



CITY OF NEWPORT BEACH

STRATEGIC PLAN FOR FISCAL AND ECONOMIC SUSTAINABILITY

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I. INTRODUCTION

The Strategic Plan for Fiscal and Economic Sustainability is designed to serve as a work program for the City Council, City staff, the City Economic Development Committee (EDC) and other civic leaders to promote and sustain fiscal and economic vitality in Newport Beach. It is intended, in part, as a companion document for the General Plan, to assist the City in implementing portions of the General Plan that affect economic development in the City. Beyond City land use and development policy, however, the Strategic Plan for Fiscal and Economic Sustainability includes goals and objectives to enhance the business climate in the City.

The Strategic Plan for Fiscal and Economic Sustainability focuses on a shorter time frame than does the General Plan, since economic conditions and priorities can change more rapidly than do planning goals related to community character and land use patterns. The work program included here contemplates at most a five-year time horizon, and it is assumed that annual reviews of progress and re-assessments of priorities will be undertaken as a prelude to the City's annual budget process.

The financial and staff resources and action steps embedded within the main document are estimates for commitments that may be necessary to undertake the objectives, as well as cost estimates that may be associated with those commitments as are available at this time.

The Visioning Process

The City initiated a Visioning Process in January of 2002, ahead of its effort to update the General Plan, which culminated in publication of the



Community Directions for the Future report in January 2003. The Visioning Process included a series of events, meetings and public information gathering programs and resulted in a vision statement for Newport Beach and substantial public input on a wide range of issues for consideration in the General Plan Update.

Based on public input, a vision for the future of Newport Beach was developed by the citizen General Plan Advisory Committee (GPAC), which describes the City's desired 'end state' and what the community hopes to have achieved by 2025. Under the heading, "Growth Strategy, Land Use and Development," the vision states in part, *"[w]e have a conservative growth strategy that emphasizes residents' quality of life – a strategy that balances the needs of the various constituencies and that cherishes and nurtures our estuaries, harbor, beaches, open spaces and natural resources. Development and revitalization decisions are well conceived and beneficial to both the economy and our character...."*

The process also ascertained the public's input on a range of more specific issues. There was broad community consensus on some economic issues, and more diverse opinion on others. The full detail of the vision developed by GPAC is contained in the report noted above.

II. STRATEGIC PLAN FOR FISCAL & ECONOMIC SUSTAINABILITY

VISION STATEMENT

Newport Beach shall maintain and enhance its local economy, a high quality of life, economic opportunities for its citizens and the sustained fiscal health of the City, while respecting and supporting the residential and waterfront character of the community and its natural resources and amenities.

THE ROLE OF THE CITY

An important purpose of this plan is to help focus limited City resources on activities that are most cost-effective and address squarely the City's priorities for economic development. The private sector is the primary engine for economic progress in Newport Beach. The City is fortunate to enjoy sustained periods of relative prosperity during which little government involvement is warranted beyond providing clear land use policies and an efficient, predictable entitlement process. It is also important for the City to

sustain economic and fiscal health throughout the ups and downs of the business cycle.

Typically, cities can play a role in several areas to support economic development, as follows:

1. Land Use and Development Policy

The City's main effort recently has been to update the General Plan and the implementation of new land use and development policies in various areas of town will have a significant impact in supporting economic development.

2. Infrastructure

Regarding infrastructure, the City has made strategic investments in public improvements, such as the streetscape work in the Balboa Village, Corona del Mar, Marine Avenue and Mariner's Mile commercial districts, but in general it has only limited resources to invest in new infrastructure. The City must instead focus on implementing policies to ensure that new development pays for new infrastructure and that the fiscal balance of the developing land use mix can sustain the City's ability to operate and maintain the existing infrastructure. To the extent the City can address infrastructure improvements, improvements in circulation and parking facilities will benefit the economic growth of the community most.



3. Incentives

The City can offer incentives to development such as shared parking opportunities, in-lieu parking fees, tax-exempt financing, and sales tax sharing. These kinds of incentives can improve the market feasibility of desired kinds of improvement in the economic environment without necessarily requiring expenditures of existing public funds.

