Culver City Employment Population	41,732
• Home Based Residents	16,930
• Daytime Population	58,663
• Jobs/Workforce Ratio*	
Culver City	1.82
Los Angeles County	0.83

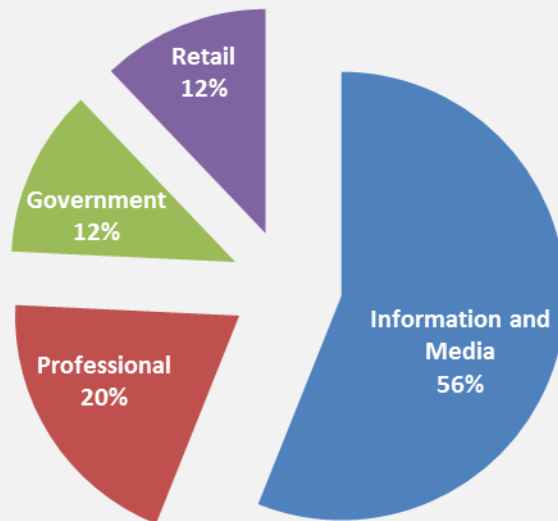
*The “jobs/workforce ratio” is the number of jobs available per work-age person in a given area. If there was a job for every work-age person in a community the ratio would be 1:1 or simply stated 1. In Los Angeles County, for instance, there is less than one job per eligible person, or 0.83. In Culver City, there are 1.82 jobs available per eligible person, which indicates that Culver City has a vital economy.

The graphic below identifies business sectors within the City.



The following industries are central to the City's economy:

- Information and Media
- Retail
- Government
- Professional



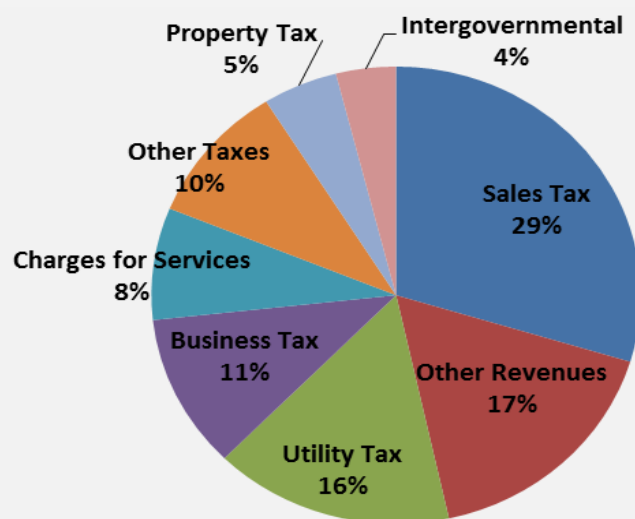
The following “Sector Opportunities” have fostered economic growth:

- Information/Media
- Technology
- Advertising/Graphic Design

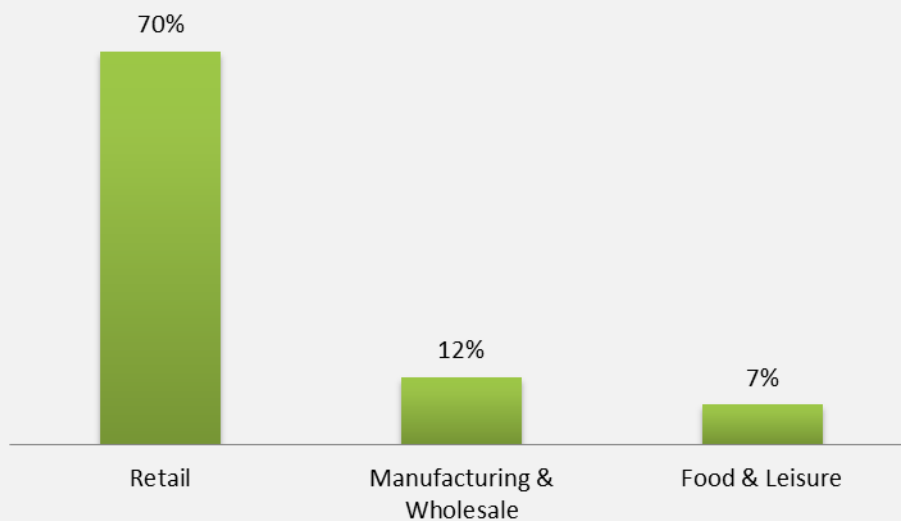
Economic Data:

The City's General Fund revenues are derived as follows:

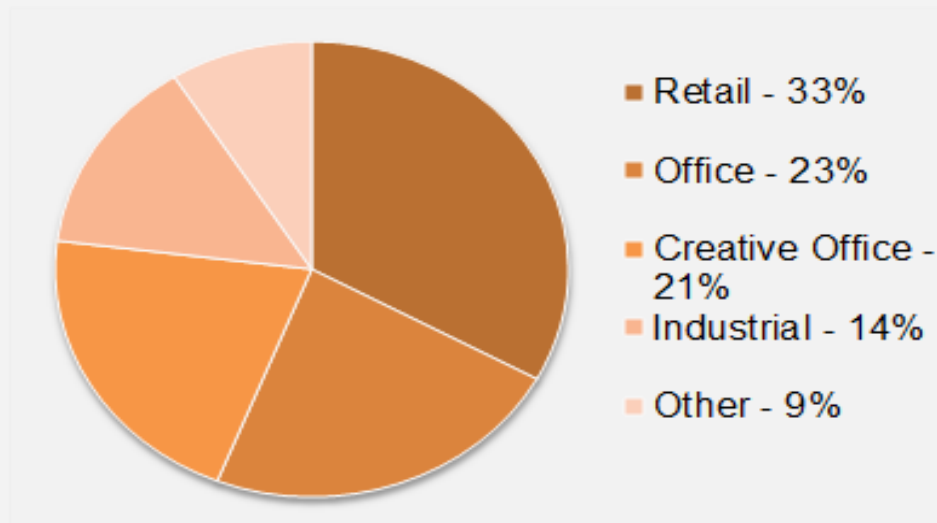
- | | |
|------------------------|-----|
| • Sales Tax | 30% |
| • Other Revenues | 17% |
| • Utility Tax | 16% |
| • Business License Tax | 11% |
| • Charges for Services | 8% |
| • Other Taxes | 10% |
| • Property Tax | 5% |
| • Intergovernmental | 4% |



Sales Tax is the City's largest single revenue source. Culver City's Sales Tax is generated by the following business sectors:



Typical occupancies of commercial buildings in Culver City:



Culver City is third only to Beverly Hills and El Segundo in the West Side and South Bay subareas for total sales tax dollars generated per person living in Culver City. This means that Culver City is generating more sales tax dollars per resident than all but two of the 16 cities in the region. Only Beverly Hills, with its Rodeo Drive retail, and El Segundo, with its oil refineries, generate more sales tax dollars per capita.

City Sales Tax Revenue Comparison (Revenue per Capita):



SWOT Analysis

A SWOT analysis identifies a community's strengths, weaknesses, opportunities and threats (SWOT). Culver City's SWOT analysis was prepared after meeting with residents, businesses, civic, healthcare and educational professionals to discuss the strengths and challenges of living and doing business in Culver City. The strengths and weaknesses have been identified as follows:

Strengths:

- High quality public school system: Culver City Unified School District (CCUSD)
- Excellent quality of life: outstanding climate; strong sense of community; old town feel; good City services and public amenities; ample restaurants; consumer friendly shopping
- Convenient, affordable Westside community
- Accessible city government, staff and elected officials
- Strong jobs/housing ratio:

Total City Employment: 41,732 jobs compared to estimated population of 39,000

Culver City Jobs/Workforce Ratio: 1:82

Versus Los Angeles: 0.83

Unemployment Rates:

Culver City: 6.8%

Los Angeles County: 10.4%

California: 9.8%

Weaknesses:

- Parking in many areas is limited
- Traffic is congested
- Public transportation aka "connectivity" does not link all areas of the City
- Lack of "walkability"
- Lack of high speed fiber optics
- Culver City is not branded and marketed
- Commercial areas poorly defined and have little identity outside of the downtown corridor
- Most commercial areas lack public improvements such as streetscape amenities
- Most commercial areas are poorly maintained
- Many properties within designated commercial areas are underdeveloped given zoning and market opportunities
- Tenant mix within some commercial areas is weak

Opportunities:

