



# Economic Development Plan



Adopted: November 21, 2017  
City Council Resolution No.: 12260



# ECONOMIC DEVELOPMENT PLAN | CAMPBELL

*Cover Photo, City of Campbell, 2015*



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# I. ACKNOWLEDGMENTS

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## **CITY OF CAMPBELL**

### City Council

Elizabeth “Liz” Gibbons, Mayor  
Paul Resnikoff, Vice Mayor  
Jeffrey Cristina  
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Rich Waterman

### Planning Commission

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## **ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

Cynthia Dodd, Rolling Hills Middle School Principal  
Diana Beechie, Ellis Partners  
Al Bito, Deputy City Manager  
Jesse Takahashi, Finance Director  
John Saunders, Economy Lumber Owner  
Linda Gridley, Gridley Company Owner  
Michael Perone, Barracuda Networks Founder  
Mike Stonehouse, Campbell Chamber of Commerce  
Mike Thompson, Groupware CEO  
Scott Trobbe, SB Development

## **APPROVAL DATE**

City Council November 21, 2017 meeting

## II. VISION AND MISSION STATEMENTS

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### Vision

The City of Campbell will strive to enhance its business climate, providing opportunities for new commercial, industrial, and smart growth residential development to help maintain the characteristics that define its small town atmosphere while improving the community's quality of life.

### Mission Statement

To promote economic health as an essential component of maintaining a balanced community, providing goods, services, employment and housing opportunities which, in turn, help attract and retain commercial, service, and industrial business. This will be accomplished by building partnerships with property owners, business owners, and various agencies to collectively achieve a cooperative and responsive government that helps business prosper.

### III. INTRODUCTION

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A common characteristic of successful communities include an articulated, shared vision of where the community sees itself in the future and what residents and businesses value in their community. The objectives, strategies and implementations provided in this Economic Development Plan are reflective of approaches to create more connections and partnerships with the local community in order achieve improved business and community outcomes. These objectives hinge on and will succeed only with the collaboration of our economic development partners- such as the Downtown Campbell Business Association, Campbell's Chamber of Commerce; key private sector leaders; local and regional educational institutions; and the local brokerage and development community, to promote economic vitality.

In order to achieve economic vitality eight (8) objectives have been identified as follows:

- 1. Foster Business Expansion**
- 2. Foster Business Retention**
- 3. Maintain a Sense of Public and Private Partnership**
- 4. Maximize Potential of Industrial & Commercial Property**
- 5. Reduce Unemployment, Achieve Economic Stability and Increase Standard of Living**
- 6. Build Community Support & Capacity For Economic Interests**
- 7. Attract Visitors To Increase Local Spending**
- 8. Streamline Permitting Process**

Once adopted, this Plan provides specific strategies and implementation tasks needed to create opportunities for business expansion and retention; and enhance Campbell's residential and commercial neighborhoods.

This Plan is also anticipated to be updated every five (5) years in order to reassess how the objectives, strategies and implementation tasks are working and if updates are needed to keep the Plan reflective of current values.

## **IV. OBJECTIVES, STRATEGIES & IMPLEMENTATIONS**

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### **Objective 1: Foster business expansion.**

#### **Strategy -1.1 Maintain relationships with the local brokerage community.**

**Implementation 1:** Conduct outreach efforts with local brokers; attend State Conferences such as ICSC; and participate in Joint Venture Silicon Valley SVEDA's broker breakfasts.

#### **Strategy -1.2 Track lease expirations and available space.**

**Implementation 1:** Update and maintain the Available Properties webpage and mapping tool.

#### **Strategy -1.3 Proactively target specific industry/business for appropriate zones.**

**Implementation 1:** Reach out to businesses that would fit well within zoning districts which permits such uses in order to coordinate a conversation with property owners who have available properties.

#### **Strategy -1.4 Market existing technology companies to attract new opportunities.**

**Implementation 1:** Create marketing materials that highlight existing tech-business clusters in the City of Campbell. Provide these materials to complementary industries that would benefit from proximity to industry existing in Campbell.

### **Objective 2: Foster business retention.**

#### **Strategy -2.1 Celebrate successes and highlight Campbell businesses.**

**Implementation 1:** Work with local organizations such as the Chamber of Commerce, the DCBA and EDAC to recognize stellar businesses within the City of Campbell.

**Implementation 2:** Meet with a different business each quarter in order to recognize their community importance, the City's commitment to helping them be successful and to publish quarterly articles on the city's website to highlight businesses.

#### **Strategy -2.2 Track local labor force strengths and weaknesses and identify opportunities for existing business.**

**Implementation 1:** Conduct research using the Census, local

business input, county and regional data in order to infer conclusions on labor force opportunities and weaknesses.

