



Blueprint 2.0

Economic Development & Finance Committee—September 20, 2022

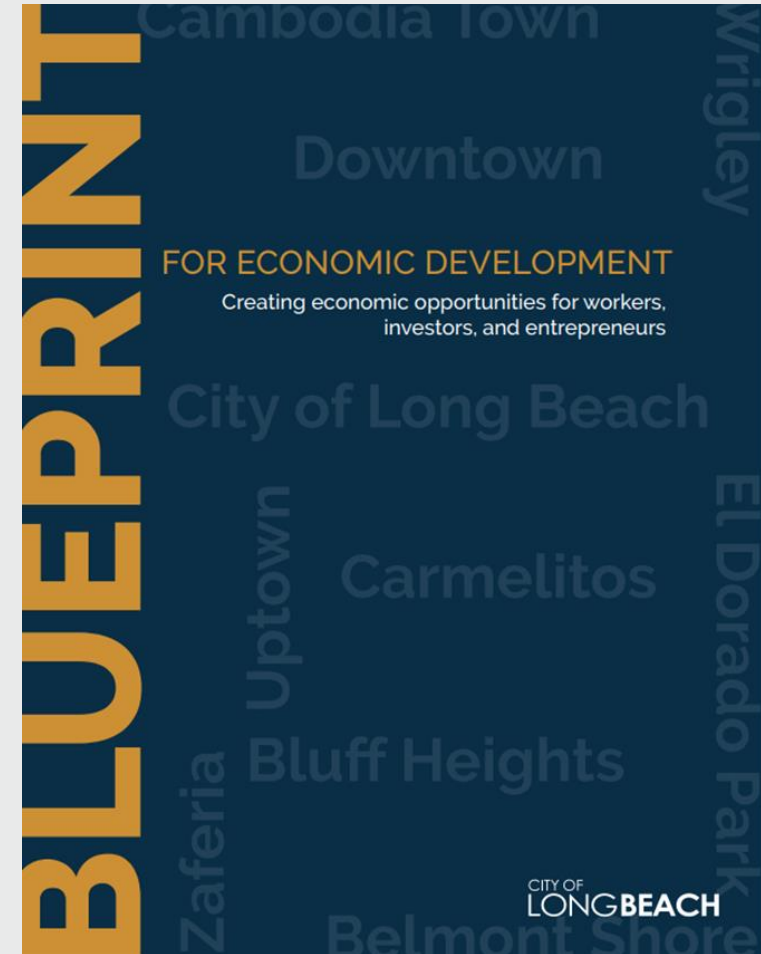
Blueprint for Economic Development (April 4, 2017)

Mission:

- *Creating equitable economic opportunities for workers, investors, and entrepreneurs.*

Objectives:

- Grow and strengthen established industry clusters and emerging sectors in Long Beach.
- Increase access to economic opportunities in low-income communities to advance economic equity.
- Ensure workforce preparedness and business competitiveness through alignment of economic development, training, education, and community partners.
- Make long-term investments in quality of life strategies to grow businesses, jobs, and investment that support a thriving local economy.



5 Years in the Making:

- Blueprint for Economic Development (City Council) April 4, 2017
- COVID-19 Restrictions (Economic Transformation) March 2020
- Economic Response Plan (CARES Act) March to December 2020
- Racial Reconciliation Framework May to October 2020
- Call to Action: Economic Development Commission August 8, 2020
- (25) Economic Recovery Roundtables (ED&F) January to March 2021
- Economic Recovery Plan Adoption (City Council) March 16, 2021
- Long Beach Recovery Act (ARPA) October 1, 2021
- (16) Blueprint 2.0 Study Sessions (EDC) April 2021 to February 2022
- Economic Development Commission (EDC) August 22, 2022

Draft Approved

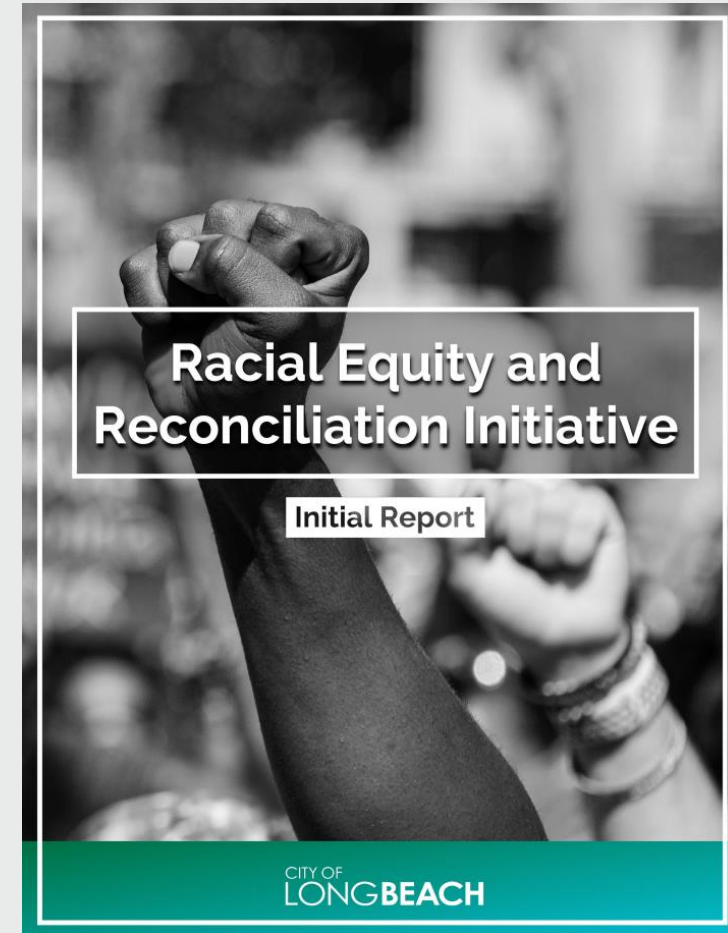
** Over 40 roundtables, public meetings, and study sessions held over 2-year period in the development of the Blueprint 2.0 recommendations.*