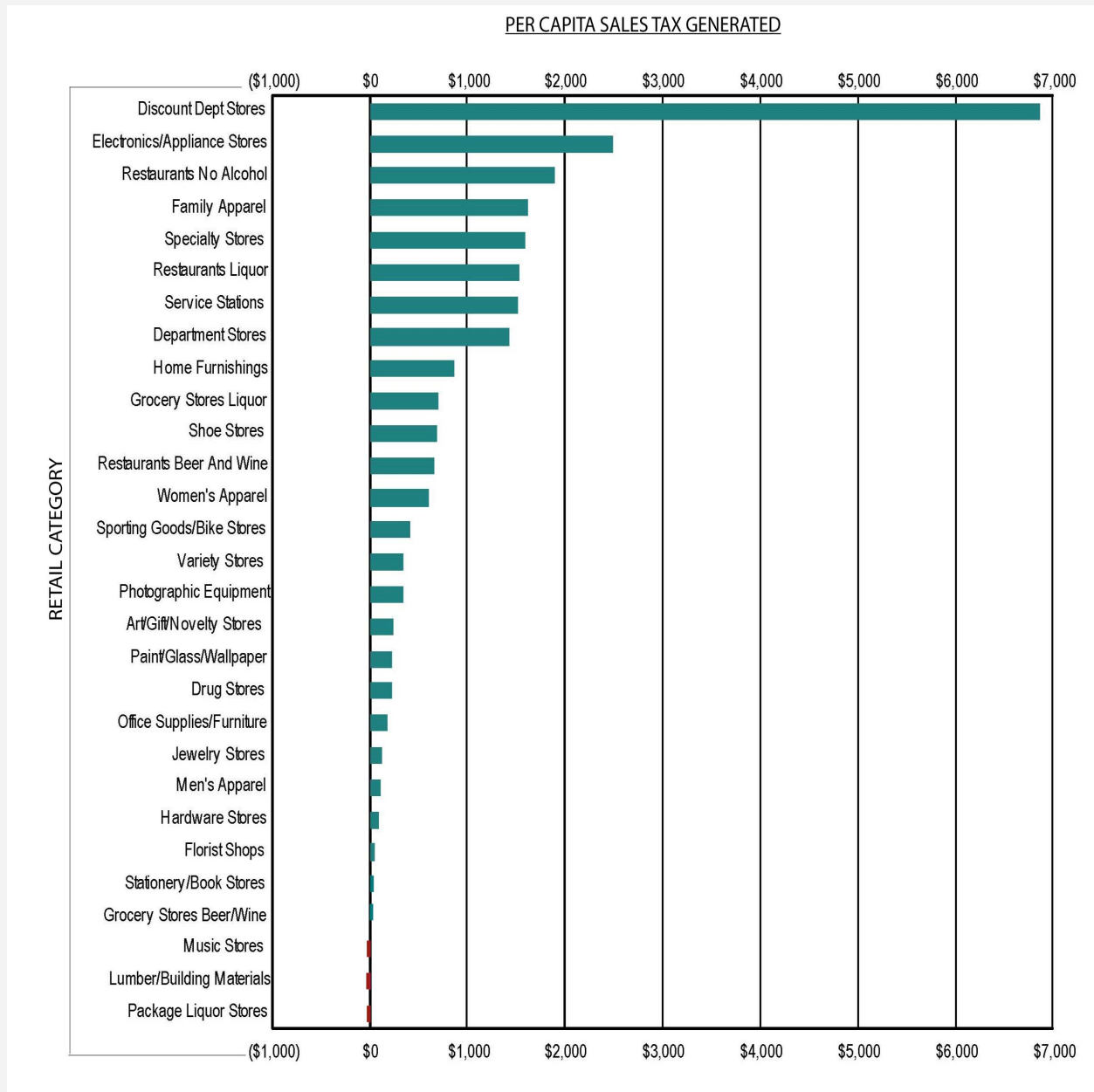
- Branding and marketing
- Fiber optic connectivity
- Public transportation connectivity
- Pedestrian and bike friendly
- District specific economic development entities (public/private)
- Process Improvement Group (planning/permitting process)
- Strengthen partnerships among educational institutions, businesses, community and government
- Eliminate blight on select gateways and high visibility commercial corridors
- Public gathering places
- Citywide environmental innovation
- Quality local healthcare

Threats:

- Increase in traffic
- Decrease in the amount of available parking
- Increase in density
- Reduction in residential and commercial property affordability
- Loss of small town feel
- Inadequate public infrastructure
- City permitting processes (too difficult/too lenient)
- City's perceived indifference to business

Leakage Analysis

A SWOT Analysis also considers retail leakage (Leakage Analysis) in order to identify retail sales by residents that are occurring outside of Culver City in hopes of capturing those sales and strengthening the City's economy. A Leakage Analysis compares per capita sales tax generated from targeted retail categories against countywide averages. A retail surplus suggests the community is capturing its local market for that category of goods plus attracting shoppers from outside the jurisdiction. A retail gap suggests the possibility that residents may have a greater demand for products in the specific category than is being satisfied by local businesses, but that in general the City is well served by local retail and services. The graph below indicates that a retail gap exists for music stores, lumber/building materials and package liquor stores.



The Leakage Analysis indicates that, except for music stores, lumber/building materials and packaged liquor stores Culver City (citywide) is capturing its local market share for each listed category, as well as attracting shoppers from outside the City (Per Capita Sales Tax Surplus/Gap Comparison and Fiscal Year Revenues by Business Type). The City could actively recruit music stores, lumber/building materials and packaged liquor stores in order to avoid losing retail sales to other cities; however, these businesses are not central to the City's overall economy. In summary, the analysis indicates that Culver City has healthy retail sales and a retail base that satisfies the needs of City residents and attracts customers from outside the City. Notwithstanding, specific gaps in goods and services exist from district to district. For example, retail is deficient in the downtown and services/amenities are deficient in Fox Hills.

Market Analysis

A SWOT Analysis also considers the City's market constraints (Market Analysis) from a real estate perspective. This type of analysis is commonly used to determine real estate opportunities and challenges related to future commercial growth. To perform Culver City's Market Analysis various commercial areas were combined into three districts based on their geographic location. The districts are: Fox Hills, East Washington Boulevard - Hayden Tract – Downtown -Transit Oriented Development District, West Washington Boulevard - Sepulveda Boulevard and Jefferson Corridor.

Fox Hills

The Fox Hills district, located at the southwesterly edge of the City adjacent to the San Diego (405) Freeway, was developed in the 1970's and is comprised primarily of office parks, gated residential apartments and condominiums, and a regional shopping mall. The office parks provide a good opportunity for future commercial growth as they are underdeveloped (have not reached their full potential in light of today's market) have freeway visibility and have good vehicular access. The Westfield Culver City Mall is performing at a high level as the result of a recent renovation and expansion promoted through the former Redevelopment Agency (RDA).

During outreach reach meetings residents of Fox Hills indicated that they feel dislocated from the rest of the City due to their geographic location, lack of a "Main Street" and lack of identity (street banners, signage, street furniture, right of way improvements, etc.).

The following opportunities and challenges have been identified for this area:

Opportunities:

- Prepare a physical land use plan to repurpose and "reimagine" Fox Hills
- Re-brand and market Fox Hills
- Engage Fox Hills residential community to develop "connectivity" to the core of Culver City
- Create public-private development opportunities to facilitate community "reimagining"
- Focus on potential creative office market
- Create better connectivity between the mall, residential and creative office uses by creating a new retail/restaurant "main street"
- Accommodate large employers such as corporate headquarters, regional offices (legal, consulting, accounting, finance, insurance, real estate), media services (web design, internet retail, computer technology) and emerging research and development companies. Some of these large employers are located in Fox Hills, downtown and the Hayden Tract. Of these areas, Fox Hills has the greatest amount of available land area to accommodate these types of uses.

Challenges:

- Office buildings constructed for a traditional office market
- Business Park configured in a traditional office park
- Lack of amenities, retail, restaurants, useable open space
- Land uses are not well integrated and there is no cohesive district identity
- Lack of convenient fiber optic/high speed internet service

East Washington – Hayden Tract – Downtown – Transit Oriented Development District

East Washington, Hayden Tract, Downtown and the Transit Oriented District were developed prior to the 1940's and are comprised of a variety of uses. Downtown is recognized as the Central Business District or "Core" of the City, East Washington is recognized as the Arts District (due to its business composition), the Hayden Tract is recognized as a light industrial, office, creative office /media entertainment district and the Transit Oriented Development District is an emerging mix of residential, restaurant retail/commercial, office and hotel uses adjacent to light rail transit.

The opportunities and challenges of these districts are very different than those in Fox Hills or West Washington/Sepulveda. Specifically, Downtown benefits from Culver City Redevelopment Agency, the Hayden Tract benefits from a high concentration of creative office uses, East Washington benefits from having the largest concentration of art galleries in Los Angeles County and the TOD district benefits from its connection to the region by the Exposition Light Rail Line.

During the public outreach process, the following opportunities and challenges were identified for these areas:

Opportunities:

- Take advantage of the newly constructed Expo Line to provide greater connectivity, i.e. shuttle service, pedestrian/bicycle
- Create public-private ventures to resolve lack of district parking
- Collaborate with property owners to provide greater amenities (service-retail and restaurant opportunities) for employees in the Hayden Tract

Challenges:

- Parking solutions limited due to loss of the Redevelopment Agency (RDA)
- Limited vacant land for developing solutions to parking and service-retail, as the City is built out
- Lack of fiber optic/high speed internet in the Hayden Tract and the Transit Oriented Development Districts

West Washington and Sepulveda

The West Washington-Sepulveda district was developed prior to the 1940's and is comprised of retail/commercial and small office uses. The West Washington area benefits from recent Redevelopment Agency activities and as a result new restaurants have been established, which are having a catalytic effect on the rest of the area. The Redevelopment improvements included landscape medians, street graphics, enhanced crosswalks, gap loans to qualified business, commercial rehabilitation grants and architectural services.