**Implementation 2:** Use inferences to seek out new business opportunities that are supported by data. Use this data to entice further business opportunity.

**Strategy -2.3 Explore ways to increase State and Federal funding.**

**Implementation 1:** Research funding opportunities for which the City, businesses or residents might be eligible.

**Objective 3: Maintain a sense of public & private partnership.**

**Strategy -3.1 Maintain the Economic Development Advisory Committee (EDAC)**

**Implementation 1:** Conduct routine meetings with EDAC to ensure the City keeps in touch with business issues; economic trends; accepts advice on issues that could affect policy decisions; and receives feedback on staff's implementation of the Economic Development Plan.

**Implementation 2:** Continue to adopt EDAC work plans for staff implementation.

**Strategy -3.2 Exchange ideas on how the City can better serve the business community.**

**Implementation 1:** Use EDAC as a sounding board for City policy that will affect the business community and for the Committee to help shape economic development policy.

**Objective 4: Maximize potential of industrial and commercial property.**

**Strategy -4.1 Maintain and identify areas where zoning updates could influence potential industrial and commercial growth.**

**Implementation 1:** Identify areas in the City where zoning updates would be beneficial for commercial and industrial growth.

**Strategy -4.2 Research the potential of expanding the mix of uses in specific commercial corridors.**

**Implementation1:** Compare local, county, and regional use types in commercial corridors to obtain ideas and lessons learned from how they function and how they could work in Campbell. Provide this information to the Planning Division for consideration in

future planning efforts.

**Implementation 2:** Coordinate with San Jose to mirror area plans.

**Objective 5: Reduce unemployment, achieve economic stability and increase standard of living.**

**Strategy -5.1 Retain an economic base that sustains service needs utilized by residents, businesses and visitors.**

**Implementation 1:** Work with the brokerage community to aggressively fill commercial vacancies with a mix of industries.

**Strategy -5.2 Ensure all new commercial development complements Campbell's built environment and supports a variety of future jobs.**

**Implementation 1:** Participate in the DRC to provide comments in order to encourage Developers to build high quality and attractive developments with a variety of uses that compliment Campbell's character.

**Strategy -5.3 Utilize Campbell's diverse organizations to generate a high level of community excitement and energy.**

**Implementation 1:** Coordinate with non-profits and the DCBA on community events.

**Strategy -5.4 Encourage job-skill training programs**

**Implementation 1:** Partner with local businesses, non-profits and school organizations to link employment opportunities and employment training programs to youth and underserved individuals.

**Objective 6: Build community support and capacity for economic interests.**

**Strategy -6.1 Improve public notification process.**

**Implementation 1:** Expand notification to the public on development projects through social media and neighborhood groups.

**Implementation 2:** On large scale projects, provide early notice to property owners surrounding a project.

**Strategy -6.2 Solicit public opinion on community projects and private development.**

**Implementation 1:** Encourage applicants of new developments to conduct at least one community meeting.

**Implementation 2:** Prepare a survey link for new large developments to solicit public opinion.

**Implementation 3:** Solicit input from commercial real estate brokers on the viability of commercial space proposed for mixed-use developments.

**Objective 7: Attract visitors to increase local spending.**

**Strategy -7.1 Promote existing attractions.**

**Implementation 1:** Coordinate with organizations such as the Chamber of Commerce and the DCBA to support local events.

**Strategy -7.2 Consider a variety of additional year-round tourist attractions.**

**Implementation 1:** Continue to work with the Chamber and DCBA on their annual events, exploring the possibility to expand them.

**Strategy -7.3 Focus resources on future tourism initiatives, including those favored by the local/regional community.**

**Implementation 1:** Market attractions and to spot light Campbell.

**Strategy -7.4 Development proposals to incorporate pedestrian and bike connections within the city's network of pathways.**

**Implementation 1:** City shall maintain a comprehensive bicycle and pedestrian pathways plan to inform business of the City's expectations to improve the circulation network.

**Implementation 2:** Encourage bike valet services at the Farmers Market and community gatherings.

**Objective 8: Streamline permitting processes.**

**Strategy -8.1 Gather feedback from applicants on issues faced during the permit process.**

**Implementation 1:** Utilize online survey to collect responses from customers who have completed the zoning entitlement and building permit processes.

**Implementation 2:** Explore methods to improve permit processes.

**Strategy -8.2 Identify bottlenecks and confusion in the permitting process.**

**Implementation 1:** Schedule quarterly meetings in the Planning and Building Department to identify permitting issues and implement changes.