A Vision for 2030

City Council Priorities

Fiscal Year 2022 Budget:

1. Implement Long Beach Recovery Act including 33 new economic support programs to support a more inclusive and equitable economic recovery.
2. Create a more inclusive economy by 2030
3. Operationalize Digital Inclusion Roadmap to eliminate the digital divide for all residents, workers, and business owners by 2025.
4. Incorporate goals of Racial Equity and Reconciliation Initiative to eliminate economic disparities in communities most impacted by racism.
5. Implement multi-year action plans for major City real estate assets (Economic Empowerment Zones, Queen Mary, Convention Center, etc.)



Economic Development Commission Priorities

Call to Action

1. Internet for All
2. Information is Power, Empowering the Powerless
 - a) Address Structural Racism
 - b) Equity & the Essential Workforce
 - c) Invest in the Caring Economy
 - d) Population Health
 - e) Cultivating the Green Economy
 - f) Community Pride & Ownership

The Equitable Transformation of the Post-COVID-19 Economy
A Call to Action
Economic Development Commission (EDC)
Updated: August 10, 2020

As a community, we are in unprecedented times that offer a critical opportunity for reflection and action.

The COVID-19 pandemic has disrupted all aspects of our lives and our economy. It has stressed critical health and city infrastructure and highlighted racial inequities across our economy, particularly the disproportionate burden placed on our "essential workforce" across all industries and sectors. COVID-19 clearly exposed our growing digital divide and the effects on those who can work from home and those who cannot.

While we sheltered in place, we witnessed the almost immediate transformation of our air quality and health of our oceans as our daily human activities dramatically decreased. This ongoing, global pandemic has given us time to reflect on our humanity and time to take stock in our individual, familial and societal resources and responsibilities. It has also given us time to acknowledge our vulnerabilities and accept that we must do better. We may all be in the same storm, but we are in very different boats.

The viral impact and worldwide ripple effect of the murder of Mr. George Floyd has been a catalyst for the reawakening of our social consciousness. It reignited our need to address the long-standing effects of structural racism at every level in our communities, cities, and country. The confluence of these significant challenges, including structural racism, the future of work, and the need for environmental stewardship is also an important opportunity to reimagine a better, more equitable world.

The City of Long Beach's [10-year Economic Development Blueprint](#) (Blueprint) was developed by the EDC and adopted in 2017. The Blueprint advances a 10-year vision of Long Beach as "the city of opportunity for workers, investors, and entrepreneurs." This document sought to proactively recognize and seek solutions to civic and socio-economic challenges and opportunities. Equity is the foundational element of the [Economic Inclusion Focus Area](#) of the Blueprint. Today, our commitment is to refresh, reassess, refocus, and uplift blueprint activities that will truly make Long Beach a "city of opportunity for all."

Our goal as the EDC is to recommend an effective and sustainable path to position Long Beach as a leader and model for cities of the future. The following priorities and goals acknowledge the recommendations outlined by Black Lives Matter, plans enacted by the City Council, and new initiatives proposed by Mayor Garcia.

1. **Internet for All:** As training, business, and education opportunities move to digital formats the "Digital Divide" is getting wider. Families and businesses in some Long Beach communities have limited or no access to high-speed internet to pursue their education, apply for jobs, or interact with their business customers.

New Focus Areas

1. Engines of Growth
2. Economic Partnerships
3. Equity & Economic Inclusion
4. Small Business Retention & Attraction
5. Talent Recruitment & Retention
6. Digital Connectivity & Inclusion
7. Real Estate Development
8. Quality of Life