GOALS, OBJECTIVES AND ACTION PLANS

The Strategic Plan for Fiscal and Economic Sustainability for the City of Newport Beach includes eight major goals for economic development in the City:

- Goal 1: Facilitate revitalization of the City's older commercial areas;
- Goal 2: Support efforts to optimize retail sales capture;
- Goal 3: Facilitate the development of businesses that strengthen the vitality of the local economy;
- Goal 4: Facilitate an economically viable and vital Newport Harbor;
- Goal 5: Enhance the boating services of Newport Harbor;
- Goal 6: Support careful expansion of visitor-serving businesses and facilities;
- Goal 7: Seek methods to improve traffic flow and minimize the economic impact of traffic congestion;
- Goal 8: Administer the development review and permitting processes in an efficient and customer friendly manner.

The following discussion briefly outlines these goals, along with the more detailed objectives and implementation actions associated with each goal.

Goal 1: The City shall facilitate the revitalization of older commercial areas

Objective 1.1 – Improve the business mix of older commercial districts, especially regarding their resident serving usefulness, through improvement in the quality, breadth and sales tax generation of such areas, taken as a whole. Identified areas include Balboa Village and other Balboa Peninsula commercial districts, as well as Marine Avenue, Old Newport Boulevard, West Newport, and Corona del Mar.

Lead: Economic Development staff.

Support: Business Improvement District Boards; Planning Commission; City Council; Planning Department staff; Chamber(s) of Commerce representatives; consultant support.

Financial/Staff Resources: Staff time—approx. 400 hours annually (1/10 total E.D. staff time Cost: \$12,000 for Buxton Scout subscription; \$5,000-\$10,000 for Balboa Village vision plan).

Action Steps:

1. Contract with consulting firm to prepare specific reports for each commercial village and/or identified sub-area, utilizing existing and new data to provide research on commercial area market and purchasing trend detail. Firm should provide business attraction recommendations, contact information, and targeted retailer marketing packages. [Buxton Community ID has completed process for Balboa Peninsula. Pending outcomes, another area will be selected in 2010]
2. Prepare specific recruitment materials utilizing primary data provided by consultants, as well as materials shared by the Chambers of Commerce and other organizations. [Buxton Community ID prepared materials for Balboa Peninsula. Pending outcomes, another area will be selected in 2010.]
3. Economic Development staff (jointly with Chamber staff) should begin new business recruitment program utilizing market area information and other shared resources. Recruitment targets should include, but not be limited to, retail leads for possible fit in commercial villages as developed by marketing consultant; those identified as retailers ‘spun off’ by The Irvine Company from their commercial centers; and/or those wishing to expand (*as coordinated with Objective 2.2*), or as retailers not desiring to be within a “shopping center.” [Begin May 2009 for Balboa Peninsula & Maintain. Pending outcomes, another area will be selected in 2010.]
4. Review/implement “vision” plans for Balboa Village, West Newport, the joint Cannery Village / Lido / McFadden area, and/or other areas as appropriate. [Beginning with Balboa Village in FY 2009/2010.]

Objective 1.2 – Mixed-Use Development: The City shall adopt flexible zoning regulations to implement General Plan mixed-use development policies in the commercial districts.

Lead: Planning Department

Support: Planning Commission, City Council

Financial/Staff Resources: Included in Zoning Code re-write.

Action Steps:

1. Economic Development staff will coordinate with the General Plan Implementation Committee and staff of the Planning Department to prioritize this Objective, and will provide feedback to the EDC on progress made. [Completion December 2009]

Objective 1.3 – Parking Facilities: In cooperation with merchants and commercial property owners, the City shall establish a plan to facilitate the improvement of parking in specified areas. The City may use various mechanisms to facilitate this, e.g., public/private partnerships, tax exempt financing, parking management districts and/or in-lieu fees.

Lead: Economic Development Staff

Support: Administrative Services staff; Public Works Department staff; City Council

Financial/Staff Resources: Staff time 400+ hours; largely dependent on establishment of in-lieu parking fee. Possible design and/or assessment district consulting engineers; Parking structure development could also rely on revenue bonds paid with fee revenues, though currently TBD.

Action Steps:

1. Hire Parking Management consultant to review and update the parking standards and policies, including the potential implementation and possible impacts of market pricing; prepare a study of programs that encourage the development of shared use parking facilities; and identify and prioritize areas where parking facilities are needed or might be needed in the near future. [Completion September 2009]

2. Seek City Council input on and approval for the recommendations from the parking consultant effort, including the establishment of an in-lieu fee. [Begin June 2009]
3. Identify and implement high impact recommendations that can be quickly accomplished. Identify and implement high priority recommendations that need immediate initiation and dedicated resources. [Completion December 2009]

Objective 1.4 – Business Association Liaison: The City shall continue to support, and participate in as appropriate, efforts of Business Improvement Districts (BIDs) and other business and/or property owner groups to complete improvements and other voluntary business support activities within their areas.

