

11/28/17

**Joint City Council/Planning
Commission Meeting**

**Handouts received after
agenda posted**



CALED

**Economic Development
Leadership Since 1980**

CALIFORNIA ASSOCIATION FOR LOCAL ECONOMIC DEVELOPMENT

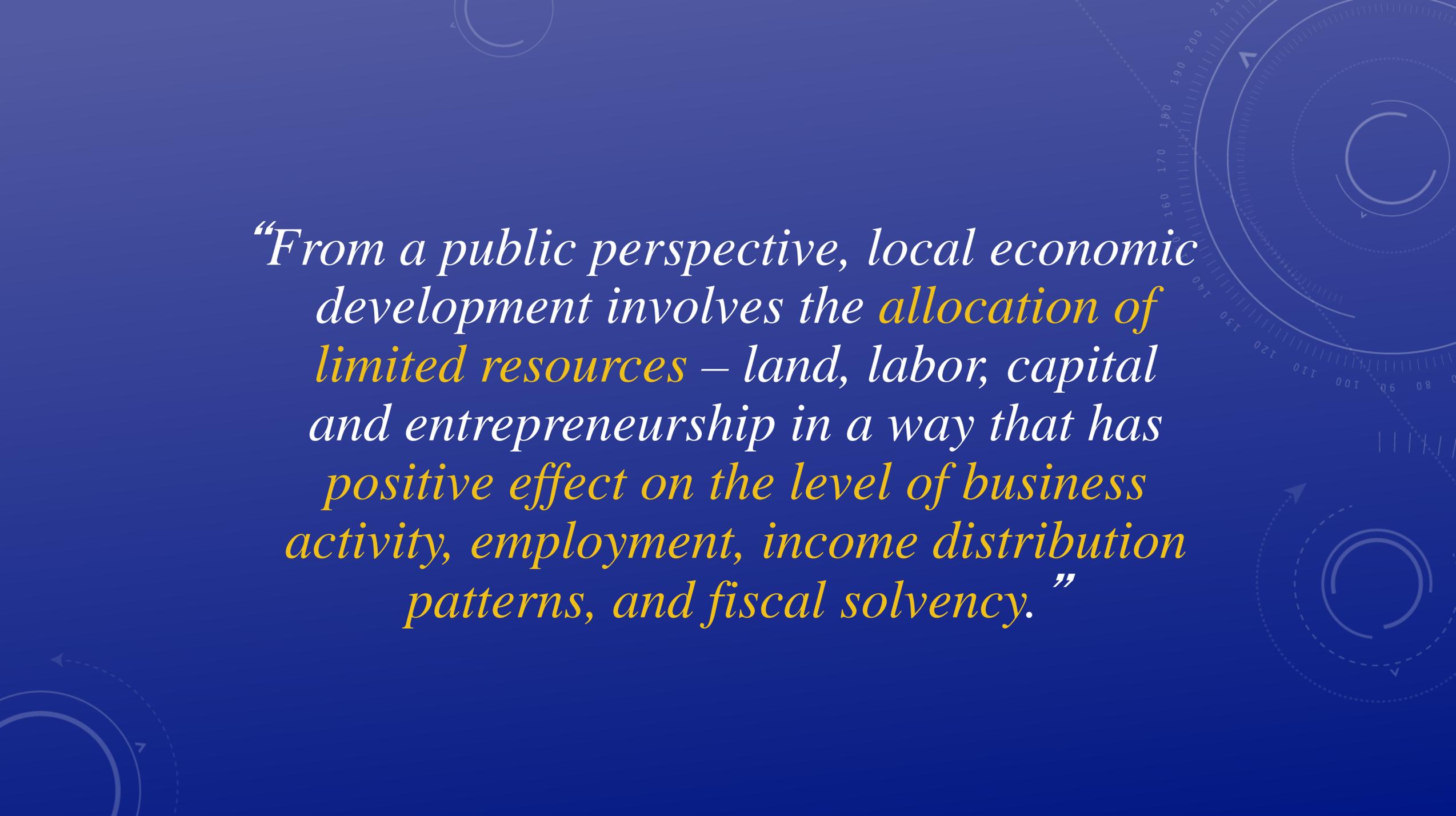
- ✓ Founded in 1980
- ✓ 700 Members – 75% cities & counties
- ✓ Dedicated to Economic Development – helping businesses thrive and create vibrant economies

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.*

The background is a solid blue color with several faint, white, circular patterns. These patterns include concentric circles, dashed lines, and arrows, some of which are accompanied by numbers ranging from 80 to 220. The overall aesthetic is technical and modern.