** Digital Connectivity & Inclusion was added as its own Focus Area in the new Blueprint.*

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User-Friendly Format

- Mission Statements
- Objectives
- Recommendations

** Retaining short, user-friendly format (e.g. one page per Focus Area), to make Blueprint accessible to community.*

ENGINES OF GROWTH



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

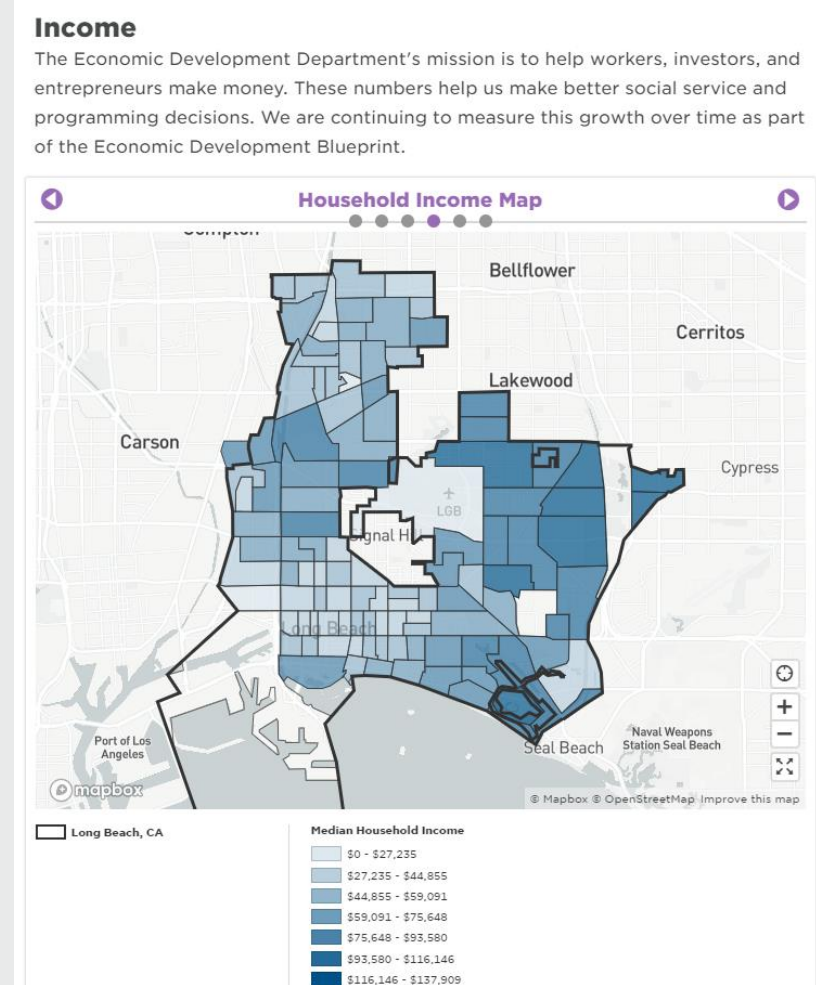
businesses that support key industries.

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.

Implementation Plan

- Language Access (translation into at least 4 languages)
- Print and Digital (for flexible distribution)
- Online Dashboard (for Tracking & Reporting)
- Marketing & Promotion (for attracting investment)
- Detailed Business Plans (as funding is identified)
- Annual Updates (Economic Development Commission)
- Live Events (in partnership with LBEP and CSULB)

** Retaining short, user-friendly format (e.g. one page per Focus Area), to make Blueprint accessible to community.*



Additional Comment & Public Input

Several more opportunities for City Council and public to review the recommendations and provide comments before final approval:

1. Economic Development Commission: additional study sessions and public comments (March 14th, April 11th, May 9th, and July 11th).
2. TFF Memo: from the City Manager to the City Council with the draft report attached for public review (early October).
3. Via Email: members of the public may send comments to 4BIZ@longbeach.gov on a rolling basis.
4. City Council Meeting: cover memo and draft report will be posted publicly for public review in advance of final review (projected for October 18th).

** Final comments and changes from City Council and public will be incorporated into final report after City Council approval.*

Next Steps:

Proposed dates are subject to change pending City Council direction:

- | | |
|-------------------------------------|------------------|
| • Long Beach City Council | October 18, 2022 |
| • Final Edits & Formatting | 2023 (Q1) |
| • Distribution Plan | 2023 (Q2) |
| • Workplan Development | 2023 (Q3) |
| • Annual Reports (Quarterly Forums) | 2023 (Q4) |

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Blueprint 2.0
A New Vision
for Economic Development

Creating a more inclusive and sustainable economy by 2030
for workers, investors, and entrepreneurs,
in the City of Long Beach.

Vision

The Blueprint 2.0 will advance a new, 10-year vision, for more inclusive and sustainable economic opportunities for workers, investors, and entrepreneurs in the City of Long Beach.

Objectives

TBD

Goals

TBD

Focus Areas

1. Engines of Growth
2. Digital Connectivity & Inclusion
3. Economic Equity & Inclusion
4. Talent Recruitment & Retention
5. Business Expansion, Attraction & Retention
6. Real Estate Development
7. Economic Partnerships
8. Quality of Life

A Message from the Mayor

Over five years ago, city and community leaders called to create a 10-year Blueprint for Economic Development, which the City Council approved on April 4, 2017. Since then, the Blueprint has proved to be a critical resource in response to COVID-19 and the economic emergency caused by disruptions to our major sectors—healthcare, tourism, manufacturing, and logistics—and to the thousands of small businesses and workers who were sidelined by the pandemic.

Our City's focus on racial equity, access to capital, ecosystem building, and digital inclusion helped our community stay connected and bounce back more quickly than other major cities. Now, our local economy is thriving more than ever. Since the first Blueprint, the City has seen the construction of over 4,700 new housing units, record-breaking cargo levels at the Port of Long Beach, the birth of the innovative Long Beach Accelerator, and the creation of Space Beach—the highest concentration of space and technology companies in the United States of America—just to name a few of the

many accomplishments. Yet even with these exciting advances, there is always work to be done to create a more inclusive economy that is accessible to everyone. The following Blueprint 2.0 is a 5-year update to guide workers, investors, entrepreneurs, and City partners to create a more inclusive economy by 2030. As part of the Long Beach Recovery Act, the City will implement a series of exciting new programs, including the Guaranteed Income Pilot Program, Bridge the Divide digital inclusion program, and the first-ever Economic Empowerment & Economic Innovation districts to spark a new decade of investment and public-private partnership.

