



Economic Development Strategic Plan Adoption

City Council Meeting


August 17, 2022



Economic Development Strategic Plan Process



Community Outreach and Engagement

Resident Outreach	Business & Stakeholder Outreach	City Council Updates
<ul style="list-style-type: none">Communitywide surveys: (English and Spanish)Shared via Social Media  <p>Themes:</p> <ul style="list-style-type: none">✓ Shopping, Dining & Entertainment✓ Starting / Owning a Business✓ Workforce Needs & Wealth Building <p>Sep 2021 – April 2022</p> <p>Over 3,500 + responses</p>	<ul style="list-style-type: none">Property manager & broker interviews Aug – Sept 2021Traditionally under-represented business interviews Nov 2021– Feb 2022Catalytic business interviews Jan – June 2022Chamber of Commerce Meeting May 17, 2022	<ul style="list-style-type: none">City Council Committee of the Whole May 26, 2021 November 10, 2021 July 13, 2022

Strategic Goals

Elevate Entrepreneurs & Support Small Businesses

In partnership with our local and regional partners, elevate and support entrepreneurs and small businesses in Corona.

Facilitate Planning & Development

Facilitate a collaborative, responsive, efficient, and business-friendly development review process to ensure best in class service to our development community.

Facilitate Business Retention & Expansion

Facilitate the retention and expansion of existing businesses and the attraction of new businesses in Corona.

Encourage Placemaking & Community

Encourage the development of lively public spaces by celebrating our heritage to promote the local economy and our community's health, happiness, and well-being.

Prepare & Support Our Residents for Jobs of the Future

Provide our community with the skills, resources, and support they need to prepare for the jobs of the future in Southern California.

Enhance Communication & Connection

Enhance communication and connection with community by celebrating our successes and ensuring all residents have equitable access to City resources.

Goal 1: Strategic Actions

Elevate Entrepreneurs and Support Small Businesses

- 1.1 Increase visitations and outreach to businesses to strengthen business partnerships and foster dialogue. Provide targeted business outreach through phone, email, in person visits, and social media.
- 1.2 Augment entrepreneurial pathways through expanded and enhanced partnerships with resource agencies (e.g., Asociacion de Emprendedor@s, SCORE, SBDC, etc.).
- 1.3 Continue targeted promotion of small business resources through thematic outreach (e.g., Small Business Week, Manufacturing Day/Week, Hispanic/Latino business owners, women business owners, etc.).
- 1.4 Evaluate ways to enhance participation in Annual Riverside County Innovation Month by promoting and coordinating events in Corona that showcase innovative and entrepreneurial businesses.
- 1.5 Enhance the relationship with the Greater Riverside Hispanic Chamber of Commerce and Corona Chamber of Commerce to create additional support for economic and workforce development initiative and business events that support entrepreneurial development for small business owners.
- 1.6 Build upon the success of the inaugural New Business Reception with the Corona Chamber of Commerce and implement as an annual event to celebrate new businesses locating in Corona.

Goal 1: Strategic Actions (cont'd.)

Elevate Entrepreneurs and Support Small Businesses

1.7 Create a “How to do Business in Corona” guide, in both English and Spanish, that details the permitting process and business ombudsman services. Include the guide in a digital welcome packet for new businesses that register for business licenses.

1.8 In partnership with either a local resource partner, and/or third-party consultant, create guidelines, implement, and administer a Small Business Grant Program funded through ARPA funds.

1.9 Explore the feasibility of a commercial façade improvement program for small businesses. Options may include grants or low-interest loans. Consider combining with Small Business Grant Program.

1.10 Identify and partner with regional business incubators or colleges to connect entrepreneurs with office and meeting spaces while the City secures funding for the development of an Innovation Center.

1.11 Expand partnerships to offer an in-person Small Business Symposium on both basic and critical issues for small business owners. Topics could include marketing, social media, finance, human resources, access to capital, technology, and more.

1.12 Partner with technology programs at local colleges, universities, and high schools to create internship programs with businesses, such as support in building websites and social media.