Lead: Economic Development Staff

Support: City Council; BID Boards of Directors & property owner group boards; City staff from: City Manager's Office, Fiscal Services Division, City Attorney's office, Planning, Public Works, General Services, and Utilities departments; BID Systems, Inc. staff; Chamber(s) of Commerce staff; various contractors annually

Financial/Staff Resources: Staff time—approx. 400 hours annually (1/10 total E.D. staff time); \$140,000 General Fund line item annually for BID matching funds and contract admin support; various General Fund contributions annually to public improvement projects and event support.

Action Steps:

1. Continue E.D. staff liaison programming with the City's five Business Improvement Districts, including (but not limited to): fiscal administration; activities support; BID renewal activities; contract assistance and oversight; public improvement program development and implementation; marketing/advertising support; coordination between business area improvement groups and the neighboring residential public. [Ongoing]
2. Continue E.D. staff liaison programming with the Mariner's Mile Business Owners Association. [Ongoing]

Objective 1.5 – Campus Tract: With its proximity to the John Wayne Airport and the potential availability of larger sites, the City shall focus its initial planning efforts on opportunities for the Campus Tract area.

Lead: Planning Department Staff

Support: City Manager's Office; Economic Development Staff; Zoning Consultant

Financial/Staff Resources: This should be included in the Zoning Code revisions project that is already underway.

Action Steps:

1. Economic Development staff will coordinate with the General Plan Implementation Committee and staff of the Planning Department to prioritize this Objective, and will provide feedback to the EDC on progress made. [Completion December 2009]

Goal 2: The City shall support business efforts to optimize retail sales capture.

Objective 2.1 – Commercial Zoning: The City shall adopt flexible zoning in support of General Plan policies for commercial development.

Lead: Planning Department staff

Support: Planning Commission; City Council

Financial/Staff Resources: This should be included in the Zoning Code revisions project that is already underway.



Action Steps:

1. Economic Development staff will coordinate with the General Plan Implementation Committee and staff of the Planning Department to prioritize this Objective, and will provide feedback to the EDC on progress made. [Completion December 2009]

Objective 2.2 – Newport Center: The City shall facilitate efforts by Fashion Island and Newport Center to evolve their design and retail mix to capture maximum retail sales.

Lead: Property owners

Support: Planning Department staff and City Manager's Office staff.

Financial/Staff Resources: Staff time to review proposals will be paid through development review fees.

Action Steps:

1. Work with The Irvine Company, other property owners, the Planning Commission and City Council to ensure that the revised Planned Community for Fashion Island includes provisions to facilitate additional retail development and implements Design and Development policies in the General Plan Land Use Element. [On-going]

Objective 2.3 – Airport Area: The City shall encourage and facilitate the development of attractive retail and commercial uses that maximize retail sales capture in the Airport Area, commensurate with new General Plan land use designations and policies related to mixed use and residential development.

Lead: Planning Department staff

Support: Economic Development staff; City Manager's Office staff; Property owners.

Financial/Staff Resources: Staff time—approx. 100-200 hours annually. If a large project with a need for additional project management is needed, significant additional staff hours may be needed. Staff time to review proposals will be paid through development review fees.

Action Steps:

1. Economic Development staff will meet with property owners and developers as they come in with projects and provide appropriate guidance and assistance to achieve General Plan goals, focused on encouraging sales tax generation and capture in mixed use as well as commercial projects [Ongoing].

Objective 2.4 – Auto Sales: The City shall encourage the development of auto sales facilities as a means of maximizing sales tax capture.

Lead: City Manager's Office

Support: Economic Development Staff; development review departmental staff; City Attorney's Office staff

Financial/Staff Resources: TBD, as proposals are made to the City.

Action Steps:

1. Staff of the City Manager's Office will continue to coordinate with various property owners, and representatives of the automotive sales & development industry for this effort, and will provide feedback to the EDC on progress made. [Ongoing]

Objective 2.5 – Performance Indicators: The City shall improve its ability to track retail trends within Newport Beach by contracting for a more comprehensive sale tax audit service and by providing regular reports to the City Council and the EDC on sales tax performance by sub-area and business type. The City may also track vacancy rates of retail and commercial properties through Co-Star.