The City of Long Beach acknowledges the ongoing commitment from residents and business leaders. As a community, we all believe in the power of economic opportunity to transform lives and hope that this new vision for economic development—through public-private-partnership—will inspire another decade of growth for our great city. And, as always, Go Beach!

Dr. Robert Garcia, Mayor of Long Beach

April 2022

A Message from the Economic Development Commission Chair

As a community, we are in unprecedented times that offer a critical opportunity for reflection and action. The COVID-19 pandemic has disrupted all aspects of our lives and our economy. It has stressed critical health and city infrastructure and highlighted racial inequities across our economy, particularly the disproportionate burden placed on our “essential workforce” across all industries and sectors. COVID-19 exposed our growing digital divide and the effects on those who can work from home and those who cannot.

While we were sheltered in place, we witnessed the almost immediate transformation of our air quality and the health of our oceans as our daily human activities dramatically decreased. This ongoing global pandemic has given us time to reflect on our humanity and take stock in our individual, familial and societal resources and responsibilities. It has also given us time to acknowledge our vulnerabilities and accept that we must do better. We may all be in the same storm, but we are in very different boats.

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communities, cities, and country. The confluence of these significant challenges, including structural racism, the future of work, and the need for environmental stewardship, is also a significant opportunity to reimagine a better, more equitable world.

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Our goal as the EDC is to recommend an effective and sustainable path to position Long Beach as a leader and model for future cities. The following priorities and goals acknowledge the recommendations in the Racial Reconciliation Initiative - Initial Report, plans enacted by the City Council, and new initiatives proposed by Mayor Garcia.

Walter Larkins, Chairman, April 2022

Executive Summary

Blueprint 1.0 developed by the Economic Development Commission with input from hundreds of stakeholders, and approved by the City Council, guided the City's Economic Development Departments, Mission, Objectives and goals over these past 5 years. It provided the framework for creating many new departments, entities, partnerships and organizations.

The Blueprint as it was known, was distributed to the community in every language and became a model for other cities around the country.

Having come out of two full years of a pandemic there are constant reminders of how our world has been marked by economic loss. We have watched in Long Beach as these issues have played out in different and difficult ways. As the labor market shifts in real time, Asian, Black, Latino, and other people of color that overrepresent essential workers and owners of local serving small businesses, have struggled most to navigate the economy. With these circumstances in mind the Long Beach Economic Development Commission began planning to release Blueprint 2.0. This local economic analysis and plan for recovery confirms the disproportionate impacts of COVID-19 on local workers and businesses. These impacts are particularly noticeable in the Leisure/Hospitality, Arts/Entertainment and Caring Economy sectors.

Blueprint 2.0 identifies eight (8) focus areas to ensure that Long Beach succeeds in prioritizing and deploying its assets. The focus areas respond to findings and analyses (see list of reports) regarding Long Beach's future challenges and opportunities, we received input from partner organizations (see list of partners), invited experts and community members, and framed objectives and recommendations. Together these eight (8) focus areas will serve to engage

and activate the many stakeholders in order to ensure a more inclusive, resilient and sustainable future for business, entrepreneurs, investors and workers.

Within the Blueprint, each Focus Area will have a mission statement, and objectives with recommendations.

These focus areas respond to findings and analyses (list reports) regarding Long Beach's future challenges and opportunities, as well as the input and recommendations of our partners organizations formed in response to our initial Blueprint, invited experts and community members. Together these 8 focus areas will serve to engage and activate these stakeholders and others yet to be imagined, ensuring a more inclusive, resilient and sustainable future for businesses, entrepreneurs, investors and workers.

Now, it is imperative that public-private partnerships are formed to ensure that focus is aligned, and resources exist to support equitable recovery. Knowing this, the Long Beach Economic Development Commission and Department will continue to work with leaders across sectors and in collaboration with City departments to bridge the widening economic and social divides present in the City and work toward the growth of our local economy. Working together, we will confront systemic barriers, combat past challenges and create a future of opportunities that best utilizes the talents of each individual, as we realize economic stability and growth.

This Blueprint 2.0, supports the mission of the Long Beach Economic Development Department to support the prosperity of Long Beach's residents, its workers, entrepreneurs, businesses and investors. The Economic Development Department will continue to act as a convener, a

partner and facilitator working with city departments, cross-sector leaders to

first bridge the widening gap economic and social divides present in the city with the goal to eliminate it by 2032.

As we confront systemic barriers, combat past challenges, and create a more inclusive future with opportunity for all, featuring our diverse talent pool and providing for economic stability and security and prosperity for our great city.

With Blueprint 2.0 now complete, we are ready to begin. Please join us.

Nick Schultz, Deputy Director of Economic Development

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Implementation Process

Mission: The development of the Blueprint 2.0 was a collaborative effort involving over 40 hours of community roundtables, two dozen Economic Development Commission study sessions, and input from dozens of subject matter experts. The following section establishes vital activities to ensure the implementation of the Blueprint 2.0.