The Sepulveda Boulevard corridor, also known as Culver Village, is located between Venice Boulevard and Centinela Avenue. Culver Village is an area with tremendous development opportunity, but lacks character and identity. Culver Village and West Washington are gateways to Culver City due to their location. The City currently is working with area businesses to establish a business association.

SEPULVEDA "CULVER VILLAGE" BUSINESS DISTRICT



The following opportunities and challenges have been identified for these areas during the public outreach process:

Opportunities:

- West Washington is freeway accessible, strategically located adjacent to Marina Del Rey and as a result is developing “cachet”, which should attract new growth
- Current landowners in the commercial area are desirous of collaboration with the City to enhance the district
- Provide public transportation and connectivity
- Provide additional streetscape and façade improvements to those previously provided south of Culver Boulevard and north of Franklin Avenue

Challenges:

- Limited options for creating more parking
- Limited City resources to provide needed, expanded streetscape improvements

Jefferson Corridor

The Jefferson Corridor, located on Jefferson Boulevard between Overland Avenue and Duquesne Avenue, was developed in the 1960’s to accommodate manufacturing uses. The Jefferson Corridor has untapped development opportunity, but lacks character and identity. The area benefits from recent private investment and as a result has seen an influx of new creative office uses.

Opportunities:

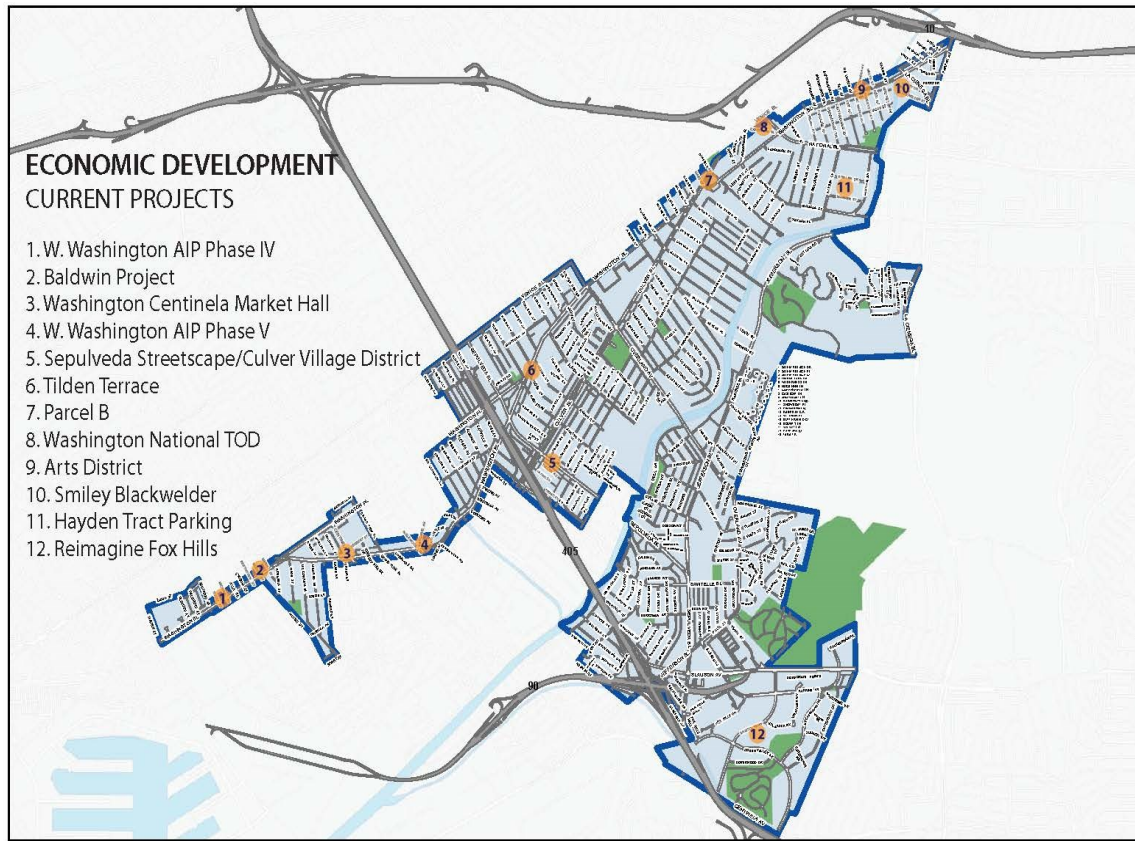
- Focus on existing creative office market to solicit potential tenants
- Develop 10100 Jefferson Boulevard to provide much needed parking in the area
- Create public-private ventures to develop parking
- Home to many nationally recognized businesses (Nantworks, National Public Radio, Scopely, HOK Architects)

Challenges:

- Lack of amenities (few services and restaurants)
- Land uses not integrated
- Lack of available parking

Current Economic Development Projects

The City has pursued several major economic development initiatives within the study areas shown on the map below. These include streetscape improvements as part of “Area Improvement Plans” along the West Washington Boulevard, the Baldwin mixed use development and the Washington Centinela Market Hall, redevelopment of Parcel B in the downtown, Tilden Terrace affordable mixed use housing development, parking improvements in the Hayden Tract and Smiley Blackwelder areas and planning and implementation of the Washington National Transit Oriented Development and Transit Oriented Development District adjacent to the Culver City Expo Light Rail Station. These projects will help grow creative office uses, promote small business attraction and expansion, expand affordable housing opportunities and advance transit oriented development.



Community Facilities Districts

With the loss of Redevelopment Tax Increment Financing, cities must look to other forms of financing in order to achieve their project objectives. One form of

financing that Culver City is examining the creation of Community Facilities Districts (CFD).

Community Facilities Districts are an important financing tool available to counties, cities, school districts and special districts to fund public improvements and services such as streets, sewer systems, public parking and other basic infrastructure, police protection, fire protection, ambulance services, schools, parks, libraries, museums and cultural facilities.

Community Facilities Districts are created by a local government agency in order to assist property owners who want to take advantage of below market bond financing. The district generally includes all properties that will benefit from the improvements to be constructed or the services to be provided. Similar to a benefit assessment district, the CFD will appropriate a special tax to each owner in the district based on mathematical formulas that consider property characteristics such as use, structure and lot size. When project costs justify their use, municipal bonds may be sold by the CFD to provide the capital needed to build the capital improvements or fund the services. Under California state law, the CFD is also entitled to recover expenses incurred to form the CFD and administer the annual special taxes and bonded debt. There are several potential areas in which the City may wish to create CFDs to advance streetscape and parking improvements that will enhance current projects and developments.

POTENTIAL COMMUNITY FACILITY DISTRICTS (CFD's)



Culver CITY



DRAFT

PLAN IMPLEMENTATION

Objectives, Strategies, Tasks, Timelines and Responsible Party

The following provides goals and strategies for implementing the Plan. Implementation of the Plan begins with an economic development “vision statement” that will be used to guide work efforts. The following economic development vision statement for Culver City has been recommended:

Culver City will foster innovation, creativity and positive economic development through strong partnerships among its business and civic leaders, residents, educators, non-profits and city government.

The vision statement will be achieved by establishing measurable objectives.

These objectives can best be achieved if there are clear strategies, assigned tasks, specific timelines and designated parties responsible for implementing them.

Objective 1 - Collaborate with business owners, the Chamber of Commerce, commercial real estate developers and civic leaders to forge new alliances, job opportunities and generate increased revenue.

Task 1 – Economic Development Districts

- Create and/or maintain district specific economic development entities (business improvement district or similar) that brings stakeholders together in order to satisfy district specific objectives.
- Explore creating non-profit entities where appropriate.
- Priority Level: Mid-level
- Time Frame: Establish new Districts within 12 months of approval of this Work Plan
- Responsible Parties: Economic Development staff, City Manager, stakeholders and the Chamber of Commerce.

Task 2 – Process Improvement Group

- Create a Process Improvement Group within the City development/permitting departments including business and development stakeholders in order to reinforce a reasonable, predictable planning and permitting process that emphasizes a customer service “friendly” attitude. This is especially important for City departments that deal directly with the public. This group should also address the need to create processes that allow the City to revisit, revise and adapt to changing needs of the community.

- Explore expedited permit processing.
- Priority Level: High
- Time Frame: Begin within 3 months of plan approval, and completed within 6 months.
- Responsible Parties: Permitting agencies - Community Development Department, Public Works Department, Fire Department and Chamber of Commerce. Economic Development staff or an outside consultant could be utilized to form this group and facilitate the meetings with business stakeholders.