Lead: Revenue Division staff

Support: Economic Development staff; consultants

Financial/Staff Resources: No new external cost may result if no additional consultant contracts are involved, though a review of additional reporting may necessitate minor additional resources.

Action Steps:

1. Economic Development staff should work with Revenue Manager and MRA to determine current

effective value of existing reporting tools for retail performance trend analysis, including allocation audits, trends analysis, and tax increment verification. [July-August, 2009]

2. If existing tools are unsatisfactory, contract with new firm to establish a useable matrix for trend analysis and report generation by business type, commercial sub-area; provide additional analysis; and reports that can be provided to the EDC and Council. [Begin October, 2009 and ongoing]

Goal 3: The City shall facilitate the development, attraction and retention of a variety of businesses that strengthen the vitality of the local economy, particularly businesses that capitalize on market and demographic changes and opportunities that emerge in key economic centers.

Objective 3.1 – Master Plan for the West Newport Mesa Area: work with property owners to develop a master plan for properties that are related to and support Hoag Hospital including medical, medical-supporting, commercial, residential and industrial uses.

Lead: Planning Department staff

Support: City Council; Economic Development staff

Financial Resources: Consulting services will be required, with services estimated at \$50,000-75,000. Staff time is estimated at 550+ hours during a likely 2-year lifespan for the project.

Action Steps:

1. Form West Newport business owners association or business improvement district. [June 2011]
2. Meet with property owners to update them on General plan provisions and Hoag plans, and ascertain interest in participating in joint planning effort. [Following formation of association]
3. If property owners are supportive, circulate RFP and retain consultant to prepare master plan. [TBD]

4. Work with consultant and representative property owners to develop master plan, including opportunities for input from all property owners. [TBD]
5. Present master plan to Planning Commission and City Council for review and approval. [TBD]

Objective 3.2 – Flexible Zoning: The City shall implement Zoning Code reform to expand the definition of non-residential uses and to create flexibility in its zoning code to allow projects representing innovative market or development opportunities to proceed with fewer restrictions.

Lead: Planning Department Staff

Support: Planning Commission; City Council

Financial/Staff Resources: This should be included in the Zoning Code revisions project that is already underway.

Action Steps:

1. Economic Development staff will coordinate with the General Plan Implementation Committee and staff of the Planning Department to prioritize this Objective, and will provide feedback to the EDC on progress made. [Completion December 2009]

Objective 3.3 – Business Assistance Clearinghouse: The City shall coordinate with the Newport Beach Chamber of Commerce to provide outreach and assistance to facilitate new business ventures and business expansions in Newport Beach. This Objective should be coordinated with efforts resulting from Objective 1.1.

Lead: Economic Development and Newport Beach Chamber of Commerce staff

Support: Staff from Economic Development, Fiscal Services, City Manager's Office; leadership from other local businesses

Financial/Staff Resources: Website: approximately \$10,000 in first year, with updates as required. Subscription real estate services: approximately \$10,000 annually \$25,000 max. one year total.

Action Steps:

1. Update City's website to provide additional resources on-line; using coordinated business clearinghouse and focused economic development information tailored to Newport Beach (example: www.onlyinirvine.com). [Begin July 2009-Completion January, 2010]
2. Contract for subscription-based commercial real estate information database services, in order to provide potential property buyers and/or tenants with up-to-date information about the smaller, individually-owned and marketed commercial properties. [Ongoing].

Objective 3.4 – Provide reports to the EDC and City Council on program targets and effectiveness on semi-annual basis. [Beginning May 2009] Include annual update as part of Economic Development Report to City Council.

1. EDC should provide recommendations, based on Objective 2.5, 3.4, and as part of annual Economic Development Report, to the City Council regarding new programming and/or resources (financial, staff, etc.) necessary to recruit, retain, and/or expand targeted retail sales tax-producing businesses. [Beginning May 2009]
2. Establish regular schedule (quarterly and/or semi-annually, as determined) of reporting to EDC in order to establish practice of retail trend analysis that will (in coordination with Objective 1.1) focus recruitment, expansion and retention efforts. [Ongoing]

Objective 3.5 – Maintain and utilize a fiscal impact model to assist the City in making land use and development decisions that benefit the City.