Key Activities

To move the critical objectives toward this vision, the following key activities are recommended:

1. Equity & Inclusion: promote the dynamic culture of the Long Beach community through diverse images, art, and languages; and utilize an equity lens to provide economic information by age, race, gender, and geography to develop strategies for the greatest economic impact.
2. Language Access: translate the Blueprint 2.0 into the most common languages of the Long Beach community and trading partners, including English, Spanish, Khmer, Tagalog, Mandarin, and other languages, to promote engagement.
3. Multi-Media Format: providing multiple, modern, mobile, print, and online formats emphasizing innovative video and voice formats to reach diverse audiences who utilize a range of media to consume information.
4. Tracking & Reporting: measure and report timely results for critical actions and objectives in a publicly accessible, user-friendly, online, and mobile dashboard to promote awareness and develop effective strategies to promote inclusive economic development
5. Marketing & Promotion: engage community partners and invest resources to attract public, private, and community investment in key business, workforce, and real estate development strategies.
6. Business Planning: engage public, private, and nonprofit partners in developing specific business plans for each of the critical activities and strategies that promote effective, inclusive, and sustainable economic development for the community.
7. Annual Updates: provide publicly accessible live and online events to promote awareness, engagement, and partnership for the implementation process.

Engines of Growth

Mission: Develop a proactive and sustainable growth strategy around key sectors; creating the business, infrastructure, and employment environment necessary to nurture and support a thriving and diverse business ecosystem and community for the next decade.

Objectives

- Increase the following key measures for major sectors of the Long Beach economy: number of employers, number of jobs, types of jobs and average pay, number of businesses, number of customized and on-the-job training (OJT) contracts with employers.
 - Coordinate with key business sector partners in each of the core sectors to establish an Infrastructure Development Plan that will strengthen key sectors by investing in workforce housing, internet, physical infrastructure, and power.
 - Fund and develop a comprehensive Business Attraction & Retention Marketing Plan to attract and retain businesses in key sectors, featuring the cities assets and coordinating with partners to help execute the plan.
- Reduce regulation, taxes, and fees, and revise zoning where needed to promote business formation, attraction, and growth.
 - Coordinate with key business sector partners in each of the core sectors to establish an Infrastructure Development Plan that will strengthen key sectors by investing in workforce housing, internet, physical infrastructure, and power.
- Increase funding for physical infrastructure and resources development to support economic growth including workforce housing, internet access, and power.
 - Fund and develop a comprehensive Business Attraction & Retention Marketing Plan to attract and retain businesses in key sectors, featuring the cities assets and coordinating with partners to help execute the plan.
- Increase structural funding to support local workforce development strategies and programs that strengthen core economic sectors.
 - Build adaptable, scalable, and sustainable workforce strategies to create alignment around talent attraction and retention between businesses, key business sector partners and local government departments and agencies.
- Increase structural funding for sector-specific business expansion, attraction, and retention.
 - Develop a sustainable sector growth strategy for the following sectors:
 - Transportation, Distribution & Logistics
 - Healthcare

- Bio-devices & Pharma Technology
 - Blue & Green Economy (consider renaming)
 - Caregiving & Wellness
 - Aerospace & Defense
 - Entertainment, Arts, & Hospitality
- Coordinate with key business sector partners in each of the core sectors to establish an Infrastructure Development Plan that will strengthen key sectors by investing in workforce housing, internet, physical infrastructure, and power.
- Develop a business plan to promote clean technology, innovation, and quality new green jobs and funding for the City government to invest in green projects based on the Climate Action and Adaption Plan.
- Increase incentives to promote environmentally friendly initiatives and policies that help achieve sustainable growth and development in core economic sectors.
 - Implement recommendations from the Climate Adaptation and Action Plan (CAAP) to develop incentives that promote environmentally friendly initiatives and policies to achieve sustainable development within core sectors.
 - Implement other actions from the Climate Action and Adaptation Plan such as solar installation or energy efficiency upgrades to buildings to create quality jobs while reducing our carbon footprint and helping to make a healthier local community.
- Increase diversity, equity, and inclusion in core economic sectors to enhance success.
 - Build adaptable, scalable, and sustainable workforce strategies to create alignment around talent attraction and retention between businesses, key business sector partners and local government departments and agencies.
 - Approach collaboration with core sectors through diversity, equity, and inclusion-informed practices to ensure Asian, Black, Latino, and other communities of color benefit from sector investments and growth.
 - Develop start-up health technology partnerships to develop tools and programs that can engage with communities of color in a way that leads to improved chronic health outcomes.

Equity & Economic Inclusion

Mission: Advance equity and increase economic access to opportunities in underserved and underrepresented communities.

Objectives

- Increase capital and education resources for underserved and underrepresented populations.
 - Create equitable access to contracting and procurement opportunities with the City and other public agencies such as education institutions and the Port of Long Beach.
 - Eliminate bias across the entire health and mental health care systems at all levels and commit to achieving a more diverse workforce.
- Increase public and private investments in underserved business corridors.
 - Leverage economic empowerment zones, opportunity zones, and tax increment financing programs to direct investments into underserved and underrepresented communities.
 - Utilize opportunity zones to increase investment, employment and revitalization in Asian, Black, Latino, and other communities of color.
- Increase number of minority-owned and women-owned businesses.
 - Leverage economic empowerment zones, opportunity zones, and tax increment financing programs to direct investments into underserved and underrepresented communities.
- Increase public investments in local businesses with a priority on investing in minority and women-owned businesses.
 - Create resource centers in Central, North, and West Long Beach and bring together City services by with collaborating community partners and sister city departments
- Increase wealth-building and educational opportunities for residents.
 - Establish home-buyer programs for underserved communities.
 - Increase access to healthcare options and services with public/private partnerships.
 - Advocate for a Universal Basic Income.
- Decrease the digital divide across all households and businesses.