*“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.

PERSPECTIVES on Economic Development

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**

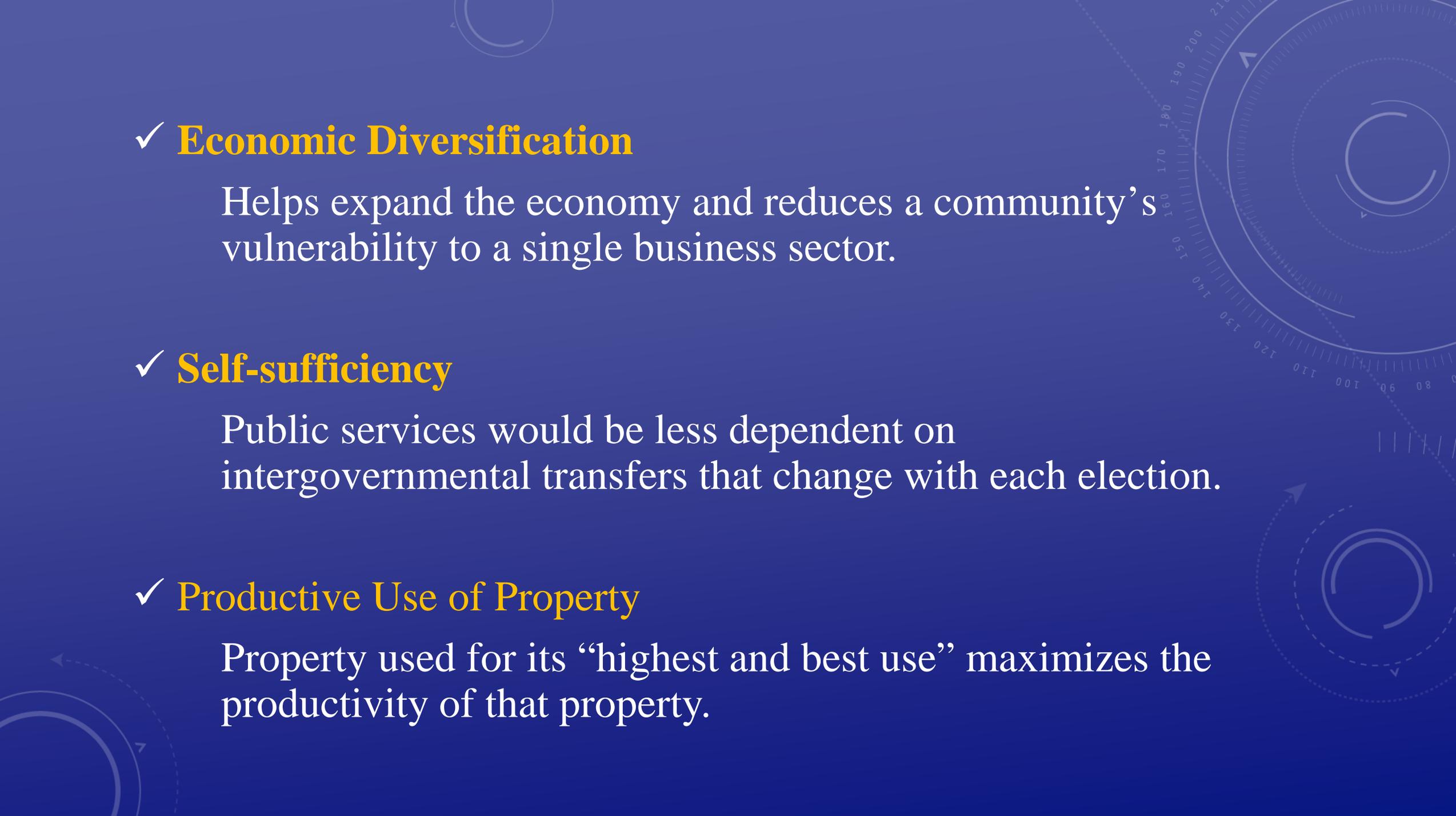
Additional revenue to support, maintain, and improve local services such as roads, parks, libraries, and emergency medical services.