Objective 2 - Develop a comprehensive marketing and branding strategy that will continue to attract desirable commercial tenants to the City.

Task 1 – Business Attraction, Retention and Expansion

- Organize a core stakeholder group comprised of the City Manager, Economic Development staff, Chamber of Commerce and local business owners, real estate brokers and developers to address business attraction, retention and expansion issues. The group should prepare a work plan and schedule monthly meetings in order to implement the work plan and regularly visit targeted businesses.
- Create a roundtable discussion with specific business clusters in order to understand/address issues affecting business operations. Business clusters include hotels, auto dealers, developers, commercial real estate brokers, tech business operators, etc.;
- Implement specific programs related to business attraction and retention (conduct business visitation, promote new businesses, identify potential business leases that are terminating in adjacent communities in order to attract them, survey businesses to identify operational needs and intentions);
- Priority Level: Highest
- Time Frame: Begin immediately
- Responsible Party: Economic Development staff, Chamber of Commerce, City Manager and stakeholders.

Task 2 – Branding and Marketing

- Work with a core stakeholder group to brand and market the City as well as individual corridors or districts, as deemed appropriate. This is an opportunity for the residents and businesses to work with City Council members and staff to better define City redevelopment and Economic Development objectives, and to highlight and advertise the City's strengths. This measure will provide an ongoing opportunity for the community to be more involved in planning the City's future economic development direction. Marketing methods may include advertising in specialized trade magazines, sending letters of interest to desirable tenants, matching targeted businesses with opportunity sites and establishing incentives programs to attract or retain specific businesses.

- Identify and market district strengths (i.e., Hayden Tract creative office/tech, arts district, arts, downtown, dining, shopping, entertainment, etc.).
- Assemble core stakeholder group and Chamber of Commerce to work with Economic Development staff to develop a marketing and branding strategy. The strategy should utilize social media and encourage tourism while promoting the City and its businesses.
- Create an environment that is a destination and that enhances the City's tax base by increasing the amount of time shoppers, visitors and employees spend in the City.
- Promote art and cultural opportunities in order to attract, retain and expand businesses that contribute to the City's creative economy.
- Priority Level: High
- Time Frame: Begin in 12 months
- Responsible Party: Economic Development staff, Chamber of Commerce and stakeholders. A public relations consultant could assist with this task.

Objective 3 – Identify workforce needs of City businesses and facilitate partnerships between the Chamber of Commerce, educational institutions and the business community to satisfy market demands.

Task 1 - Align Education and Business Planning and Programming

- Align the labor force needs of Culver City businesses with the City's educational system. Acknowledge the importance of a quality educational system to the future wellbeing and attractiveness of the City.
- Create collaborations among West LA Community College, CCUSD and business leaders to create educational programs aligned with the workforce development needs of area businesses.
- Priority Level: Mid-level
- Time Frame: Begin within next 12 months
- Responsible parties: Economic Development staff, Chamber of Commerce, education stakeholders.

Objective 4 – Create infrastructure necessary to retain and attract desirable businesses and promote an innovative business environment through parking, technology and multi modal opportunities.

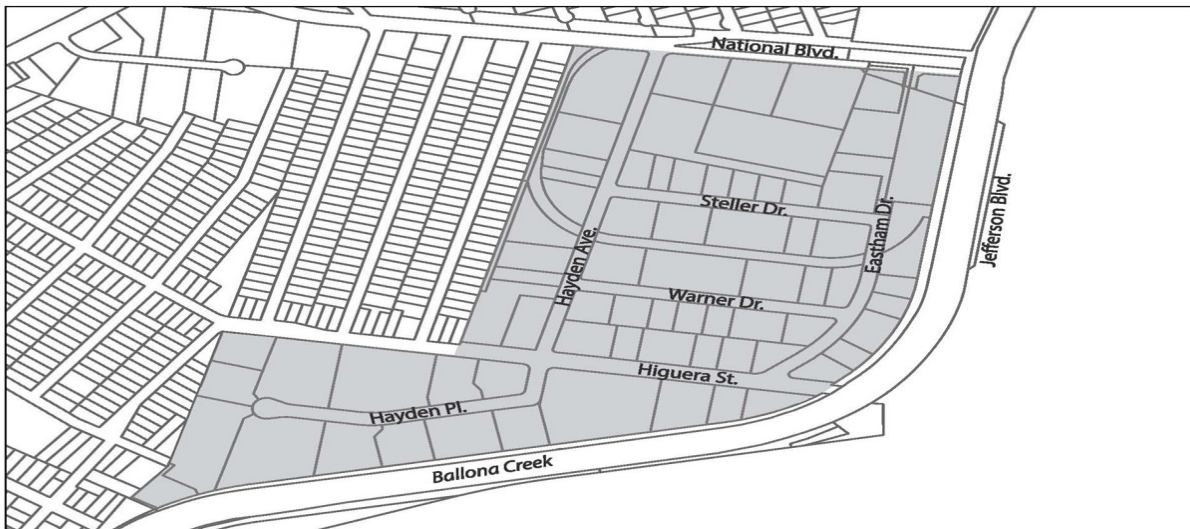
Task 1 – Parking Improvements

- Increase the supply of parking through coordinated public/private efforts.
- Work with stakeholders to create innovative parking strategies that maximize the existing parking supply and increase parking opportunities in the City. The strategies should be sensitive to spillover parking in residential neighborhoods while satisfying the parking demands of City restaurants, retail shops and businesses. The potential parking improvements could include street vacations, automated parking, area valet programs and partnerships between the City and private property owners whereby public parking would be incorporated in new private development.

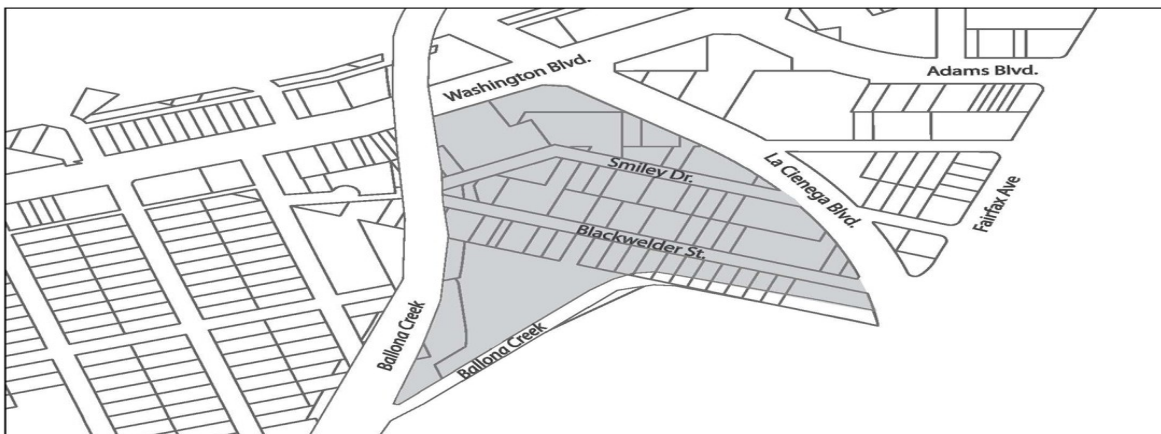
- Implement downtown parking strategies pursuant to the Walker Downtown Parking Study to maximize parking supply and increase revenues. Increased revenues should be used to address parking operations and maintenance costs.
- Establish parking districts with more flexible parking standards.
- Priority Level: High
- Time Frame: Begin within 6 months
- Responsible Parties: Economic Development and Planning Division staff, Public Works staff and City Manager

The City has commenced planning for two parking districts with special parking regulations to accommodate parking needs as shown on the maps below. These parking districts may serve as a model for citywide parking recommendations.