- Increase broadband solutions and technology education programs to give access to the internet for all.
- Increase broadband solutions and technology education programs to give access to the internet for all.
 - At all levels of education, increase access to education and training to meet the needs of future job opportunities and upskill workers.
- Increase training opportunities and access to higher paying jobs for residents of underserved and underrepresented communities.
 - Collaborate with community partners to develop and track shared economic inclusion goals and metrics.
 - Take an active role in coordinating service providers and activities that support the Caring Ecosystem for the people who need the services the most.
 - Explore policies and programs to build-up Medicaid and Medicare provider workforce

Digital Equity & Inclusion

Mission: Establish Long Beach as the “Most Digitally Connected City in the World”, providing high quality broadband and affordable access and training to all its businesses and community members.

Objectives

- Seek to provide low to no-cost internet services for residents and business owners in need.
 - Establish a City Broadband Infrastructure workgroup (e.g., utilities, water, electricity, traffic) to foster public and private partnerships that advance equitable Broadband in neighborhoods of most need.
 - Explore the development of equitable municipal Broadband services.
 - Explore partnerships that provide internet access and hardware for all homes and businesses in the city.
- Increase access to broadband network and infrastructure in neighborhoods most impacted by the digital divide.
 - Establish a City Broadband Infrastructure workgroup (e.g., utilities, water, electricity, traffic) to foster public and private partnerships that advance equitable Broadband in neighborhoods of most need.
- Establish structural funding for City digital inclusion staff and citywide digital inclusion implementation efforts.
 - Identify and secure structural funding to launch the City’s first Office of Digital Inclusion that will spearhead ongoing implementation of the Economic Development Blueprint, Digital Inclusion Roadmap, Racial Equity and Reconciliation Report, and Technology & Innovation Commission (TIC) recommendations as adopted by the City Council.
 - Continue the role of City staff serving as the backbone organization and ensure cross-sector collaboration amongst the community and local stakeholders for citywide digital inclusion implementation efforts.
 - Identify funding opportunities through taxes and philanthropic organizations, state and federal funding to implement the Digital Inclusion Roadmap.
- Increase competition amongst internet service providers (ISPs) in order to provide affordable services and solutions for all and decrease cost of service to high-need areas of the City.

- Enter into strategic partnerships with ISPs to foster competition, quality, innovation, affordability, and access in the ISP marketplace (e.g. permit fees, financial incentives).
- Leverage a racial equity lens to advance economic, digital, and educational equity to decrease the digital divide by race.
 - Continue the role of City staff serving as the backbone organization and ensure cross-sector collaboration amongst the community and local stakeholders for citywide digital inclusion implementation efforts.
 - Ensure that every household and business has training necessary to access online City services, pay bills, conduct online meetings, access K-12 and higher education, advocate for their interests, health visits, etc.
- Ensure accountability and continue collaboration amongst cross-sector partners to monitor progress of citywide digital inclusion implementation efforts.
 - Create a baseline and designate a City department to monitor minimum standards for Broadband bandwidth speeds and quality of service regardless of location provided to businesses and households citywide regardless of background, neighborhood, and identity
- Increase availability and access to high-speed internet for small businesses and workers in the City of Long Beach.
 - Enter into strategic partnerships with ISPs to foster competition, quality, innovation, affordability, and access in the ISP marketplace (e.g. permit fees, financial incentives).
 - Ensure sustainable hotspots and Broadband adoption for communities most in need.

Talent Recruitment & Retention

Mission: Increase equitable opportunities for the City's diverse workforce in alignment with business needs to strengthen the local economy, economic development opportunities, training, education, and public/private partnerships.

Objectives

- Increase year over year per capita income in Long Beach.
 - Research new models that increase financial earnings for the flexible workforce.
 - Provide entrepreneur training and resources for lifelong learning.
 - Connect workers to mentors and resources that create pathways to careers, trades, and leadership.
- Increase the number and percentage of middle and high skill resident workers in the labor force.
 - Elevate women impacted by the pandemic and reengage them in job opportunities, advancement, and entrepreneurial ventures.
 - Explore policies that mitigate displacement through workforce housing.
 - Invest in, scale and sustain the approaches, programs and activities outlined in key strategic plans including the Strategic Plan for Older Adults, and Early Childhood Education Strategic Plan.
- Increase the number of comprehensive and inclusive childcare providers.
 - Create nontraditional options for childcare and reestablish capacity lost amid the COVID-19 pandemic
- Increase the number of residents accessing childcare.
 - Create nontraditional options for childcare and reestablish capacity lost amid the COVID-19 pandemic
- Increase the number of jobs and placement opportunities in City-identified growth sectors.
 - Promote and increase resources to assist small businesses in retaining and hiring employees.
 - Convene business leaders to continuously strengthen connections to education, and workforce programs.
 - Actively identify current and future needs of skilled workers through the publication of available Labor Market Information (LMI).