✓ **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**

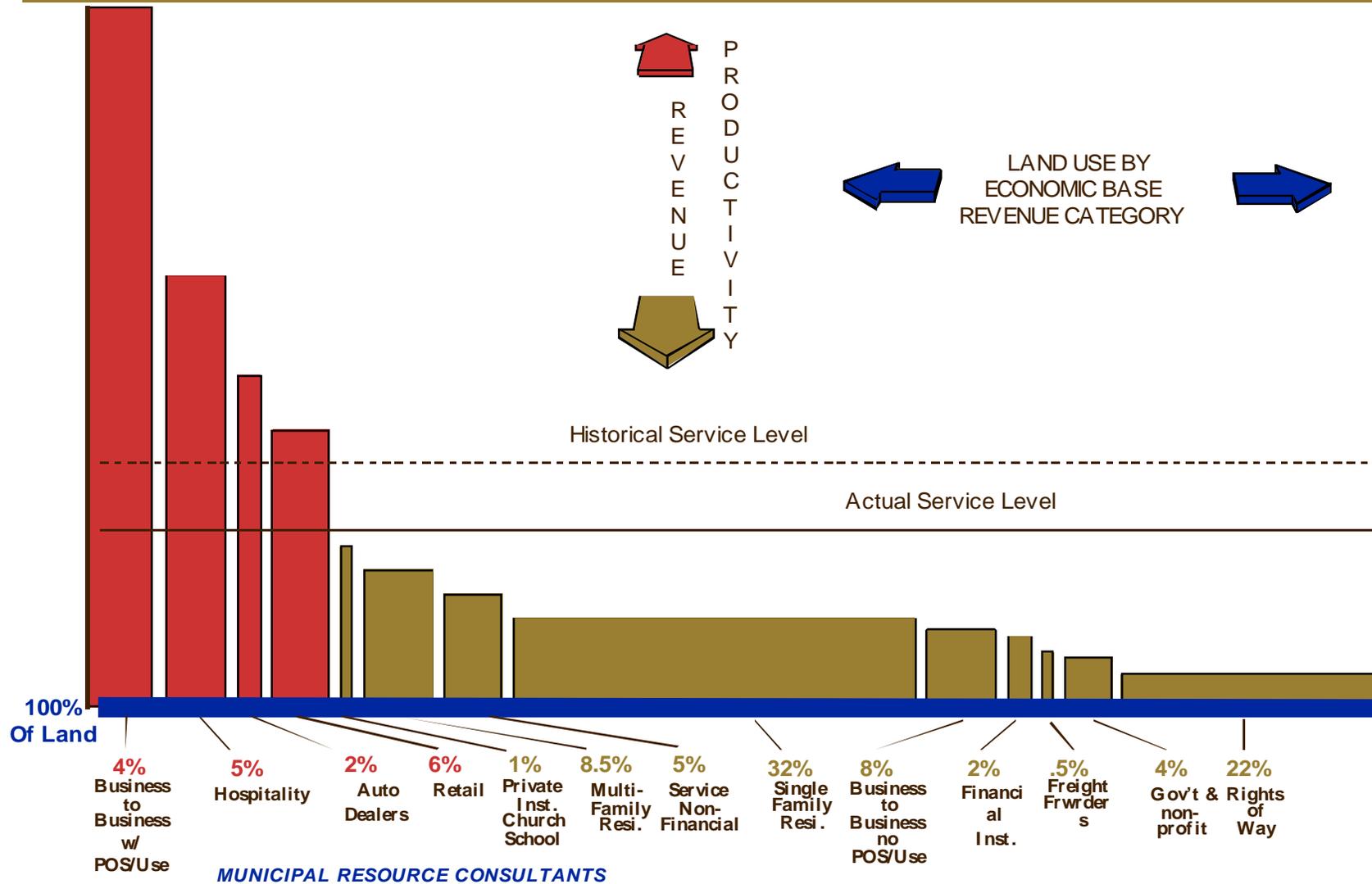
Public services would be less dependent on intergovernmental transfers that change with each election.