Lead: Economic Development staff

Support: Revenue Division, Planning Department, and consultant support

Financial Resources: Ongoing

Action Steps:

1. Update and use model for analysis of projects likely to have significant fiscal impact. [As needed]

Objective 3.6 – Economic Development Policy: The City Council, with the assistance of its Economic Development Committee and staff, shall revisit and update its established Policy regarding Economic Development, to reflect the present fiscal and economic needs and values of the City. The updated policy shall take into account the provisions and priorities included in this document.

Lead: City Council and Economic Development staff

Support: Economic Development Committee

Financial Resources: No new resources are required to implement this Objective.

Action Steps:

1. EDC should appoint a subcommittee to draft revisions. [As needed]
2. EDC should make recommendations of revisions to the City Council. [As needed]
3. City Council should take action on recommendations. [As needed]

Objective 3.7 – Economic Development Committee Structure: The EDC shall explore restructuring opportunities that better reflect the current makeup of the local economy, and that would provide the expertise and flexibility to implement the goals and objectives of this plan. Restructuring should also pay particular attention to the effective and efficient utilization of volunteers serving on this Council-appointed committee and their time.

Lead: Economic Development Committee members and Economic Development staff

Support: City Council

Financial Resources: No new resources are required to implement this Objective.

Action Steps:

1. EDC should appoint a subcommittee to draft revisions. [As needed]
2. EDC should make recommendations of revisions to the City Council. [As needed]
3. City Council should take action on recommendations. [As needed]

Goal 4: The City shall facilitate an economically viable concentration of marine uses, and enhance the maritime viability of Newport Harbor.

Objective 4.1 – Water-Dependent Marine Businesses: The City shall implement land use and related zoning regulations to encourage the preservation of water dependent marine business uses as re-development occurs over time.

Lead: Planning Department staff

Support: Consultant(s)

Financial Resources: This should be included in the Zoning Code revisions project that is already underway.

Action Steps:

1. Economic Development staff will coordinate with the General Plan Implementation Committee and staff of the Planning Department to prioritize this Objective, and will provide feedback to the EDC on progress made. [Completion December 2009]

Objective 4.2 – Non-Water-Dependent Marine Businesses: The City shall implement land use and related zoning regulations to provide for the preservation of existing non-water dependent marine businesses in the West Newport Mesa area, as well as development of incentives to facilitate the relocation of such businesses to that area from economically unsustainable water front locations.

Lead: Planning Department staff

Support: Consultant(s)

Financial Resources: This should be included in the Zoning Code revisions project that is already underway.

Action Steps:

1. Economic Development staff will coordinate with the General Plan Implementation Committee and staff of the Planning Department to prioritize this Objective, and will provide feedback to the EDC on progress made. [Completion December 2009]

Objective 4.3 – The City shall implement a plan to provide for the dredging of lower Newport Bay to its design depth to allow safe navigation for vessels that use the harbor, working with the federal government, the Army Corps of Engineers and other appropriate governmental agencies.

Lead: Harbor Resources Division staff

Support: Harbor Commission, Bay Issues Committee, City Council



Financial Resources: Lobby Federal funds to be appropriated to the Army Corps of Engineers and/or local funding with reimbursement from the Corps at a later date.

Action Steps:

1. Harbor Resources Staff, City Manager's Office, and City Council members will agree upon an Advocacy Strategy for LNB Dredging by July 2007. The Advocacy Strategy's focus shall be twofold – (1) seek \$11 million in the Federal FY 2009 Budget and (2) seek re-programming of funds from other delayed Corps projects to the LNB Project as soon as practicable. Advocacy involves direct communication with the Corps, our federal representatives, and other watershed partners. [Ongoing]
2. Harbor Resources Staff shall prepare the LNB project for construction (pending funding and concurrent with Action Step #1) by applying for

and receiving all required permits, including by addressing toxicity issues in the LNB (pyrethroids, heavy metals) with consultants' contracts. [Ongoing]

Objective 4.4 – Regulatory Compliance: As part of its business assistance program, the City shall assist water-dependent businesses with information and City programs to aid businesses adjacent to the Harbor in complying with state and federal regulations pertaining to water quality, among others.

Lead: Harbor Resources Division staff

Support: Harbor Commission, Bay Issues Committee

Financial Resources: Every five years, the City's Budget includes about \$500,000 to complete the testing, monitoring, and applications required each time the City renews a US Army Corps of Engineers-issued Regional General Permit (RGP 54) that allows small maintenance dredging projects. These projects benefit pier owners and provide sand for beach replenishment. The City's Harbor Resources staff also serves as the first stop in processing many on-water Coastal Development Permits and Building Permits.