- Implement strategies to retain California State University, Long Beach and Long Beach City College graduates as residents and employees.
 - Utilize and develop new technologies to upskill workers and track advancement.
 - Design a policy and an implementation plan to support the large unemployed/unemployable workforce impacted by the introduction of new technology and automation.
 - Invest resources to incentivize and scale the Caring Workforce (i.e. health/mental health, education, social service fields, advocates).
- Increase the number of workers from low to moderate-income communities supported by innovative solutions in housing, and racial and gender equity programs.
 - Expand career pathways for individuals that are unhoused or experiencing housing insecurity.
 - Accelerate workforce diversity and inclusion through Community Benefit and Local Hire agreements
 - Explore policies that mitigate displacement through workforce housing.
 - Commit to sustaining programming and supports to address the housing and homelessness crisis.

Business Expansion, Attraction & Retention

Mission: Build an economic ecosystem that supports business attraction, expansion to develop a vibrant entrepreneurial ecosystem that supports small businesses to large corporations.

Objectives

- Establish benchmarks and increase year-over-year numbers for businesses attraction, expansion, and retention in the City of Long Beach.
 - Grow public-private partnerships to attract and retain innovative technology startups in sector growth areas.
 - Lead and activate strategies to address the loss of office workforce, increase in telecommuting, and augment local economic recovery efforts that address the impact of the COVID-19 pandemic.
 - Study and track the impacts of climate change on the economy, and business environment
- Increase the number and percentage of business owners who report that the City is business friendly.
 - Implement a solution-focused culture in providing City services for businesses that are starting and growing or moving to Long Beach.
 - Plan to allocate a portion of City fees and taxes collected from businesses for economic development activities including business retention and attraction, small business technical assistance, and business resources.
 - Continue to fund the Small Business Monitor Survey through CSULB and create a business owner customer satisfaction survey for new and existing small businesses in the City.
 - Eliminate structural racism and bias in “supplier diversity” set-aside programs by creating a streamlined certification process (i.e. only requiring basic documents regarding race, sex, or disability such as birth certificates, medical certification, or DD214 for veteran status). This will give people of color, women, veterans, and people with disabilities greater opportunities to bid on government contracts.
- Increase the number of minority-owned and women-owned businesses.
 - Prioritize the creation of an inclusive economic environment that advances women and minority-owned businesses through technical assistance, contracting opportunities, and pathways to business resources.

- California State Law requires that any corporation subject to the law must have at least one female director by the end of 2019. By the end of 2021, subject corporations with five board members must have at least two females.
- Expand public-private partnerships for small business technical assistance with a special focus on low-to moderate-income communities and business owners of color.
 - Strengthen Business Improvement Districts (BIDs) and identify sustainable sources of revenue to maintain their service levels, access training opportunities to build capacity, and document collective impact.
 - Establish business resource centers in underserved and centrally located areas that provide training programs, advisory services, access to capital, and access to City resources, including social services.
- Increase access to capital at all stages of growth in a business with a special focus on businesses located in low to moderate-income communities and businesses owned by business owners of color.
 - Augment access to capital by attracting capital investors, inclusive lenders, and innovative capital options to address the need for capital at all stages of growth in the business life cycle.
- Increase local purchasing spend in local businesses with a priority on investing in minority and women-owned businesses.
 - Incentivize local businesses to apply for contracts with the City by strengthening preferential procurement opportunities and technical assistance and training for businesses to access contracting opportunities locally and in the region, specifically, the 2028 Olympics and other large-scale events.
 - Increase environmentally sustainable business practices aligned with the Climate Action and Adaption Plan.

Real Estate Development

Mission: Create more transparent, responsive, cost-effective, and streamlined City regulatory approval processes to attract and grow investment and development throughout the City.

Objectives

- Improve customer experience and satisfaction for firms and organizations developing projects in the City
 - Create more Ombudsman positions empowered to leverage resources in the development review and approval process for large and small businesses.
- Reduce the cost of development and average days to approval for entitlement.
 - Assemble an Economic Development Site Selection Team to host development and investments seminars to define a transparent development process for specific property-related development opportunities.
 - Modernize land use regulations, entitlement, and permitting processes to reflect new economic opportunities and streamline development.
 - Establish a process and revenue source to complete economic impact assessments of new ordinances which may impact business and property development before and after implementation.
- Increase communications between the City and customers.
 - Provide greater education on the development process, transparency, and a culture of collaboration between City staff and customers to create a more customer-focused property development experience.
 - Establish programs and events that promote interaction between City staff, the commercial real estate community, and potential investors.
 - Work with local education institutions and commercial real estate firms and associations to spread awareness of the career opportunities in the commercial real estate profession to Long Beach students in underserved and underrepresented communities.
- Reduce the commercial vacancy rate.
 - Partner with the Planning Commission to evaluate parking requirements that inhibit development and business growth.
- Increase citywide real estate development investment.

- Incorporate an “Economic Development Element” into the City’s General Plan and link to the current Land Use element to identify new commercial, industrial, and other types of investment opportunities.
- Provide attractive, high-quality infrastructure, and utilities to attract private sector investment and development.
- Pursue public-private partnerships to establish a development navigation portal to assist customers with commercial real estate investment.
- Leverage federal resources, tax increment financing, and other financial tools to redirect investments into low-and-moderate income areas.
- Convert under-utilized commercial real estate into urban farms.

Economic Partnerships

Mission: Support the expansion of public-private partnerships that accelerate economic growth in the City of Long Beach and provide innovative solutions to regional and national economic challenges.