✓ **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?

CITY SERVICE FUNDING PROFILE™



QUALITY OF LIFE

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

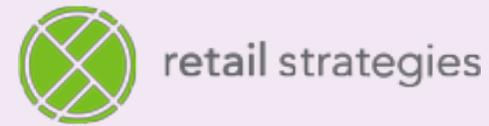
Attracting Retail

- ✓ 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?

retail strategies



Lemoore vs. Hanford
 Sitewise Online
 7 Minute Drive Times

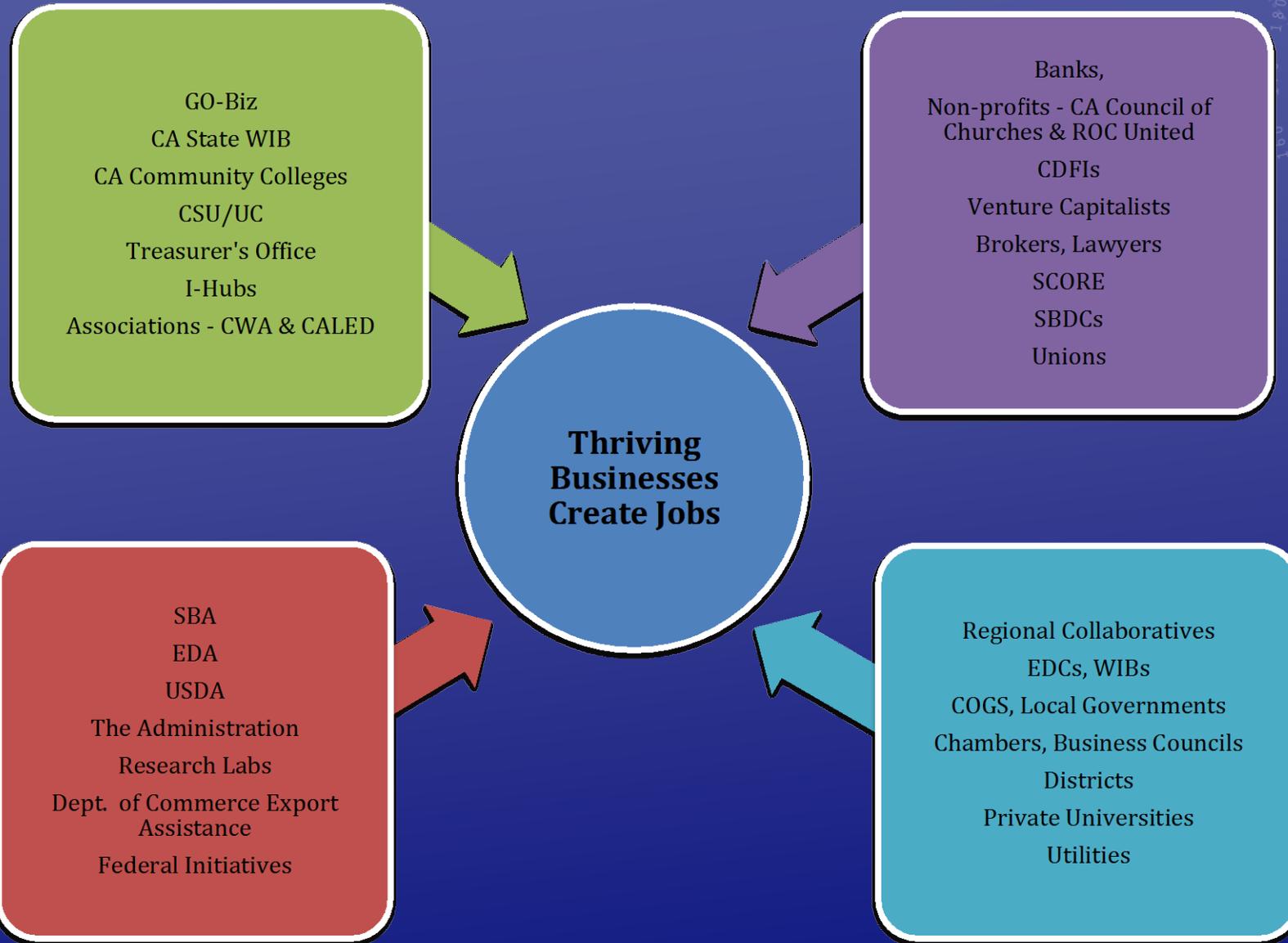


	Lemoore, CA 93245 0-7 min	Hanford, CA 93230 0-7 min
STI: Market Outlook Consumer Demand By Major Product Line		
2016 Consumer Demand by Major Product Line		
Groceries & Other Food Items	\$77,980,943	\$162,881,830
Meals & Non-Alcoholic Beverages	\$40,415,892	\$94,962,948
Alcoholic Drinks	\$8,840,659	\$23,893,275
Packaged Liquor, Wine, & Beer	\$9,023,040	\$18,666,919
Cigars, Cigarettes, Tobacco & Accessories	\$6,006,410	\$12,615,191
Drugs, Health Aids, Beauty Aids, Incl. Cosmetics	\$58,125,074	\$121,686,326
Soaps, Detergents, & Household Cleaners	\$2,452,894	\$5,150,514
Paper & Related Products	\$2,201,361	\$4,611,345

	Kings	Hanford	Lemoore
Population	152,405	56,086	25,583
Families	33,059	13,635	6,368
Average Income	\$68,834	\$74,719	\$72,707
Number of Businesses	3,049	1,528	478
Major Industry Employer (by numbers - not %)	Government	Health Services	Educational Institution

Top 10 City Economic Development Activities (2008 Survey)	Number Ranking Activity Important	Average Rating for Each Activity
1. Assuring consistency in development rules	196	4.2
2. Streamlining review of all applications for permits	190	4.1
3. Working with private promotional groups	178	4.1
4. Improving local amenities	193	4.1
5. Contracting/networking with businesses	184	4.0
6. Property site referrals	182	3.8
7. Joint collaboration with other jurisdictions	159	3.7
8. Public improvement to declining areas to stimulate investment	174	3.6
9. Working with area's COGs/regional governments	153	3.6
10. Participating in state funded grant programs	156	3.6