HAYDEN TRACT PARKING DISTRICT



SMILEY BLACKWELDER PARKING DISTRICT

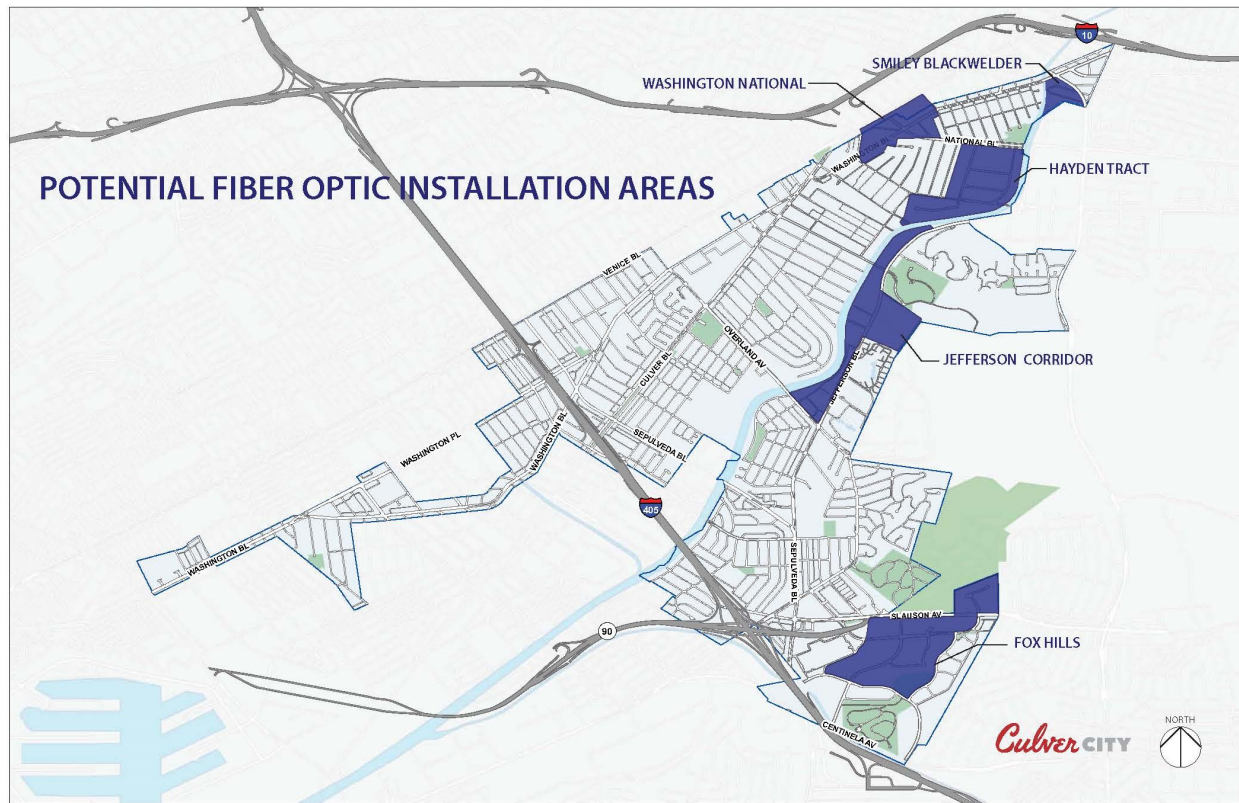


- Research effects of metered parking on employees of City business while respecting the needs of the neighborhood residents. This can be done by hiring a parking consultant to work in conjunction with the City.
- Priority Level: High
- Time Frame: Begin in 4 months
- Responsible Parties: Economic Development staff, Public Works staff, City Manager and parking consultant.

Task 2 – Fiber Optic and Improved Internet Service

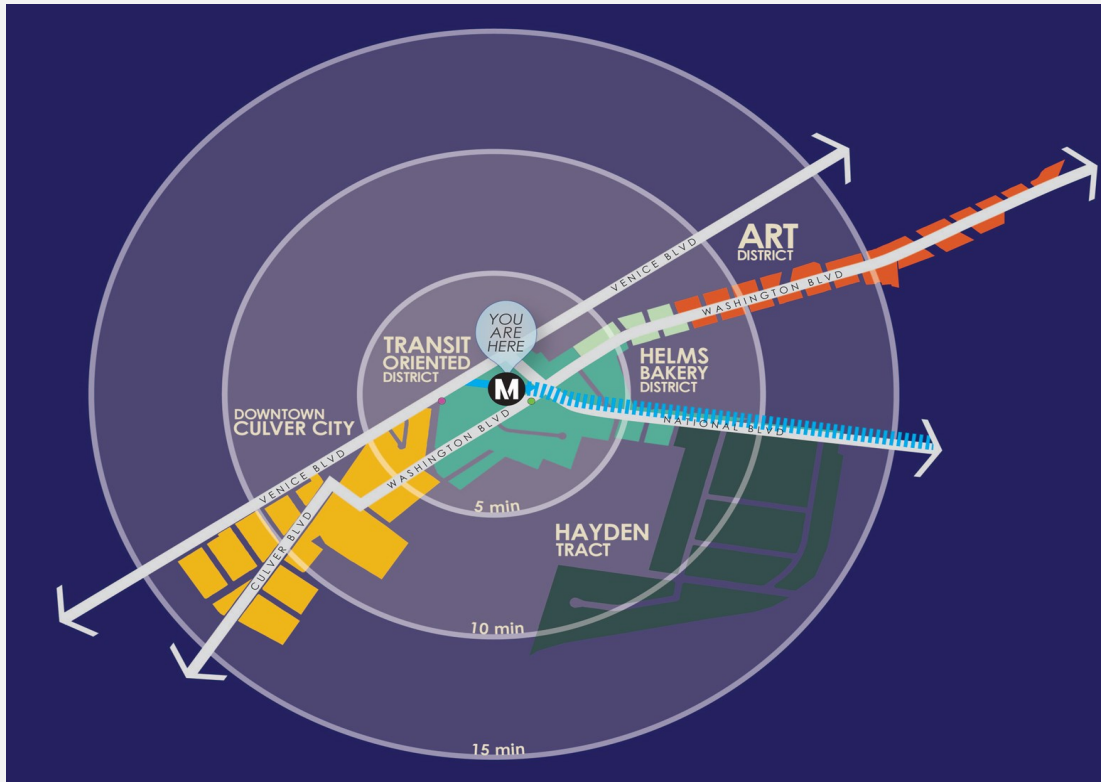
- Establish Culver City as a leading-edge technology city by providing fiber optic connectivity to all City businesses and perhaps residents. Alternative methods of fiber ownership should be considered.
- Prepare and implement a Fiber Optic Master Plan reflecting best practices for providing fiber optic infrastructure to City technology businesses.
- Priority Level: Highest
- Time Frame: In progress
- Responsible Parties: Information Technology, Community Development and Public Works Department staff and City Manager

The City is currently preparing a Fiber Optic Master Plan which identifies the areas below for dark fiber installation:



Task 3 – Connectivity

- Connect the Culver City Expo Station to City businesses in order to reduce vehicle trips and the demand for parking in the City. Alternatives such as transit cards, smart car facilities, bike sharing and walk-ability should be considered.
- The City has designated the area around the Culver City Expo Station as a Transit Oriented Development District, with special zoning and public improvement requirements as shown in the maps below.
- Priority Level: Mid-level

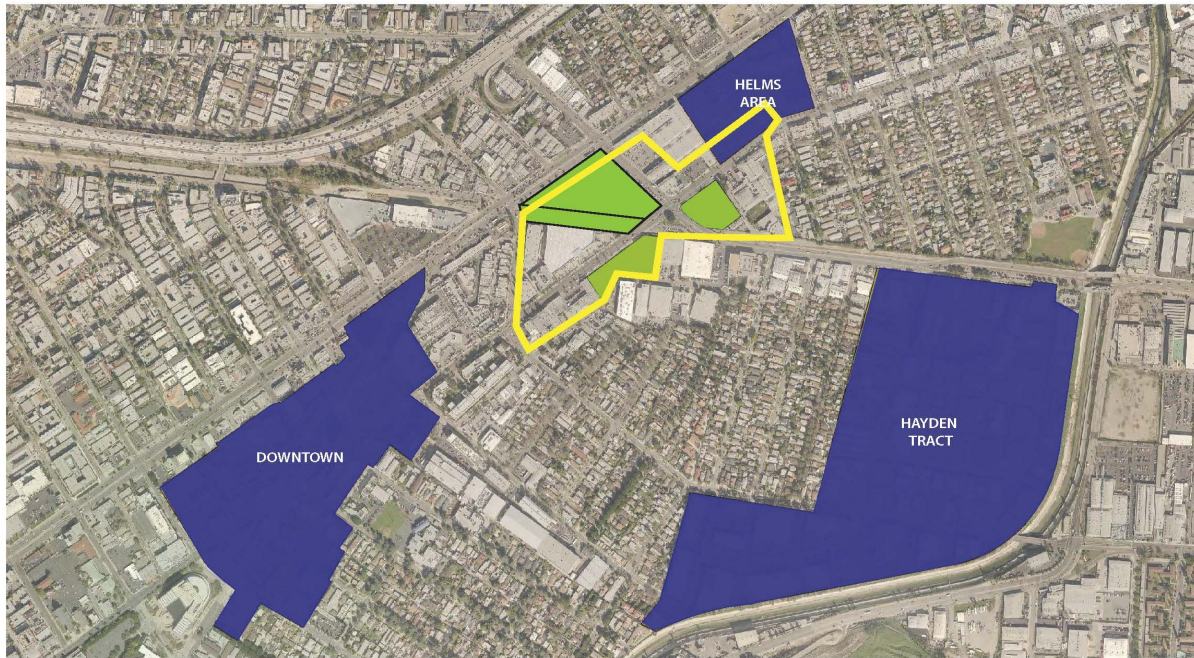


Tasks 4 – Pedestrian and Bicycle Improvements

- Research the potential for greater pedestrian and bicycle connections throughout the City including bike sharing
- Priority Level: High
- Time Frame: Begin in 12 months
- Responsible Parties: Community Development, Public Works, Transportation Department, core stakeholders, Chamber of Commerce and Consultant

The City has examined the connectivity of the downtown, Hayden Tract and Helms Area. Possible opportunities for connection include pedestrian improvements, parking improvements in the TOD District to serve the Hayden Tract and Helms District and shuttle service offering entertainment and restaurant amenities to the Hayden Tract.