Objectives

- Increase funding for partner organizations committed to equitable and inclusive economic development.
 - Establish structural funding to increase investment in real estate development, business attraction, retention, and expansion strategies for key industries.
 - Establish a public-private sector procurement collaborative to increase local firms' certification and business development opportunities, focusing on business owners, women, and people of color.
 - Establish a formal partnership with neighboring municipalities and regional agencies to implement the Comprehensive Economic Development Strategy (CEDS) and promote regional competitiveness and economic growth.
 - Establish a leadership role to facilitate regional coordination and funding for infrastructure, including transportation, internet, and housing, supporting economic development.
 - Develop creative public-private-nonprofit partnerships to implement the economic development goals of the 2030 Vision for the City of Long Beach.
- Increase investment in a citywide innovation ecosystem through partnerships that promote entrepreneurial training, business incubators, and accelerators, focusing on entrepreneurs from low to moderate-income communities.
 - Promote the partnership and identify structural funding for accelerators to create jobs, and attract, grow, and retain diverse technology startups.
 - Ensure that investments in the Green Economy that this also includes people of color, and women as workers, entrepreneurs, and investors.
- Increase investment in educational partnerships that focus on the production and retention of skilled workers ready for high-wage careers, focusing on people from low to moderate-income communities.
 - Support the establishment, growth, and ongoing funding for a permanent economic research center and entrepreneurship institute to advance the Beach 2030 plan and create economic opportunities for students, workers, and entrepreneurs from low to moderate-income communities.

- Formalize partnership and support for the College Promise Fellowship Program to provide local work experiences for students and graduates of CSULB and LBCC, focusing on advancing economic opportunities for students from low to moderate communities.
- Increase investment in partnerships that promote foreign direct investment, foreign-owned enterprise, and international trade.
 - Invest in regional, national, and international marketing and promote the city to attract private investors in real estate development.
 - Establish a formal partnership with neighboring municipalities and regional agencies to implement the Comprehensive Economic Development Strategy (CEDS) and promote regional competitiveness and economic growth.
 - Invest in opportunities to partner with Los Angeles and Orange County cities on regional marketing initiatives to attract private investment to the region.
 - Formalize partnership with the Port of Long Beach and Long Beach Economic Partnership to re-establish the World Trade Center Long Beach (WTCLB) and partner with regional agencies to promote foreign direct investment and international trade.

Quality of Life

Mission: Help all residents and business owners have meaningful access to resources and services to achieve their highest potential across all aspects of civic life.

Objectives

- Develop and implement a robust cultural plan that reflects residents' unique cultures, history, and lived experiences.
 - Invest in small business and industry programs and create contracting opportunities for the creative and cultural sector.
 - Create a community-led advisory committee that will provide funding for a Long Beach cultural and arts master plan to explore developing an economic ecosystem.
 - Develop a city-sponsored marketing plan that will create a greater sense of pride across all Long Beach, investing and uplifting diverse neighborhoods .
- Increase wealth-building and educational opportunities to help residents grow and thrive in a city that centers the health and well-being of individuals and communities.
 - Invest in the sustainability and development of Business Improvement Districts, specifically in diverse communities.
- Increase the availability of cohesive, creative, and accessible spaces for people to live, work, learn, create, interact, play, and experience diverse cultures.
 - Invest in facilities that are dedicated to hyperlocal arts and culture organizations.
 - Create a cultural stabilization trust dedicated to purchasing and leasing space for arts-based nonprofit organizations.
- Promote inclusive civic engagement through community meetings and resident engagement projects that improve quality of life.
 - Incorporate the policy recommendations of the City's Racial Equity and Reconciliation Initiative's goals and strategies related to the quality of life.
- Create alignment with public safety efforts such as the Long Beach Health and Human Services Department's Advancing Peace Initiative.
 - Establish intersections on quality of life issues with the Community Advisory Committee for the Advancing Peace Initiative.
- Promote the development of innovative housing models, including shelters, to meet the need and create access to amenities regardless of income.

- Establish long-term home-buyer programs in low to moderate-income communities.
- Establish a housing assistance fund for College Promise Students, system-impacted residents, veterans, and low to moderate-income working residents.
- Leverage technology and data to advance “smart city” strategies that bolster quality of life.
 - Builds upon community-focused tools characterizing community exposures to environmental contaminants that lead to cumulative risks. These tools include information, strategies, human exposure models, databases, sampling/ analytical methods, GIS maps, and web applications.
 - Create a unified dashboard with overlapping layered data by district boundaries.
- Integrate policies and practices that cultivate sustainability in areas most impacted by density and industry.
 - Create environmental justice indexes offers a variety of powerful data and mapping capabilities that enable users to access environmental and demographic information, at high geographic resolution, across the city.
 - Adopt Collaborative Problem-Solving (CPS) Model to address environmental and/or public health issues in local communities for environmental justice stakeholders, including community-based organizations, tribal and local governments, industry, non-governmental organizations, and academia.
 - Support efforts for environmental justice in diverse communities, including those outlined in the City’s Climate Action and Adaptation Plan.

References and Citations

The following reports and strategic plans were referenced and incorporated into the development of the Blueprint 2.0:

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Racial Equity and Reconciliation Initiative Final Report, City of Long Beach

Subject Matter Experts & Guest Speakers:

The City would like to thank the following subject matters experts and guest speakers who helped to inform the development of the Blueprint 2.0:

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