11/28/17
Joint City Council/Planning Commission Meeting

Handouts received after agenda posted
CALIFORNIA ASSOCIATION FOR LOCAL ECONOMIC DEVELOPMENT

✓ Founded in 1980

✓ 700 Members – 75% cities & counties

✓ Dedicated to Economic Development – helping businesses thrive and create vibrant economies
CITY OF LEMOORE

- Defining Economic Development & Your Role
- Programs, Projects/Transactions, and Examples
- Partners and Resources
- Where to Begin
- Measuring Success
- Q&A
Economic Development is the creation of wealth through which community benefits are realized.
“From a public perspective, local economic development involves the allocation of limited resources – land, labor, capital and entrepreneurship in a way that has positive effect on the level of business activity, employment, income distribution patterns, and fiscal solvency.”
DISTINCTIONS

• COMMUNITY DEVELOPMENT is a capacity building process for making a community a better place to live and work.

• ECONOMIC DEVELOPMENT the creation of wealth in which community benefits are realized. It is more than a jobs program, its an investment in growing your economy and enhancing the quality of life for all residents.
COMMUNITY
Local economic development translates the community vision into reality by integrating the needs of residents and business with municipal goals.

ELECTED OFFICIALS
Local economic development is more than a jobs program - it focuses the community on a shared, long-term vision and creates policies to enhance business vitality and increase the standard of living.

GOVERNMENT
Local economic development involves the allocation of resources that positively affect business activity, job creation, income generation, and fiscal sustainability.

BUSINESS
Local economic development includes public and private sector stakeholders that work with existing and potential employers to help them thrive.
PUBLIC SECTOR ROLE

To create certainty and foster a business-friendly environment to influence business investment and location decisions through:

- Taxes
- Spending
- Investment
- Regulations

- Incentives
- Marketing
- Quality Service
- Adding Value to Community Assets
PUBLIC PROFIT MOTIVE

• Maintain, increase & diversify tax base
• Increase revenues faster than cost of municipal services increase
• Economic vitality for commercial and industrial areas
• Maximize property through highest & best use
• Create and retain jobs, increase per capita income
WHY?

✔ Rising Costs for Municipal Services
  ▪ Population Growth
  ▪ Rising Employee Costs
    ▪ Pension Costs, Salaries and Benefits, Health Care Insurance, Workers compensation
  ▪ Rising Expectations for Municipal Services
    ▪ Quality of Life Issues
    ▪ Public Safety
✔ Negative Impact of State Budget Actions
Benefits of Economic Development

- **Increased Revenue Base**
  Additional revenue to support, maintain, and improve local services such as roads, parks, libraries, and emergency medical services.

- **Job Development**
  To provide better wages, benefits, and opportunities for advancement.

- **Business Retention**
  Businesses that feel appreciated by community, and in turn feel as if they are contributing to the economy, will stay in town.
✓ **Economic Diversification**
   Helps expand the economy and reduces a community’s vulnerability to a single business sector.

✓ **Self-sufficiency**
   Public services would be less dependent on intergovernmental transfers that change with each election.

✓ **Productive Use of Property**
   Property used for its “highest and best use” maximizes the productivity of that property.
Survey of 120 City Funding Profiles – Surplus or Deficit?
More local tax dollars and jobs raise the economic tide for the community, which generally increases the overall standard of living of the residents.
Projects/Transactions

(Sometimes, formerly covered by RDA)

- Revitalizing the downtown – BIDs/PBIDs
- Providing infrastructure to a new area
- Working with private partners to complete commercial or residential projects (New Market Tax Credits)
- Creating TIF districts (EIFD, CRIA, etc.)
- Developing industrial parks, buildings, retail, etc.
- EB-5
- PACE financing
- Brownfield financing and remediation
- Private Activity Bonds
- Public asset inventory
- Zoning for highest/best use
3 FORMS OF ECONOMIC DEVELOPMENT (PROGRAMS)

1. Retain & Expand Existing Business
2. Create Business
3. Attract New Business

80:20 Example
Existing Business – 80% net new job growth

✔ Backward Linkages
✔ Sources of Capital
✔ Regulatory Issues
✔ Workforce Training