Action Steps:

1. Renew RGP-54 on a routine basis, including preparing for its renewal 2-3 years in advance of its expiration. [Ongoing]
2. Budget for studies and testing required during each renewal. Apply all or a portion of the cost of RGP 54's tests and studies to Harbor fees, at a percentage of cost recovery directed by City Council. [Ongoing]
3. Continue negotiations with the National Marine Fisheries seeking permission for the City to regulate Eelgrass. As part of that regulation the City is seeking permission to develop an Eelgrass mitigation bank that may be used by residents to meet their preservation obligation. [Ongoing]
4. Seek State and federal funding for the remediation of toxic hotspots in the LNB, including the Rhine Channel. [Ongoing until funded]

5. Ensure that all watershed partners, including upstream cities, appropriately fund water quality improvements in the Bay where upstream actions are directly or indirectly responsible for Bay impairments. [Ongoing]

6. Develop and continuously update an electronic and paper version of a Bay Users Handbook that instructs businesses and residents as to regulations, permit steps, and other helpful information. [Ongoing]

Objective 4.5 – The City will invite proposals for the implementation of a privately owned and operated summer water transportation service, with funding supplemented by grants, private, contributions and public monies. Research should be conducted into the transferability of existing models in Los Angeles County and other areas.

Lead: Economic Development staff

Support: Harbor Resources Division staff, Harbor Commission

Financial Resources: Public/Private partnership

Action Steps:

1. Summer Water Taxi Committee will research successful small-harbor, summer-only private (or public/private) water transportation services that may be suitable models for implementation in Newport Beach. [June – September 2009]
2. A committee of interested individuals from the EDC, Harbor Commission, and the local maritime and tourism industry will be formed to develop and champion—with staff assistance as required—strategies, find funding methods and sources, and review proposals for implementation. [Beginning June, 2009]

Goal 5: The City will enhance the boating services of Newport Harbor.

Objective 5.1 – The City will develop or convert at least 40 additional guest boat slips, and annually study the demand for additional guest slips.

Lead: Harbor Resources Division staff / Public Works staff

Support: Harbor Commission

Financial Resources: CIP funding of the design and construction of the Marina Park Project

Action Steps:

1. Design and construct a visitor-serving marina at Marina Park. [Completion 2010]

Objective 5.2 – Where feasible, the City will develop more capacity for tying up small boats at the Balboa Village area, Balboa Island area, Marina Park, the Rhine Channel area and the Mariner's Mile area.

Lead: Harbor Resources staff / Public Works staff

Support: Harbor Commission, Community volunteers

Financial Resources: CIP budget request for design and construction



Action Steps:

1. Design and construct a guest dock at Marina Park. [Completion 2010]
2. Design and construct a guest dock at the Rhine Wharf. [Completion 2010]
3. Design and construct public dock access improvements at the Fernando Street, 15th Street and 19th Street public docks. [Submit permit application June 2009; Completion 2011]
4. Regularly review existing Municipal Code so that public dock tie-up times on existing public docks maximize the ability of visitors and residents to use public docks for short-term stays (shopping, dining). [Ongoing]

Objective 5.3 – The City will review its dinghy docking regulations annually to provide docking spaces for temporary docking which best suit the needs of the boating public.

Lead: Harbor Resources Division staff

Support: Orange County Sheriff's Harbor Patrol staff

Financial Resources: City/County staff manpower 100 hours annually each.

Action Steps:

1. Annually review Dinghy Docking Regulations.
[Ongoing]

Objective 5.4– The City will develop a policy that allows visiting boaters to leave their boats unattended at anchor for some period of time. Such policy will be subject to annual review.

Lead: Harbor Resources Division staff/Orange County Sheriff's Harbor Patrol

Support: None

Financial Resources: City/County manpower 10 hours annually each

Action Steps:

1. Design and construct a guest dock at Marina Park.
[Completion 2010]
2. Design and construct a guest dock at the Rhine Wharf. [Completion 2010]
3. Design and construct public dock access improvements at the Fernando Street, 15th Street and 19th Street public docks. [Submit permit application June 2009; Completion 2011]
4. Regularly review existing Municipal Code so that public dock tie-up times on existing public docks maximize the ability of visitors and residents to use public docks for short-term stays (shopping, dining).
[Ongoing]

Goal 6: The City shall support the careful expansion of visitor-serving businesses and facilities.