WASHINGTON NATIONAL - TRANSIT ORIENTED DEVELOPMENT DISTRICT & SURROUNDING AREAS



Objective 5 – Utilize land use planning to enhance job growth and continued economic health throughout all areas of the City.

Task 1 – Land Use and Job Generation

- Identify the types of land uses and related building types that promote job generation and job retention in order to encourage economic growth in the City. Establish a process by which the preservation or creation of job producing land uses is reviewed periodically by City staff.
- Time Frame: Begin in 12 months
- Responsible Parties: City Manager, Community Development Director, Public Works Director, Transportation Director and Consultant

Task 2 – Inventory Financially Under-Performing Land Uses

- Inventory, research and analyze land areas of the City that appear to be underutilized, underperforming or antiquated. Create effective land use strategies for economic sustainability of the City. For example, the City has prepared preliminary redevelopment concepts for the Fox Hills area to identify future development opportunities.

- Priority Level: High
- Time Frame: Begin within 12 months
- Responsible Parties: Economic Development staff
- Improve the quality and supply of amenities and service retail for area businesses and their employees. Possible solutions could include temporary service retail licenses for food trucks, pop-up restaurants or rezoning of designated areas while maintaining sensitivity to the needs of permanent restaurants and services within the City who are reliant upon those businesses as patrons.
- Work with area businesses and land owners to identify needs and solutions to provide increased and improved service retail in closer proximity to businesses in order to reduce area traffic and positively impact employee productivity.
- Create an environment that is a destination and that enhances the City's tax base by increasing the amount of time shoppers, visitors and employees spend in the City; and
- Explore activating Media Park with new coffee/retail service.
- Priority Level: Mid-level
- Time Frame: Begin in 18 months
- Responsible Party: Economic Development staff



The City has commenced preliminary planning in the Fox Hills area as shown below:

DRAFT

Objective 6 – Position the City to take advantage of economic trends and remain a leader of innovation in the Southern California region.

Task 1 – Identify Future Economic Development Trends

- Survey future tech trends on the horizon.
- Convene tech business stakeholders to discuss technological innovations.
- Be on cutting edge of new tech business development.
- Survey Economic Development best practices related to tech business attraction.
- Repurpose obsolete land uses to foster “new tech economy,” job growth and related business expansion.
- Design/promote infrastructure/transit oriented growth to help promote tech business expansion.
- Promote Culver City’s creative and art and cultural economy through branding.
- Leverage relationships with local colleges and universities to grow entrepreneurial base and access potential tech opportunities.
- Promote City as a destination for tech businesses through business attraction.
- Maintain up to date real property inventory for tech business attraction and expansion, such as server rooms, multiple carrier gigabit internet, backup power, proper wiring and flexible HVAC.
- Create tech-centric amenities such as transportation access, restaurants, shopping services, bike rack and pedestrian improvements that are valued by tech businesses.
- Survey parking infrastructure to satisfy the parking needs of growing tech companies.
- Create property survey with reflecting tech-friendly criteria, and engage realtors to attract the right tech tenants and create the appropriate business climate via amenities, streetscape, etc.
- Enhance the City’s business base by supporting “new economy” businesses (tech, bio tech, media, design). Specific focus should be placed on attracting businesses that improve the City’s tax base.

Summary of Work Plan

Economic Development Strategy – Outreach Discussion Items						
Fox Hills Area						
Preliminary Summary of Outreach Comments & Follow-up						
	Projects	Priority*	Duration	Applicable Area**	Responsible Party***	Work Program Tasks
1	Increasing the Parking Supply	H	3-12 months 12-36 months	Citywide	CDD/PW	<u>Short Term</u> -Reduced cost of metered parking (e.g., Uplander) – Council consideration required. -Parking stall restriping (e.g., Uplander) – identify applicable streets, conduct outreach, implementation. -Automated surplus parking – research, Code amendment, Council consideration required. <u>Long Term</u> -Private parking initiatives – identify properties, work with owner(s) -CFD public parking initiatives/ parking garages – identify properties, outreach, bond financing, create CFD.
2	Fiber Optic Infrastructure	H	1-6 months 6-18 months	FH, HT, Jefferson	IT/PW/CDD	<u>Short Term</u> -Meet with Santa Monica to determine project scope. -Identify specific areas/path, infrastructure and budget. -Conduct outreach with businesses/property owners. <u>Long Term</u> -Council consideration and project implementation.
3	Marketing, Branding & Identity	H	1-6 months 6-18 months	Citywide	ED/Consultant	<u>Short Term</u> -Conduct preliminary research <u>Long Term</u> -Draft RFP, Council consideration (WW, HT, FH) -Outreach with City and individual districts -Create broad based City branding campaign and logo/ materials, etc. -Brand individual districts
4	Area Amenities	M	3-9 months 9-18 months	FH, HT	ED/Planning	<u>Short Term</u> -Temporary events, shops & services (monthly food trucks, farmers' markets, printing, dry cleaning) <u>Long Term</u> -Land planning (identify new retail, office and open space areas) -Create a Main Street

5	Local Wayfinding & Connectivity	H	1-6 months 6-18 months	Citywide, HT, DT	CDD/PW/ Transportation/ Consultant	<u>Short Term</u> -Wayfinding <u>Long Term</u> -Based on identity program, create wayfinding and regionally oriented signage. -Bike land and bike sharing. -Shuttle -Pedestrian paths
6	Process Improvement Group	M	6-18 months	Citywide	CDD/PW/ Fire/Finance/ City Manager	<u>Long Term</u> -Expediting -Informational handouts (e.g., "How to Guide"). -Master studies. -Development Fees. -Review of City requirements, processes and solution orientation.
7	Business Associations	H	3-9 months 9-24 months	FH, HT, AD	CDD/Consultant	<u>Short Term</u> -Conduct business outreach <u>Long Term</u> -Council consideration -District establishment

Economic Development Strategy – Outreach Discussion Items

East Washington – Hayden Tract – Downtown - Expo

Preliminary Summary of Outreach Comments & Follow-up

	Projects	Priority*	Duration	Applicable Area**	Responsible Party***	Work Program Tasks
1	Increasing the Parking Supply	H	3-12 months 12-36 months	Citywide	CDD/PW	<u>Short Term</u> -Reduced cost of metered parking (e.g., Jefferson) – Council consideration required. -Parking stall restriping (e.g., Stellar) – identify applicable streets, conduct outreach, implementation. -Automated surplus parking – research, Code amendment, Council consideration required. <u>Long Term</u> -Private parking initiatives – identify properties, work with owner(s) -CFD public parking initiatives/ parking garages – identify properties, outreach, bond financing, create CFD.
2	Fiber Optic Infrastructure	H	1-6 months 6-18 months	FH, HT, Jefferson	IT/PW/CDD	<u>Short Term</u> -Meet with Santa Monica to determine project scope. -Identify specific areas/path, infrastructure and budget. -Conduct outreach with businesses/property owners. <u>Long Term</u> -Council consideration and project implementation.

3	Marketing, Branding & Identity	H	1-6 months 6-18 months	Citywide	ED/Consultant	<u>Short Term</u> -Conduct preliminary research <u>Long Term</u> -Draft RFP, Council consideration (WW, HT, FH) -Outreach with City and individual districts -Create broad based City branding campaign and logo/materials, etc. -Brand individual districts
4	Area Amenities	M	3-9 months 9-18 months	FH, HT	ED/Planning	<u>Short Term</u> -Business attraction. -Develop electronic email database. -Temporary events, shops & services (art walks, monthly food trucks, farmers' markets, printing, dry cleaning). <u>Long Term</u> -Code amendments -Restaurant/service uses.
5	Local Wayfinding & Connectivity	H	1-6 months 6-18 months	Citywide	CDD/PW/ Transportation/ Consultant	<u>Short Term</u> -Proximity Maps (market adjacencies – Expo, HT, AD, DT, Ballona Creek) -Simple signage additions to existing wayfinding. -Trial shuttle. -Bike sharing. <u>Long Term</u> -Wayfinding study, Council consideration, project implementation. -Bike lanes & bike path (Ballona Creek) -Shuttle -Security (lighting from Expo station) -Pedestrian paths and other streetscape improvements.
6	Process Improvement Group	M	6-18 months	Citywide	CDD/PW/ Fire/Finance/ City Manager	<u>Long Term</u> -Expediting -Informational handouts (e.g., "How to Guide"). -Gross Receipt Tax review. -Review of City requirements, processes and solution orientation.
7	Business Associations	H	3-9 months 9-24 months	FH, HT, AD	CDD/Consultant	<u>Short Term</u> -Research Culver City Alliance (collaborative effort between the City and Chamber dedicated to nurturing a vibrant, healthy and profitable business climate in Culver City). <u>Long Term</u> -Council consideration -District(s) establishment