Economic Development Partners



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

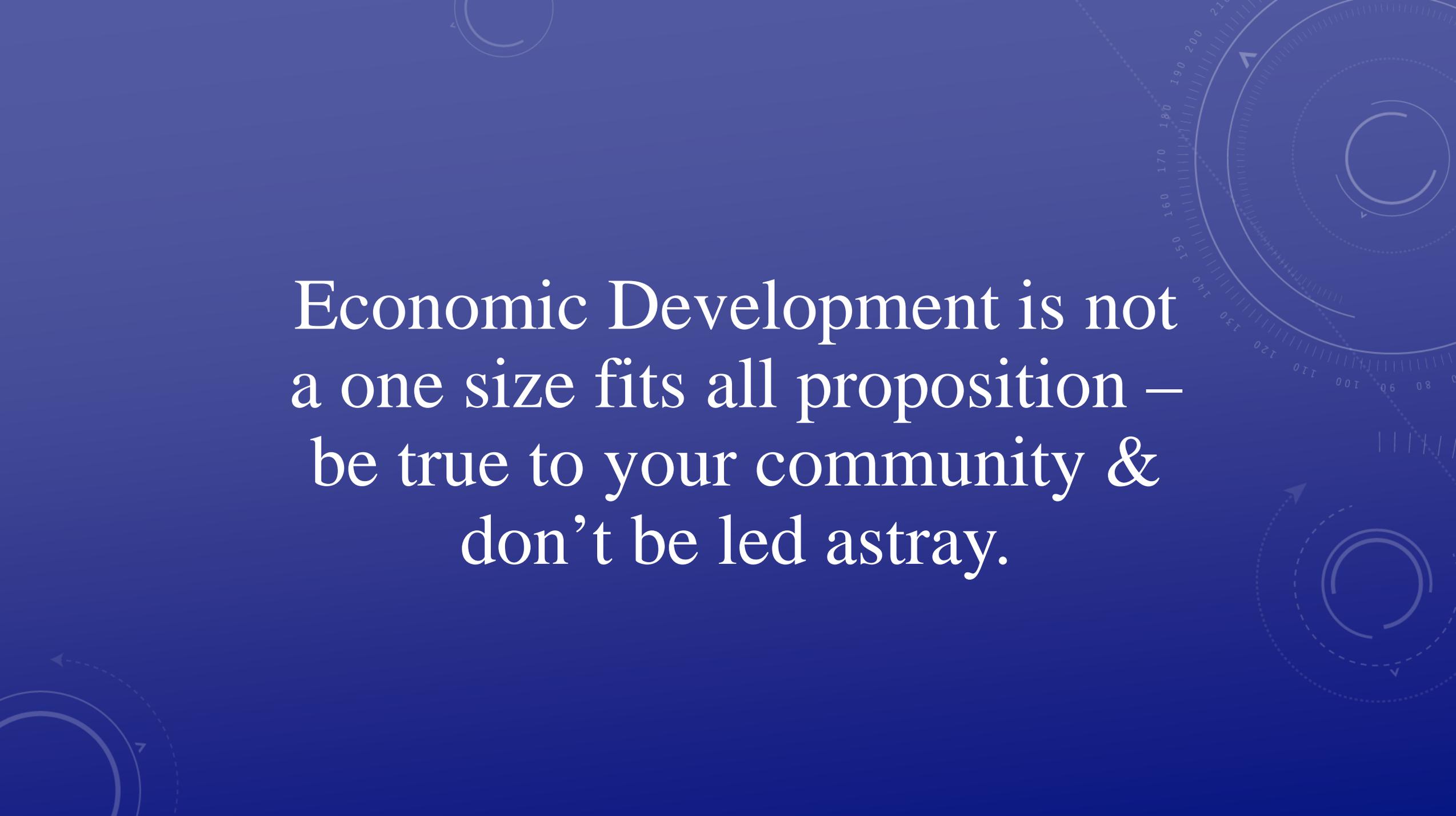
Labor & Workforce

- 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

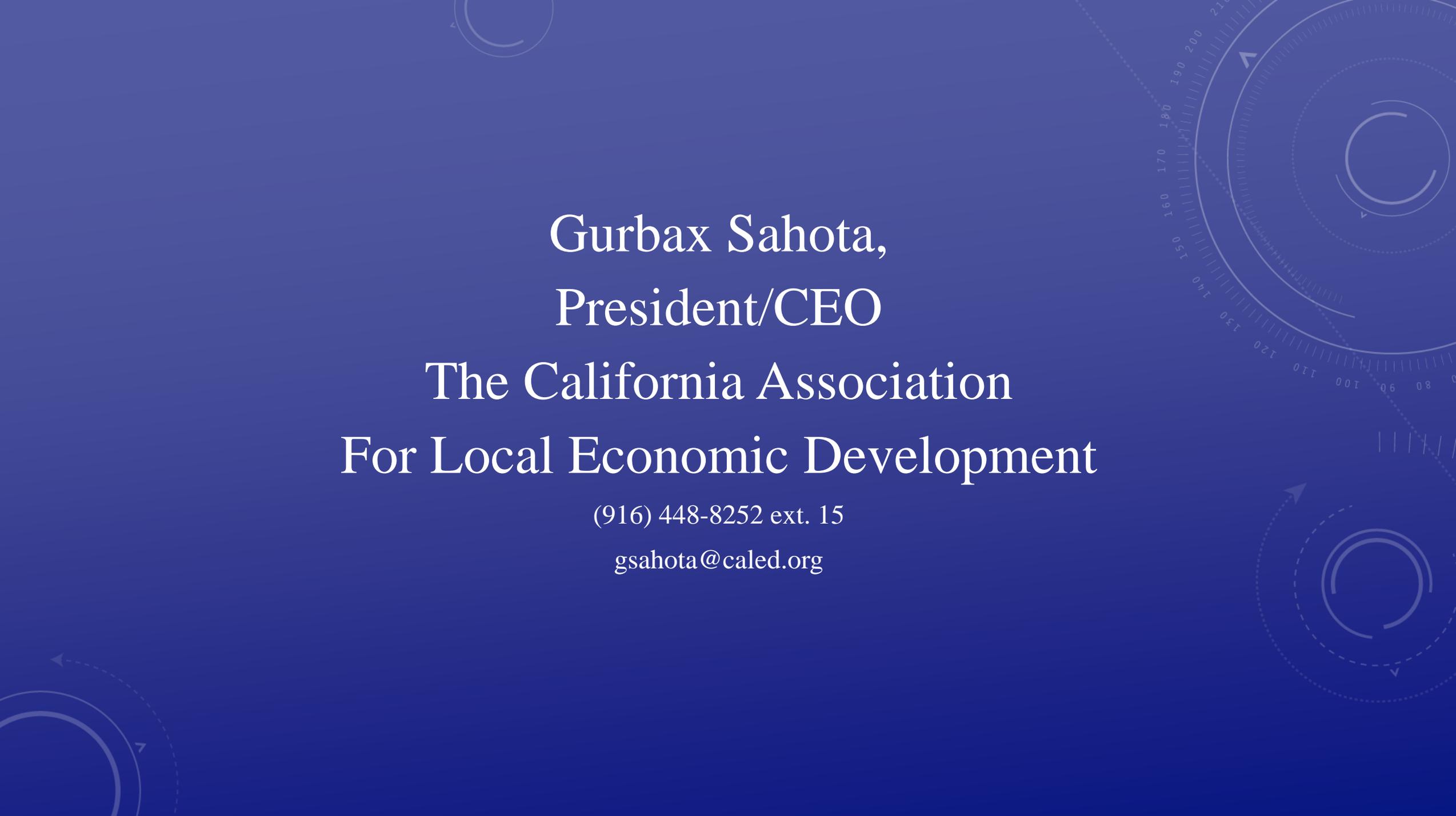
Metrics Beyond Jobs

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



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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:

- | | |
|--|---|
| <input type="checkbox"/> Safe & Vibrant Community | <input checked="" type="checkbox"/> Growing & Dynamic Economy |
| <input type="checkbox"/> Fiscally Sound Government | <input type="checkbox"/> Operational Excellence |
| <input type="checkbox"/> Community & Neighborhood Livability | <input type="checkbox"/> 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.

Commission/Board Recommendation:

Not Applicable.

Staff Recommendation:

Information Only.

Attachments:

- Resolution:
- Ordinance:
- Map
- Contract
- Other
- List:

Review:

- Finance
- City Attorney
- City Manager 11/22/2017
- City Clerk 11/27/2017

Date:



711 West Cinnamon Drive • Lemoore, California 93245 • (559) 924-6700 • Fax (559) 924-9003

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:

- | | |
|---|--|
| <input type="checkbox"/> Safe & Vibrant Community | <input type="checkbox"/> Growing & Dynamic Economy |
| <input type="checkbox"/> Fiscally Sound Government | <input type="checkbox"/> Operational Excellence |
| <input checked="" type="checkbox"/> Community & Neighborhood Livability | <input type="checkbox"/> 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

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.

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:

- Resolution:
- Ordinance:
- Map
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