✔ Export Assistance
✔ Government Purchasing
✔ Revolving Loan

Appreciate those that have already invested in Lemoore
Start Up of New Business

- Grow Your Own Providing Exceptional Business Assistance
- Venture Capital – Crowd funding, LocalCrowd
- Incubators – have a graduation plan
- Business Training – SBDCs, SCORE
- Home-based Businesses
Attraction of New Business

✓ Know your competitive advantages and disadvantages - You are unique

✓ Have data - Targeted Industry Study

✓ Marketing Strategy – Local, Regional, State,

✓ Community Profile

✓ Vacant Industrial Site & Facilities Inventory

✓ Business Familiarization Tours
Attracting Retail

✓ What is your value proposition? Do you have data to support it? **Know who you are**
✓ Population in 7-min. drive time radius – not city boundary?
✓ Population by income level?
✓ Community preferences?
✓ Why move to Lemoore if you are already in Hanford?
✓ Do you have shovel-ready real estate already in place?
# Lemoore vs. Hanford

## Sitewise Online

### 7 Minute Drive Times

<table>
<thead>
<tr>
<th>STI: Market Outlook</th>
<th>Lemoore, CA 93245</th>
<th>Hanford, CA 93230</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consumer Demand</strong></td>
<td>0-7 min</td>
<td>0-7 min</td>
</tr>
<tr>
<td><strong>By Major Product Line</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2016 Consumer Demand by Major Product Line</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Groceries &amp; Other Food Items</td>
<td>$77,980,943</td>
<td>$162,881,830</td>
</tr>
<tr>
<td>Meals &amp; Non-Alcoholic Beverages</td>
<td>$40,415,892</td>
<td>$94,962,948</td>
</tr>
<tr>
<td>Alcoholic Drinks</td>
<td>$8,840,659</td>
<td>$23,893,275</td>
</tr>
<tr>
<td>Packaged Liquor, Wine, &amp; Beer</td>
<td>$9,023,040</td>
<td>$18,666,919</td>
</tr>
<tr>
<td>Cigars, Cigarettes, Tobacco &amp; Accessories</td>
<td>$6,006,410</td>
<td>$12,615,191</td>
</tr>
<tr>
<td>Drugs, Health Aids, Beauty Aids, Incl. Cosmetics</td>
<td>$58,125,074</td>
<td>$121,686,326</td>
</tr>
<tr>
<td>Soaps, Detergents, &amp; Household Cleaners</td>
<td>$2,452,894</td>
<td>$5,150,514</td>
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<tr>
<td>Paper &amp; Related Products</td>
<td>$2,201,361</td>
<td>$4,611,345</td>
</tr>
<tr>
<td></td>
<td>Kings</td>
<td>Hanford</td>
</tr>
<tr>
<td>----------------------</td>
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<td>----------------</td>
</tr>
<tr>
<td>Population</td>
<td>152,405</td>
<td>56,086</td>
</tr>
<tr>
<td>Families</td>
<td>33,059</td>
<td>13,635</td>
</tr>
<tr>
<td>Average Income</td>
<td>$68,834</td>
<td>$74,719</td>
</tr>
<tr>
<td>Number of Businesses</td>
<td>3,049</td>
<td>1,528</td>
</tr>
<tr>
<td>Major Industry Employer (by numbers - not %)</td>
<td>Government</td>
<td>Health Services</td>
</tr>
</tbody>
</table>
## Top 10 City Economic Development Activities (2008 Survey)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number Ranking</th>
<th>Average Rating for Each Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assuring consistency in development rules</td>
<td>196</td>
<td>4.2</td>
</tr>
<tr>
<td>2. Streamlining review of all applications for permits</td>
<td>190</td>
<td>4.1</td>
</tr>
<tr>
<td>3. Working with private promotional groups</td>
<td>178</td>
<td>4.1</td>
</tr>
<tr>
<td>4. Improving local amenities</td>
<td>193</td>
<td>4.1</td>
</tr>
<tr>
<td>5. Contracting/networking with businesses</td>
<td>184</td>
<td>4.0</td>
</tr>
<tr>
<td>6. Property site referrals</td>
<td>182</td>
<td>3.8</td>
</tr>
<tr>
<td>7. Joint collaboration with other jurisdictions</td>
<td>159</td>
<td>3.7</td>
</tr>
<tr>
<td>8. Public improvement to declining areas to stimulate investment</td>
<td>174</td>
<td>3.6</td>
</tr>
<tr>
<td>9. Working with area’s COGs/regional governments</td>
<td>153</td>
<td>3.6</td>
</tr>
<tr>
<td>10. Participating in state funded grant programs</td>
<td>156</td>
<td>3.6</td>
</tr>
</tbody>
</table>
Economic Development Partners