Economic Development Strategy – Outreach Discussion Items						
West Washington - Sepulveda						
Preliminary Summary of Outreach Comments & Follow-up						
	Projects	Priority*	Duration	Applicable Area**	Responsible Party***	Work Program Tasks
1	Increasing the Parking Supply	H	3-12 months 12-36 months	Citywide	CDD/PW	<u>Short Term</u> -Reduced cost of metered parking (e.g., Washington near 405 in process) – Council consideration required. -Email updates to affected businesses on parking projects. <u>Long Term</u> -Develop catalytic projects with surplus public parking.
2	Marketing, Branding & Identity	H	1-6 months 6-18 months	Citywide	ED/Consultant	<u>Short Term</u> -Conduct preliminary research (west Washington is CC, freeway accessibility, destination, cache) <u>Long Term</u> -Draft RFP, Council consideration (WW, HT, FH) -Outreach with City and individual districts -Create broad based City branding campaign and logo/materials, etc. -Brand individual districts
3	Area Amenities	M	3-9 months 9-18 months	FH, HT, WW	ED/Planning	<u>Short Term</u> -Business attraction to expand success of improvement areas. <u>Long Term</u> -Streetscape improvements to city westerly boundary.
4	Local Wayfinding & Connectivity	H	1-6 months 6-18 months	Citywide	CDD/PW/ Transportation/ Consultant	<u>Short Term</u> -Proximity Maps -Bike sharing, bike sharrows. <u>Long Term</u> -Wayfinding consultant, Council consideration (identify Culver City from 405 Freeway/Marina
5	Process Improvement Group	M	2-5 months 6-15 months	Citywide	CDD/PW/ Fire/Finance/ City Manager	<u>Short Term</u> -Economic development staff to assist projects through plan review and construction. <u>Long Term</u> -Expediting (green initiatives) -Informational handouts (e.g., “How to Guide”). -Master studies (e.g. traffic) -Development fees (e.g., tree fund) -Review of City requirements, processes and solution orientation.

*Staff Prioritization – H – Immediate Need, M – Future Need.

** Applicable Area – Fox Hills (FH), Hayden Tract (HT), Arts District (AD), Downtown (DT), West Washington (WW)

***Responsible Party – Community Development Department (CDD), Public Works (PW), Information Technology (IT), Economic Development (ED), City Attorney (CA)

Conclusion:

In the aftermath of redevelopment, cities throughout California are searching for effective economic development tools to create jobs, eliminate blight, revitalize communities and construct affordable housing. There is a void at the State level in addressing these concerns and it is apparent that each locality must find its own way forward to address community and economic development needs. Without tax increment and bond finance available through former redevelopment agencies, the economic development tool box is severely constrained. Cities must look to leverage existing community knowledge, assets and resources to develop long-term and lasting economic development strategies that provide tangible benefits. The purpose of the Economic Development Implementation Plan is to survey the city's strengths and weaknesses, evaluate local market constraints and provide a strategy going forward to address the Plan findings. While the Plan provides a roadmap, it is intended to be a living, working document; one that will be drawn upon frequently to refresh and remind all stakeholders of the desired direction in which to move the City. This Plan should be revisited, and possibly revised, on a yearly basis as the City and the economy evolves.

In the course of preparing the Economic Development Implementation Plan, the City has engaged the community in a dialog on diverse economic development issues. While the good ideas shared by community stakeholders in the series of economic development workshops are important in their own right, they also highlight one of the most important city assets – its people. Each of the City's commercial and industrial districts has a wealth of stakeholder resources that should be called upon to help support and implement the Plan.

The City must continue the collaborative process it initiated with the Plan, working effectively with its residents, schools and business community in order to find ways to achieve common economic development goals and ensure a healthy city economy.

Exhibits

1. Summary of Work Scope
2. Community Meeting Notes and Stakeholder Input

Exhibit 1

Scope of Work – Economic Development Work Plan**1.0 Develop Work Plan and Contract**

- 1.1 Meet with City to review project scope and timeframe.
- 1.2 Develop work plan.
- 1.3 Develop contract for services.

2.0 Economic Base Analysis

- 2.1 Analyze the economic base of the City.
- 2.2 Hold two meetings with City and staff to review data and analysis of economic base.

3.0 Strengths, Weaknesses, Opportunities, and Threat Analysis (SWOT)

- 3.1 Facilitate three (3) focus groups to gather data and information on what the stakeholders believe are the strengths and challenges of doing business in the City.
- 3.2 Stakeholder participants in the focus groups will be determined by the City. .
- 3.3 Write a SWOT analysis utilizing the Economic Base Analysis and the information gathered from the focus groups.
- 3.4 Meet with City to review SWOT analysis.
- 3.5 Analyze designated commercial districts to ascertain the land use in each area. Determine the opportunities and challenges presented by each district.

4.0 Leakage Study

- 4.1 Develop a Leakage Study that shows where Culver City is leaking sales tax.
- 4.2 Analyze what economic segments are most at risk of leaving the City and what segments are most likely to be attracted to Culver City.

5.0 Market Analysis Report

- 5.1 Prepare a draft Report.
- 5.2 Meet with City staff to review.
- 5.3 Deliver a final Market Analysis Report.

6.0 Develop Work Plan

- 6.1 Work with City staff and key stakeholders to identify goals and strategies for implementing a successful economic development program.
- 6.2 Develop a matrix that identifies:
Goals, Strategies, Tasks, Timelines, Responsible Parties
- 6.3 Submit Economic Development Work Plan to City
Prepare Draft Work Plan and submit to City staff for comments.
Submit one electronic and five hard copies of the final Work Plan after incorporation comments from City staff.
- 6.4 Present final Plan to City Council.

Economic Development Outreach Meetings

Fox Hills, December 5, 2012

Discussion Items:

- Parking
- Request to reduce meter costs and offer monthly hang tags.
- Pilot project to assess demand by bagging meters which will help define long term options.
- Fiber
- Explore public vs. private options, speed, costs and existing utilities.
- Marketing, Branding & Connectivity
- Fox Hills or another identity. Putting the “area” on the map.
- Better connecting the businesses to the mall, the hotels and the surrounding area.
- Business Association
- Assessment district to help fund and maintain on going improvements.

Hayden Tract & Downtown, December 7, 2012

Discussion Items:

- Increasing the parking supply;
- Providing amenities, including pop-up shops, restaurants, a farmers’ market and other needed services;
- Organizing an association of property/business owners to address area needs;
- Providing high speed internet access;
- Marketing the City (including specific areas), its attributes and its central location;
- Fostering synergy amongst creative employees, as well as between the restaurants and businesses;
- Improving connectivity (shuttle, bikes, walkability) between Downtown, the Hayden Tract, Helms, East Washington, La Ballona Creek and the Expo line.

West Washington, December 12, 2012

Discussion Items:

- Improving the permitting process (expediting, shortening plan check submittals, master studies, development fees, city requirements)
- Creating a vision for the City's future;
- Organizing an association of property/business owners to address area needs;
- Marketing/Branding the City and the area's attributes and central location;
- Improving connectivity (shuttle, bikes, walkability) to/from other areas of the City.

Economic Development Outreach, February 28, 2013

Discussion Items:

- Culver City is a convenient, affordable Westside City with small town charm and a close-knit community;
- Top Culver City amenities include: parks, restaurants, downtown's revitalization, accessibility to decision-makers, abundance of activities, and the City's quality school system.
- Concerns include traffic and congestion, City finances and employee pensions, and increased commercial and residential density.
- Economic efforts should focus on:
 1. Maintaining and improving City infrastructure;
 2. Preserving residential neighborhoods and character;
 3. Attracting community serving uses to create better balance and cohesion between residents, businesses, and park visitors;
 4. Exploring opportunities to improve Veterans Memorial Park, such as removing nearby parking meters and attracting a coffee shop/kiosk;
 5. Promoting the City's entertainment image;
 6. Addressing changing demographic needs (young and old);
 7. Enhancing local healthcare by further exploring:
 - ♦ Regional partnerships;
 - ♦ Healthy City initiatives;
 - ♦ Advances to medical office space and services;
 - ♦ The future of Brotman Hospital;

Exhibit 2

8. Identifying opportunities to divert cut-through traffic around the City;
9. Improving bus transportation perception and connectivity (small shuttles/trolley/DASH, bike sharing, walkability) within Culver City and between the Expo, LAX and surrounding areas;
10. Ensuring that the Fox Hills and Blair Hills communities are connected to Culver City.