Objective 6.1 – Small Scale Lodging: The City shall identify an economically feasible program for encouraging the development of small scale lodging and bed and breakfast establishments in Newport Beach, including existing barriers to their establishment, and potential incentives to encourage such development consistent with the General Plan policies.

Lead: Economic Development and Planning Department Staff

Support: City Council; Zoning Consultant.

Financial Resources: Staff time—approx. 200-300 hours. \$4,000-\$8,000 for economic feasibility consultant.

Action Steps:

1. Research regulatory barriers to the development of small scale lodging and provide specific recommendations for zoning changes to the General Plan Implementation Committee for timely consideration. [Completion October 2009]
2. Prepare an inventory of suitable areas and/or sites by type of lodging. [November, 2009]
3. Have consultants research the financial feasibility for various types of small scale lodging with either existing or revised regulations. [June 2010]

Objective 6.2 – Vacation Rentals: The City shall review and revise its existing policies governing vacation rentals to acknowledge and enhance the economic benefit to the City of such establishments and recommend a program to maintain and enhance the quality level of short-term lodging.

Lead: Planning Department Staff

Support: Revenue Division; Economic Development

Financial Resources: Staff time will be required for meetings and research.

Action Steps:

1. Research regulations and policies that impact vacation rentals and propose revisions if needed. [Completion September 2010]
2. Help form organization to a) research existing models for vacation rental owner organizations and encourage the development of one in Newport Beach and b) assist the industry in developing a voluntary “Seal of Approval” program to encourage and promote high quality vacation rentals. [September - March 2010]

Objective 6.3 – Marketing and Promotion: The City shall continue its strong relationship with the Newport Beach Conference and Visitors Bureau to enhance the effectiveness of marketing and promotion undertaken by the City and the Bureau, in order to enhance the City’s promotion to a worldwide audience.

Lead: City Manager’s Office

Support: Staff from Economic Development, PIO office, Recreation & Senior Services, Planning, and Fiscal Services departments; CVB Board and staff and their membership; staff and/or volunteers from the events that the City and CVB jointly support.

Financial Resources: Annual financial commitments from General Fund to the CVB, and the events and activities promoting the City; approximately 200+ hours annually of staff time.

Action Steps:

1. City Manager’s Office staff should maintain and enhance existing relationship with the CVB to market and promote the City of Newport Beach; CVB staff should provide annual reports to the EDC and City Council on the strength of the tourism economy. [Ongoing]
2. The EDC should recommend to the City Council that they continue to: A) provide financial support; and B) designate its staff liaison to the Newport Beach Film Festival on an annual basis. [Ongoing]

3. The City Council, through the City Manager and staff, should maintain and enhance existing relationships with annual events that generate economic value to the City; such as the Toshiba Golf Classic, the Taste of Newport event, the Newport Beach Film Festival. [Ongoing]

Objective 6.4 -- Beach / Bay Activities Promotion: The City shall promote and encourage activities and events in and near the beaches and the bay that generate retail sales, e.g., boat shows, sports tournaments, etc., consistent with the Local Coastal Plan.

Lead: Recreation & Senior Services Department

Support: City Council; Harbor Commission; City Manager's Office; Recreation & Sr. Services staff; Harbor Resources Division staff; PIO office; Fire Department (Lifeguard Division) personnel; CVB staff; Chamber(s) of Commerce staff and volunteers; other organizations involved in these activities.

Financial Resources: No additional resources needed at this time.

Action Steps:

1. The Recreation and Senior Services Department staff should prepare and maintain a master calendar of events. [Ongoing]

Goal 7: The City will seek to minimize the economic impact of traffic congestion and will take affirmative steps to improve traffic flow.

Objective 7.1 – Develop and implement a master plan to modernize traffic control systems and technology, to improve synchronization and improve traffic flow, throughout the City. Areas of concern include Pacific Coast Highway in Mariner's Mile, Newport Boulevard from 15th Street to the 55 Freeway in Costa Mesa (working cooperatively with that City), Jamboree Road, and on Balboa Peninsula along Newport Boulevard from Main Street to Pacific Coast Highway, as well as other roadways and intersections.

Lead: Public Works Department staff

Support: City Council Transportation Subcommittee

Financial Resources: As yet undetermined

Action Steps:

1. Complete construction of upgrades to traffic signal controllers, and design and implement coordinated signal timing plans [Phases 2 & 3 scheduled for December 2009].
2. Complete design of traffic signal system upgrades [Phases 4 and 7 scheduled for 2009-10; Phases 5, 6 and 8 scheduled for 2010-11].