GO-Biz
CA State WIB
CA Community Colleges
CSU/UC
Treasurer’s Office
I-Hubs
Associations - CWA & CALED

Banks,
Non-profits - CA Council of Churches & ROC United
CDFIs
Venture Capitalists
Brokers, Lawyers
SCORE
SBDCs
Unions

SBA
EDA
USDA
The Administration
Research Labs
Dept. of Commerce Export Assistance
Federal Initiatives

Regional Collaboratives
EDCs, WIBs
COGS, Local Governments
Chambers, Business Councils
Districts
Private Universities
Utilities

Thriving Businesses Create Jobs
WHERE TO BEGIN

What do you already have?
  plan, strategy, element, resolutions

Who is on your team?
  staff, county, EDC, chamber, business council,

What industries are already thriving?
  WDBs, Community Colleges, EDCs

What industries/retail can you support?
WHERE TO BEGIN

• Where does your revenue come from?
  • Think long-term

• Ask the right budget questions?
  • Are you cutting revenue generators?

• Connect with businesses have significant impact in your community – thank them.
Measuring Success

✓ Monitor the metrics of your economic development programs – tracking your investment

✓ Economic development is an investment in your community. It’s more than a “Jobs Program”
SMART

A simple device to remember the characteristics of an effective performance measure

Specific: performance measures need to be as specific as possible

Measurable: a performance measurement is only useful if you can actually measure it

Achievable: do not set goals that are impossible to achieve

Relevant: performance measurements need to be relevant to the organization’s mission and the program’s strategic objectives

Time-based: make sure that performance measures are achieved within a specific period
Metrics Beyond Jobs

- Community Development
- Real Estate
- Labor & Workforce
- Economic Measures
- Business Measures
Metrics Beyond Jobs

Community Development

- Percent of organizations that have adopted sustainable development goals
- Government subsidies as percent of gross income
- Annual capital dollars invested in municipal infrastructure
- Percent of sustainable development compatible legislation
- Number % of projects meeting objectives
- Number of communities aided
- Number aided water/wastewater systems achieving goals
- Number of communities improving their telecommunications connectivity
Metrics Beyond Jobs

Community Development

- Percent of cities desiring industrial development that have marketable industrial sites
- Investments in community facilities by type of facility
- Number of communities with strategic plans
- Percent of department investment in distressed areas
- Change in distress level of aided communities
- Percent of department investments in rural communities
- Percent of small businesses assisted
- Percent of minority and women owned businesses assisted
Metrics Beyond Jobs

Labor & Workforce

- Total wage and salary jobs per employed resident
- Number of jobs in value-added manufacturing
- Net job growth
- Percent of jobs created/retained above county average wage
- Average Salaries
- Manufacturing wage and salary jobs as a percent of total jobs
- Wages/benefits as compared to state levels or area with similar industry mix
- Number of job candidates with certifiable skills or college degrees
Metrics Beyond Jobs

Labor & Workforce

- Occupational distribution of women and minorities
- Unemployment rate
- Average earning per job
- Employment in hotel and lodging industry
- Employment by sector
- Jobs created/retained per FTE
- Number of commitments per FTE
- Average weekly initial claims for unemployment insurance
Economic Development is not a one size fits all proposition – be true to your community & don’t be led astray.
Gurbax Sahota,  
President/CEO  
The California Association  
For Local Economic Development  

(916) 448-8252 ext. 15  
gsahota@caled.org
JOINT MEETING AGENDA

Please silence all electronic devices as a courtesy to those in attendance. Thank you.

