

CITY OF HAWTHORNE

FOUR-YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN

Updated October 1, 2024

Goal 1: Create an economic development plan for the City

Objectives	Begin by	Complete by	Assigned to	Status and % Complete
1.1 Make ED part of every City decision. Will include alignment of Capital Improvement Plan (CIP) to ED goals and identify goals and objectives of this plan on CC agenda items.	Jan. 2023	May 2023	All departments	100% accomplished June 2023. Ongoing
1.2 Hire marketing/social media professional to create marketing materials, promote positive stories about the City, and serve as Public Information Officer (PIO) to control negative info.	Jan. 2023	Mar. 2023	CM	100% accomplished Sep. 2022. Ongoing.
1.3 Develop a business support and development collaborative that interfaces directly with existing small and large businesses (support and retention), identifies key sectors (tech, hotels, restaurants) and energetically recruits new businesses in those sectors (attraction), and coordinates resources to assist growing businesses (expansion). Establish partnerships with entities that can work toward City goals and objectives. Create a database of businesses in the City to track interactions.	Jan. 2023	Jun. 2023	CM	100% accomplished Feb. 2023. Ongoing
1.4 Develop plan to attend annual ICSC and other local ED events to seek opportunities to capitalize on area attractions, infrastructure, and City assets, and to market Hawthorne as a favorably situated base for tourist and business travelers. Promote development of community amenities and open space.	Jan. 2023	Jun. 2023	CM	100% accomplished. HdL (city consultant) advocates for the City at ICSC and elsewhere.
1.5 Develop a branding program for the City. This will create a recognizable and relevant brand to the City to be used on media, wayfinding signs, and business cards, etc. Implementation to commence upon completion of program.	Apr. 2023	Jun. 2023	CM	100% accomplished. Roll-out plan 75% complete.
1.6 Create an training program that integrates ED and customer service, emphasizing that all City employee actions relate to ED. Encourage working groups to resolve problems and learn from each other. Add ED training to onboarding process for new employees.	Apr. 2023	Sep. 2023	CM/SBWIB/HR	50% accomplished. Existing employees trained in customer service. Developing training for new employees and on other topics.
1.7 Select a specialist consultant to aggressively pursue grants to support projects aligned with the ED objectives of the City.	Jul. 2023	Sep. 2023	CM/PCD/PW/FD	100% accomplished Jun. 2023.
1.8 Explore and evaluate the creation of an Enhanced infrastructure Financing District (EIFD). EIFD is a state-created mechanism that works like redevelopment, but is narrowly targeted at infrastructure development within the district.	Jan. 2025	Dec. 2025	CM/FD/PW/PD	0% accomplished. Delayed to 2025
1.9 Develop a strategy to successfully obtain recognition as a business friendly city. Review past Eddy award winning entries for ideas.	Oct. 2023	Jun. 2025	All departments	10% accomplished. Data collection supporting application begun.

Goal 2: Develop revenue generating programs and adjust fees

Objectives	Begin by	Complete by	Assigned to	Status and % Complete
2.1 Complete 2020 fee study review and adopt new master fee resolution for Planning Department fees. Re-evaluate City's Developer Impact Fees and update.	Jan. 2023	June. 2024	FD/LD/PCD	100% accomplished for Planning fees. 75% complete for DIFs.
2.2 Develop cannabis business auditing procedures to start after cannabis businesses are operational. May be accomplished with help from consultants that specialize in TOT, STRs, or business licenses enforcement.	Jan. 2024	Jan. 2025	FD/LD	25% accomplished. First audits expected in 2025.

Goal 3: Improve development processing and customer service operations

Objectives	Begin by	Complete by	Assigned to	Status and % Complete
3.1 Develop a "great customer service recognition and incentives program"	Apr. 2023	Dec. 2023	CM	100% accomplished by Apr. 2023. Ongoing.
3.2 Hire impartial consultant to review development processes and recommend best practices to improve throughput	Jul. 2024	Jun. 2025	BSD/PD/LD/PW/ITS	75% accomplished. Report expected by EOY 2024.
3.3 Initiate collection and reporting of key performance indicators (KPIs) to be used for training, reporting, forecasting, employee evaluations, and to improve processes.	Jan. 2024	Jun. 2025	CM/BSD/PW/PD	10% completed. Delayed by need to debug permit software.

Goal 4: Update zoning code for the 21st century

Objectives	Begin by	Complete by	Assigned to	Status and % Complete
4.1 Secure funding, develop RFP, and execute contract for General Plan update. Zoning code amendments to be done in-house.	Apr. 2023	Dec. 2026	PD	50% accomplished. Seven code amendments in draft form to be approved prior to EOY 2025. RFP for General Plan nearly prepared to issue.
4.2 Create public outreach program to community stakeholders to seek input and explain possible changes.	Jan. 2024	Dec. 2026	PD/CTV/CM	25% accomplished. Will be completed through General Plan update process

Goal 5: Develop a strategy for major developments

Objectives	Begin by	Complete by	Assigned to	Status and % Complete
5.1 Create a regular community newsletter or social media program to discuss major developments, inform residents of projects, and announce meetings and public hearings to solicit public input.	Jan. 2023	Mar. 2023	PD/CM/CTV/ITS	100% accomplished Feb. 2023. Ongoing.
5.2 Continue to work toward development of the mall site.	Already begun	Until start of construction	CA/CM/PD/BSD	20% accomplished. Pending sale of property to a developer or several developers.
5.3 Continue to support owner of RFK site to remove hospital buildings and develop a project that supports the City's needs.	Already begun	Until start of construction	PD/BSD	20% accomplished. CEQA and DDA on hold by property owner to evaluate options.
5.4 Work cooperatively with developers to build and refurbish hotels and restaurants, and create space for target sectors.	Already begun	Continuous	PD	50% accomplished. Spending additional time on CEQA as unions challenge all hotels seeking employment agreements. 3 hotels pending.