Goal 1: Measuring Success

Elevate Entrepreneurs and Support Small Businesses

Key Performance Indicators	Milestone Measurements
Number of small business grant applicants	Complete an annual survey of businesses visited to determine value of relationship with City
Percentage of ARPA funds distributed	Completion of "How to Do Business" Guide
Percentage of small businesses that remained open one year after participating in various small business programs	Hold two annual working meetings with Chambers of Commerce
Increase in promoted activities for promoted businesses	Hold Small Business Symposium
Percentage of Emprendedor@s graduates that successfully launch their business	Survey New Business Reception participants to determine value of program
Number of entrepreneurs utilizing work and meeting spaces in local incubators and colleges	Identify a focus area for initial phase of the façade program within one year
Utilization of 300 intern hours each year through partnerships with local colleges	Complete feasibility study and identify source of funding for façade program, if feasible

Goal 2: Strategic Actions

Facilitate Business Retention and Expansion

2.1 Enhance promotion of Team Corona to provide exceptional customer service to businesses seeking to locate or expand in Corona as well as resolve business concerns.

2.2 Continue promotion of LocateInCorona.com for businesses and entrepreneurs to locate available commercial space in Corona.

2.3 Build upon the Manufacturing Assistance Program (MAP) and enhance the resource partner network to support the manufacturing and industrial clusters in the city.

2.4 Determine if an incentive strategy for focused, desired businesses to locate in Corona to augment existing industries is feasible. Incentives could include, but are not limited to, additional City staff support, financial assistance, and expedited permitting.

2.5 Complete Phase II of the review and update to the City's purchasing process to follow best practices and provide better opportunities for local vendors. Host a workshop for local businesses to educate them about procurement opportunities in the government.

2.6 Explore the feasibility of establishing a program to assist long-time Corona restaurants to open smaller scale operations in the downtown area.

2.7 Continue Film Corona and continue to streamline film permits.

Goal 2: Measuring Success

Facilitate Business Retention and Expansion

Key Performance Indicators	Milestone Measurements
Number of businesses that utilized LocateInCorona.com as part of their decision to locate in Corona	Hold initial meetings with partners and identify opportunities and barriers to facilitating business relocations to the City
Percentage of City contracts awarded to Corona-based businesses	Complete Feasibility Analysis for incentive strategy
Number of film permits issued	Conduct a survey of MAP participants to determine the value of the program
	Survey businesses that have utilized Team Corona services to determine value of the program and ways to improve customer service

Goal 3: Strategic Actions



Prepare and Support Our Residents for Jobs of the Future

3.1 Continue to strengthen the partnership with the Corona Chamber of Commerce to implement the Live Work Corona workforce development initiative. Programming to include a local Corona Job Fair to match local businesses with local talent, internships, externships, and workforce development.

3.2 Secure long-term funding for Emergency Housing Needs Rental Assistance Program.

3.3 Expand partnership with Corona Regional Medical Center, City of Hope, and other medical facilities to create a workforce development program for local high school students interested in entering the medical field.

3.4 Partner with local technical and trade schools to determine the feasibility of creating an internship program to introduce local students and residents to opportunities in the construction industry, a growing sector in Corona.

3.5 Leverage assets in the community college system and the Corona-Norco and Alvord Unified School Districts that already provide workforce development programs for the growing industries in Corona. Connect community colleges, CNUSD, and AUSD to local businesses for workforce opportunities.

Goal 3: Measuring Success

Prepare and Support Our Residents for Jobs of the Future

Key Performance Indicators	Milestone Measurements
Number of new internship programs created for local students	Implement Job Fair and survey participants to determine value of program
Percentage of households that do not default on rental payments within a year after receiving assistance	Meet with leaders in Corona's healthcare industry to determine the feasibility of creating a medical field workforce development program and identify partners
Number of households assisted through Emergency Housing Programs	

Goal 4: Strategic Actions

Facilitate Planning and Development

- 4.1 Support prompt location of desired industry clusters or business types through Team Corona assistance.
 - 4.2 Upon the implementation of the Downtown Revitalization Plan, support and facilitate redevelopment of the Corona Mall properties and support a cohesive vision for a prosperous and diverse downtown.
 - 4.3 Develop a robust communications strategy highlighting City's streamlined reviews and Team Corona resources to facilitate prompt business location and expansion.
 - 4.4 Host Broker/Property Manager outreach or education events to provide timely information on City's entitlement process.
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Goal 4: Measuring Success