5:30 pm SPECIAL SESSION

a. CALL TO ORDER
b. PLEDGE OF ALLEGIANCE
c. INVOCATION

PUBLIC COMMENT
This time is reserved for members of the audience to address the City Council on items of interest that are not on the Agenda and are within the subject matter jurisdiction of the Council. It is recommended that speakers limit their comments to 3 minutes each and it is requested that no comments be made during this period on items on the Agenda. The Council is prohibited by law from taking any action on matters discussed that are not on the Agenda. Prior to addressing the Council, any handouts for Council will be provided to the City Clerk for distribution to the Council and appropriate staff.

STUDY SESSION

SS-1 California Association for Local Economic Development Presentation (Speer)
SS-2 Westside History and Future Development (Holwell)

ADJOURNMENT

PUBLIC NOTIFICATION

I, Marisa Lourenco, Deputy City Clerk for the City of Lemoore, declare under penalty of perjury that I posted the above City Council Agenda for the meeting of November 28, 2017 at City Hall, 119 Fox Street, Lemoore, CA on November 27, 2017.

//s//
Marisa Lourenco, Deputy City Clerk
Staff Report

Item No: SS-1

To: Lemoore City Council and Planning Commission
From: Michelle Speer, Assistant City Manager
Date: November 21, 2017  Meeting Date: November 28, 2017
Subject: California Association for Local Economic Development Presentation

Strategic Initiative:

☐ Safe & Vibrant Community  ☒ Growing & Dynamic Economy
☐ Fiscally Sound Government  ☐ Operational Excellence
☐ Community & Neighborhood Livability  ☐ Not Applicable

Proposed Motion:
Information Only.

Subject/Discussion:
Gurbax Sahota from the California Association of Local Economic Development will be in attendance to provide a presentation of the fundamentals and basics of Economic Development.

Topics to be covered:
- Defining Economic Development & Your Role
- Programs, Projects/Transactions, and Examples
- Partners and Resources
- Where to Begin
- Measuring Success

Financial Consideration(s):
Not Applicable.

Alternatives or Pros/Cons:
Not Applicable.

“In God We Trust”
**Commission/Board Recommendation:**
Not Applicable.

**Staff Recommendation:**
Information Only.

<table>
<thead>
<tr>
<th>Attachments:</th>
<th>Review:</th>
<th>Date:</th>
</tr>
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<tbody>
<tr>
<td>☐ Resolution:</td>
<td>☐ Finance</td>
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<tr>
<td>☐ Ordinance:</td>
<td>☐ City Attorney</td>
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<tr>
<td>☐ Map</td>
<td>☒ City Manager</td>
<td>11/22/2017</td>
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<tr>
<td>☐ Contract</td>
<td>☒ City Clerk</td>
<td>11/27/2017</td>
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<tr>
<td>☐ Other</td>
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List:
Staff Report

Item No: SS-2

To: Lemoore City Council and Lemoore Planning Commission
From: Judy Holwell, Community Development Director
Date: November 21, 2017  Meeting Date: November 28, 2017
Subject: Westside History and Future Development

Strategic Initiative:

☐ Safe & Vibrant Community  ☐ Growing & Dynamic Economy
☐ Fiscally Sound Government  ☐ Operational Excellence
☒ Community & Neighborhood Livability  ☐ Not Applicable

Proposed Motion:
Information only.

Subject/Discussion:
Following the presentation by CalED regarding economic development, staff wanted to take the opportunity to discuss development west of State Route 41 (SR 41). It is important to understand the history of the area and how it was planned for future development.

As you know, the City is in the process of updating its General Plan, which will not be complete until an Environment Impact Report (EIR) is performed. The EIR is programmed in the Community Investment Program for Fiscal Year 2018-2019.

History of the Westside:

In 1997, more than 1400 acres west of State Route 41 (SR 41) were annexed into Lemoore’s City Limits (the Westside). At that time, the General Plan land use was designated and the zoning map was updated accordingly to include the area. In reviewing maps found dated 2001, to our current maps, aside from a few minor modifications, the land use and zoning designations have not changed. Therefore, the current plan to develop the Westside is consistent with the intent of the development as

“In God We Trust”
it was originally intended, which is to surround West Hills College with a mix of compatible uses and plan for retail uses adjacent to SR 41.