Economic Development Outreach, March 7, 2013

Discussion Items:

- Culver City is a convenient, affordable Westside City with small town charm and a close-knit community;
- Top Culver City amenities include: parks, restaurants, downtown's revitalization, accessibility to decision-makers, abundance of activities, and the City's quality school system.
- Concerns include traffic and congestion, City finances and employee pensions, and increased commercial and residential density.
- Economic efforts should focus on:
 1. Maintaining and improving City infrastructure;
 2. Preserving residential neighborhoods and character;
 3. Attracting community serving uses to create better balance and cohesion between residents, businesses, and park visitors;
 4. Exploring opportunities to improve Veterans Memorial Park, such as removing nearby parking meters and attracting a coffee shop/kiosk;
 5. Promoting the City's entertainment image;
 6. Addressing changing demographic needs (young and old);
 7. Enhancing local healthcare by further exploring:
 - ♦ Regional partnerships;
 - ♦ Healthy City initiatives;
 - ♦ Advances to medical office space and services;
 - ♦ The future of Brotman Hospital;
 8. Identifying opportunities to divert cut-through traffic around the City;
 9. Improving bus transportation perception and connectivity (small shuttles/trolley/DASH, bike sharing, walkability) within Culver City and between the Expo, LAX and surrounding areas; and,
 10. Ensuring that the Fox Hills and Blair Hills communities are connected to Culver City.

Economic Development Outreach, March 20, 2013

Discussion Items:

- Parking
 1. Request to reduce meter costs and offer monthly hang tags.
 2. Pilot project to assess demand by bagging meters which will help
 3. Define long-term options.
- Fiber
 1. Explore public vs. private options, speed, costs and existing utilities.
- Marketing, Branding & Connectivity
 1. Fox Hills or another identity. Put the “area” on the map.
 2. Better connecting the businesses to the mall, the hotels and the surrounding area.
- Business Association
 1. Assessment district to help fund and maintain on-going improvements.

DRAFT

Prepared By:
Community Development Department
Economic Development Division
November 2013

DRAFT

November 2013

DRAFT

Fox Hills Master Plan and Specific Plan

1. Introduction

2. Master Planning Objectives

Program statement:

Reimagine Fox Hills as a vibrant, mixed use creative office district, rebranded and marketed to high tech creative office tenants and redesigned to provide a common open space and biking network, shared parking opportunities, high speed internet service, efficient land parcelization and a new “Main Street” of retail, restaurants and services.

3. Area Description (Regional location and vicinity)

4. Existing Conditions and Constraints (zoning, development standards, building height, lot coverage, parking, open space, use)

5. Land Use Plan (Location and distribution of land uses, design opportunities, development incentives, public amenities, pedestrian connections, common open space)

6. Circulation Plan (Pedestrian movements, bikes, shuttle)

7. Parcelization

8. Utilities & Infrastructure (Fiber and utility upgrades)

9. Parking Short and Long Term (Parking reconfiguration, shared parking, curb parking, automated, location, design)

10. Marketing, Branding & Connectivity

- Putting the area on the map.
- Better connecting the businesses to Westfield Culver City, the hotels
- Business support (Association and assessment districts)

11. Implementation

1. Create and/or maintain district specific economic development entities (business improvement district or similar) that brings stakeholders together in order to satisfy district specific objectives.
2. Explore creating non-profit entities where appropriate.
3. Create a Process Improvement Group within the City development/permitting departments including business and development stakeholders in order to reinforce a reasonable, predictable planning and permitting process that emphasizes a customer service “friendly” attitude. This is especially important for City departments that deal directly with the public. This group should also address the need to create processes that allow the City to revisit, revise and adapt to changing needs of the community.
4. Explore expedited permit processing.
5. Organize a core stakeholder group comprised of the City Manager, Economic Development staff, Chamber of Commerce and local business owners, real estate brokers and developers to address business attraction, retention and expansion issues. The group should prepare a work plan and schedule monthly meetings in order to implement the work plan and regularly visit targeted businesses.
6. Create a roundtable discussion with specific business clusters in order to understand/address issues affecting business operations. Business clusters include hotels, auto dealers, developers, commercial real estate brokers, tech business operators, etc.;
7. Implement specific programs related to business attraction and retention (conduct business visitation, promote new businesses, utilize business software to identify potential business leases that are terminating in Venice and Santa Monica in order to attract them to CC, survey businesses in CC with leases terminating in an effort to retain them);
8. Work with a core stakeholder group to brand and market the City as well as individual corridors or districts, as deemed appropriate. This is an opportunity for the residents and businesses to work with City Council members and staff to better define City redevelopment and Economic Development objectives, and to highlight and advertise the City’s strengths. This measure will provide an ongoing opportunity for the community to be more involved in planning the City’s future economic development direction. Marketing methods may include advertising in specialized trade magazines, sending letters of interest to desirable tenants, matching targeted businesses with opportunity sites and establishing incentives programs to attract or retain specific businesses.
9. Identify and market district strengths (i.e., Hayden Tract creative office/tech, arts district, arts, downtown, dining, shopping, entertainment, etc.).
10. Create an environment that is a destination and that enhances the City’s tax base by increasing the amount of time shoppers, visitors and employees spend in the City.
11. Assemble core stakeholder group and Chamber of Commerce to work with Economic Development staff to develop a marketing and branding strategy. The

- strategy should utilize social media and encourage tourism while promoting the City and its businesses.
12. Promote cultural opportunities in order to attract, retain and expand businesses that contribute to the City's creative economy.
 13. Align the labor force needs of Culver City businesses with the City's educational system. Acknowledge the importance of a quality educational system to the future wellbeing and attractiveness of the City.
 14. Create collaborations among West LA Community College, CCUSD and business leaders to create educational programs aligned with the workforce development needs of area businesses.
 15. Increase the supply of parking through coordinated public/private efforts.
 16. Work with stakeholders to create innovative parking strategies that maximize the existing parking supply and increase parking opportunities in the City. The strategies should be sensitive to spillover parking in residential neighborhoods while satisfying the parking demands of City restaurants, retail shops and businesses. The potential parking improvements could include street vacations, automated parking, area valet programs and partnerships between the City and private property owners whereby public parking would be incorporated in new private development.
 17. Implement downtown parking strategies pursuant to the Walker Downtown Parking Study to maximize parking supply and increase revenues. Increased revenues should be used to address parking operations and maintenance costs.
 18. Research effects of metered parking on employees of City business while respecting the needs of the neighborhood residents. This can be done by hiring a parking consultant to work in conjunction with the City.
 19. Establish Culver City as a leading-edge technology city by providing fiber optic connectivity to all City businesses and perhaps residents. Alternative methods of fiber ownership should be considered.
 20. Prepare and implement a Fiber Optic Master Plan reflecting best practices for providing fiber optic infrastructure to City technology businesses.
 21. Connect the Culver City Expo Station to City businesses in order to reduce vehicle trips and the demand for parking in the City. Alternatives such as transit cards, smart car facilities, bike sharing and walk-ability should be considered.
 22. Research the potential for greater pedestrian and bicycle connections throughout the City including bike sharing
 23. Identify the types of land uses and related building types that promote job generation and job retention in order to encourage economic growth in the City.
 24. Establish a process by which the preservation or creation of job producing land uses is reviewed periodically by City staff.
 25. Inventory, research and analyze land areas of the City that appear to be underutilized, underperforming or antiquated.
 26. Create effective land use strategies for economic sustainability of the City. For example, the City has prepared preliminary redevelopment concepts for the Fox Hills area to identify future development opportunities.

27. Improve the quality and supply of amenities and service retail for area businesses and their employees. Possible solutions could include temporary service retail licenses for food trucks, pop-up restaurants or rezoning of designated areas while maintaining sensitivity to the needs of permanent restaurants and services within the City who are reliant upon those businesses as patrons.
28. Work with area businesses and land owners to identify needs and solutions to provide increased and improved service retail in closer proximity to businesses in order to reduce area traffic and positively impact employee productivity.
29. Explore activating Media Park with new coffee/retail service.
30. Survey future tech trends on the horizon.
31. Convene tech business stakeholders to discuss technological innovations.
32. Be on cutting edge of new tech business development.
33. Survey Economic Development best practices related to tech business attraction.
34. Repurpose obsolete land uses to foster “new tech economy,” job growth and related business expansion.
35. Design/promote infrastructure/transit oriented growth to help promote tech business expansion.
36. Promote Culver City’s creative and cultural economy through branding.
37. Leverage relationships with local colleges and universities to grow entrepreneurial base and access potential tech opportunities.
38. Promote City as a destination for tech businesses through business attraction.
39. Maintain up to date real property inventory for tech business attraction and expansion, such as server rooms, multiple carrier gigabit internet, backup power, proper wiring and flexible HVAC.
40. Create tech-centric amenities such as transportation access, restaurants, shopping services, bike rack and pedestrian improvements that are valued by tech businesses.
41. Survey parking infrastructure to satisfy the parking needs of growing tech companies.
42. Create property survey with reflecting tech-friendly criteria, and engage realtors to attract the right tech tenants and create the appropriate business climate via amenities, streetscape, etc.
43. Enhance the City’s business base through “new economy” businesses (tech, bio tech, media, design), businesses that support these uses and those that support the retail needs of local residents. Specific focus should be placed on attracting businesses that improve the City’s tax generation base.