Facilitate Planning and Development

Key Performance Indicators	Milestone Measurements
Percentage of Team Corona meetings that result in Corona business expansion or relocation	Host informational seminar/webinar on entitlement process
Number of annual permits and corresponding to cluster industries	Launch City Permitting and Resources awareness campaign
Number of Corona Mall properties redeveloped via the Downtown Revitalization Plan	

Goal 5: Strategic Actions



Encourage Placemaking and Community

5.1 Enhance awareness of the Police Department's Business Liaison Program to build partnerships and strengthen trust with local businesses and residents. Utilize data to increase the officers' presence and drive enforcement operations in areas of concerns.

5.2 Implement the Community Placemaking Pilot Program to increase community connection and economic development through public activities.

5.3 Evaluate the formation of a Business Improvement District (BID) in Downtown Corona to assist businesses with costs such as marketing, additional security, and events.

5.4 Evaluate the creation of a concert series in Downtown Corona to engage residents with the area and promote foot traffic for local businesses. The City could partner with businesses to ensure events are beneficial to the area and not a hardship on business activity.

5.5 Continue to showcase local restaurants, food, and beverage vendors at City-sponsored events throughout the year to assist them in promoting their products and generating new customers.

Goal 5: Strategic Actions (cont'd.)

Encourage Placemaking and Community

5.6 Initiate and complete the Sixth Street Beautification and Revitalization Project.

5.7 Utilizing ARPA funds, activate the open-air stage to host community events and provide additional entertainment activities.

5.8 As new Specific Plans and Master Plans are adopted, encourage the development of bike lanes and trails through developer agreements, community benefit agreements, etc.

5.9 Promote and enhance micro-mobility options.

Goal 5: Measuring Success

Encourage Placemaking and Community

Key Performance Indicators	Milestone Measurements
Percentage of residents rating the quality and number of places to recreate, socialize, meet, and connect as good or excellent	Produce a Business Liaison brochure and distribute to Downtown businesses
	Survey Downtown businesses on the interest and feasibility of forming a BID
	Number of events held in the Downtown
	Completion of Beautification and Revitalization Projects
	Complete evaluation of public financing feasibility
	Number of events and attendees at open-air stage events
	Number of new trails and bike lanes constructed

Goal 6: Strategic Actions

Enhance Communication and Connection

- 6.1 Continue coordination with the Office of Communications on rebranding efforts. Update the City website and marketing materials and create a specific economic development website with current information on available programs and resources.
- 6.2 Enhance the successful and informative monthly Economic Development newsletter with business promotion of new businesses, success stories, and locally made products. Celebrate and elevate Corona's local businesses.
- 6.3 Increase utilization of the City's social media accounts to publicize City accomplishments and updates related to economic development activities and events.
- 6.4 Establish an opt-in citywide text messaging system for residents and businesses that provides updates on local events, programs, and resources.
- 6.5 Develop a resource list with contact information for Spanish-speaking staff that can support Spanish-speaking residents and business owners. Translate City documents into Spanish.
- 6.6 Launch an internal training program to train staff on their roles in Economic Development, including a City tour for all new staff to understand how they influence resident and business satisfaction.
- 6.7 Establish regular broker appreciation events, such as a broker breakfasts and sector specific broker events, to foster relationships with the broker and real estate community.

Goal 6: Measuring Success

Enhance Communication and Connection

Key Performance Indicators	Milestone Measurements
Percentage of City resources that can be accessed in Spanish	Complete rebranding guidelines
Growth in followers across social media platforms	Update economic development website and marketing materials
Number of annual social media impressions	
Percentage of residents opting into text messaging system program	
Percentage of City employees that have completed economic development program	
Increase in rating in customer service surveys	
Percentage of brokers engaged with and completion of annual city satisfaction survey	

Next Steps



**City Council
Adoption**

August 17, 2022



**Finalize
Implementation
Schedule**

[Including Metrics and
Milestones]

Fall 2022



**Implementation
Underway**
FY 2023-2027



**Quarterly &
Annual Updates**

Questions?

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