Objective 7.2 – In conjunction with its approved capital plan and annual budgeting process, the City will implement key roadway and intersection improvements identified in the General Plan Update.

Lead: Public Works Department staff

Support: City Council Transportation subcommittee; General Plan implementation subcommittee

Financial Resources: As yet undetermined

Action Steps:

1. City Council adoption of updated Fair Share Fee [August 2009].
2. Design and construct improvements in General Plan. [In conjunction with development that causes need and provides funds for improvements]

Objective 7.3 – The City will strongly advocate the construction of the 19th Street Bridge, and other critical regional traffic improvements.

Lead: City Manager

Support: City Council Borders Subcommittee; Public Works Department staff

Financial Resources: As yet undetermined

Action Steps: As opportunities arise, work with the Orange County Transportation Authority (OCTA) and the Cities of

Costa Mesa and Huntington Beach to facilitate construction of regional improvements. [Ongoing]

Objective 7.4 – The City shall work cooperatively with adjacent cities and jurisdictions to complete key roadway and traffic synchronization projects that will help improve the flow of traffic within the boundaries of Newport Beach.

Lead: City Manager

Support: City Council Borders Subcommittee; Public Works Department staff

Financial Resources: \$64,000 from settlement of IBC litigation.

Action Steps:

1. Using funds from IBC litigation settlement, complete study of impacts and circulation system improvements needed as a result of development in IBC. [Ongoing]
2. As opportunities arise, work with the Orange County Transportation Authority (OCTA) and the Cities of Costa Mesa, Huntington Beach and Irvine to facilitate construction of regional improvements. [Ongoing]

Objective 7.5 -- The City will negotiate with Caltrans to acquire ownership of Coast Highway through Newport Beach from Jamboree Road to the Santa Ana River.

Lead: City Council, City Manager, Public Works Director

Financial Resources: Staff time

Action Steps:

1. Meet with Caltrans staff and reach agreement on Coast Highway through Mariners' Mile and Newport Boulevard to Finley Street. [Ongoing]
2. Meet with Caltrans staff and reach agreement on Coast Highway from Arches Bridge to Santa Ana River. [Ongoing]

Goal 8: The City will administer its development review and permitting processes in an efficient, solution oriented and customer friendly manner.

Objective 8.1 – Staff will provide for enhanced communication with applicants, both earlier and more consistently throughout the process.

Lead: Assistant City Manager

Support: Staff involved in the development review process (Planning, Building, Public Works, Fire and Utilities departments).

Financial Resources: No new resources needed at this time.

Action Steps:

1. Assistant City Manager will coordinate with the staff of the Planning, Building, Public Works, Fire and Utilities departments to prioritize this Objective, and will provide feedback to the EDC on progress made.
[Ongoing]

Objective 8.2 – The City will assure that staff receives regular training on maintaining a high quality of customer service and positive attitude.

Lead: City Manager's Office

Support: All development review staff; staff from any department that regularly contact the public

Financial Resources:\$12,000.

Action Steps:

1. Assistant City Manager will coordinate with the staff of the Planning, Building, Public Works, Fire and Utilities departments to prioritize this Objective, and will provide feedback to the EDC on progress made.
[Ongoing]

Objective 8.3 – The City will write and approve Zoning Ordinance and other regulatory codes to make the process more streamlined.

Lead: Planning Department

Support: Planning Commission, City Council

Financial Resources: No new resources needed at this time.

Action Steps:

1. Economic Development staff will coordinate with the General Plan Implementation Committee and staff of the Planning Department to prioritize this Objective, and will provide feedback to the EDC on progress made. [Completion December 2009]

NOTE ON ADDITIONAL REFERENCES

To support the Visioning Process and to provide background material for the GPAC to consider in its development of policies to be included in the General Plan update, the City contracted with the firm of Applied Development Economics, Inc. (ADE) for studies related to current economics and future fiscal impacts. ADE prepared a commercial market study published in December 2002 entitled *"Newport Beach General Plan Update Retail Commercial Market Analysis,"* and a fiscal impact analysis entitled *"Fiscal Impact Analysis and Model, Newport Beach General Plan Update,"* published in revised form in January 2004.

Please refer to the detailed reports cited above, in addition to the final General Plan Update adopted by the City Council on July 25, 2006, and ratified by the voters in November, 2006, for further background.