Following the development of West Hills College, which was built in 2002, the only other approved development south of the railroad on the Westside is Victory Village, a single-family planned unit development for 279 homes. A vesting tentative map was approved in 2006. Shortly thereafter, development stalled across the Country due to the economic downturn and the Victory Village project sat idle.

In 2007 and 2008, the City performed a General Plan Update. During that time, all areas of the City were reviewed and various community members, business owners, and area agency representatives attended town hall meetings, Planning Commission meetings, and City Council meetings, including representatives from NAS Lemoore (the Base). Input was gathered along every step of the process. At the end of the process, which lasted more than a year, the Base went on record to oppose the land use identified for the Westside, which was consistent with its original land use designation.

NAS Lemoore continues to voice its concern whenever the Westside is discussed. The main areas of concern include encroachment into the Base’s 3-mile Green Belt (22nd Avenue alignment), as has been the case at other military installations, and that the flight pattern crosses over the Westside and residents who live in the area will eventually become tired of the noise and file a lawsuit. It is important to note that Lemoore’s City Limits are approximately 3 ½ miles from the Base and with the abandonment of Bush Street, west of Marsh Drive, any new development will likely be more than 4 miles from the Base. All new development on the Westside must meet the development standards included in the Lemoore Municipal Code Title 9, Chapter 9, Article C, titled Naval Air Station Lemoore Overlay Zone, which includes height limits and construction requirements pertaining to noise attenuation. Additionally, all new development on the Westside is required to file a noise easement for additional protection against the threat of lawsuits.

Several years passed and still no additional development occurred on the Westside. During this time, the developer of Victory Village pursued the Readiness and Environmental Protection Integration (REPI) Program through the Department of Defense, and agreed to eliminate all of the housing units west of Marsh Drive, totaling 228 units. As part of the agreement, and to ensure no development would be permitted in that area, the City was asked to consider abandoning Bush Street west of Marsh Drive. The City agreed and adopted Resolution No. 2011-48 declaring its intent to abandon the street. However, the developer would need to apply for General Plan conformity to complete the abandonment process. The abandonment was complete in 2013 with the adoption of Resolution No. 2013-26.

Over the past four years, development has increased and nearly all stalled housing projects in Lemoore either are under construction or have already been developed. There are some commercial and industrial projects currently in the process. However, the Westside has been much slower to develop. Aside from the Victory Village project and the recently approved Granville Homes multi-family development, there has been little interest.

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In addition to the concerns of NAS Lemoore, the Westside has its own set of difficulties, which has made it a less than ideal location for developers. Due to the amount of land annexed in, and the limited number of access points, circulation has been a significant issue. At one time, Caltrans recommended eight traffic lanes for Bush Street, which would have required major modifications to the interchange – costing millions of dollars. They finally settled on seven lanes – three in each direction, with a center turn lane. This configuration was too costly as well. More recently, a diverging diamond interchange concept was studied. The concept could work, but the cost is still high. Following the study, Caltrans suggested roundabouts as a way to access the Westside. Roundabouts are much less costly, and due to the abandonment of Bush Street, eliminating development west of Marsh Drive, the concept may actually work.

Knowing the history of the Westside is important. When development proposals come before City Council and Planning Commission, everyone can understand that the Westside was set up for future growth to accommodate economic development and processes have been established to protect our neighbor, NAS Lemoore, from encroachment and noise complaints. There is also an on-going relationship with Lemoore families that donated land to make the college possible with the understanding the adopted general plan would be carried out.

Financial Consideration(s):
None at this time.

Alternatives or Pros/Cons:
N/A.

Commission/Board Recommendation:
N/A.

Staff Recommendation:
This report is provided for informational purposes only.

Attachments:  Review:  Date:
☐ Resolution:  ☐ Finance  11/22/2017
☐ Ordinance:  ☐ City Attorney
☐ Map  ☒ City Manager  11/27/2017
☐ Contract  ☐ City Clerk
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