



ECONOMIC DEVELOPMENT:

REDEVELOPMENT THE RESTAURATEUR WAY

LaTanya Fisher, San Pablo

Jonathan Katayanagi, Lafayette

Michelle Parella, Contra Costa County

Liz Payne, Walnut Creek

Dario Sanchez, Concord

Felix Tan, Richmond

Sheena Wellman-Miner, Orinda

Sponsor: Steven Falk, Lafayette

REDEVELOPMENT THE RESTAURATEUR WAY

Before you dive into this Economic Development Tool Kit, we would like you to take a moment to think of your favorite restaurant. Consider why you love going there and what makes it one of your favorite places.

Was it clean? Was it convenient? Was the staff friendly and helpful? Did the menu have all the items you expected to see? Has it always been the same or do they refresh their look? How did you find out about it? Were there incentives that got you there?

Often restaurants succeed when they have great owners or chefs that understand their brand and have unified their team under a single vision. They develop a diverse menu that caters to many tastes and create an exciting, inviting atmosphere that attracts customers. Great restaurants are never finished. They refresh their look, they update their menu, there is always a fresh coat of paint on the walls and when you are there it feels like the place to be. We encourage you to take some of the restaurateurs' best practices and apply them to your agency. This document captures best practices that we have collected from government agencies in a four step process to improve economic development in your community.

Make your City the place to be.

FOUR STEPS TO SUCCESS

Consider your City the restaurant and consider yourself the restaurateur about to open your doors to a community hungry for positive change. Follow these four steps and you will achieve economic development success.

**STEP 1:
EMBRACE YOUR BRAND**

**STEP 2:
CHOOSE YOUR CHEF & BUILD YOUR TEAM**

**STEP 3:
DEVELOP A DIVERSE MENU
THAT WILL CATER TO THE CLIENTELE
YOU WANT TO ATTRACT**

**STEP 4:
EXCITE INVESTORS &
LOOK FOR CREATIVE FINANCING
OPPORTUNITIES**

EMBRACE YOUR BRAND

STEP 1



When you go out for Italian food you expect to see spaghetti and raviolis on the menu. If the chef put a bean and cheese burrito on the menu, you might question the choice. The same would be true if you tried to build a sky scraper in the middle of a farm town. Your Agency must understand its brand and the community it is serving.

VISION AND BRANDING

The vision starts with your community, it is the Agency's job to understand the pulse of your community. What does your community want (thriving downtown, industrial development, or a quiet landscape) and what will it take to get there? Does your community and/or governing body have a realistic vision, and are your goals achievable?

You also need to consider what makes your Agency unique. What makes you stand out from your neighbors or even other agencies within the county, and incorporate that into your branding. This will allow you to position yourselves to capitalize on your assets. Your agency's vision should also be integrated into your General Plan.

Once the vision is clear, it's time to start forming a marketing team to channel the vision into a marketing strategy and future campaign. Agencies with vibrant and thriving economic development have one thing in common, their marketing efforts all point back to the vision of the community. The Town of Danville launched a new Branding and Marketing Campaign with a new tagline "Live Locally," that was developed over an eight month period of time through community brand workshops, Town Council sessions, and interviews with locals led by a branding and marketing firm.

BRAND AMBASSADORS

Every employee needs to have a clear understanding of their impact on the financial health of the Agency and they need to understand how they individually, and their department as a whole, fits into the Agency's vision. Does each department support and act in a manner that promotes the vision of the Agency? Are they being a brand ambassador for the Agency? In a restaurant the food could be amazing but if the wait staff doesn't subscribe to the chef's vision, this disconnect can lead to unsatisfied customers.

The "Brand Ambassadors" also extend to all areas of the community. Your City Council or Board of Directors, the Chamber of Commerce, merchants, citizens, School Districts and Realtors need to fully understand the benefits of supporting Economic Development efforts.

San Pablo created a Priority Work Plan that lists policy goals and is updated annually to prioritize and re-focus among competing priorities to enhance operational efficiency, and staff productivity for City services delivery. The Work Plan also includes a mission statement "Dedicated to developing, preserving and protecting the quality of life and cultural diversity for all its residents, while maintaining high quality public services in partnership with our citizens"



Restaurants utilize logo branding to attract and excite customers. If you love your logo, use your logo. If you don't love it, make a new one.

SPREAD THE WORD

Utilize your resources such as radio, print, news media, your own website, and internet media to get your brand out. Social media plays an important role in how citizens interact with Agencies. Your Public Information Officers and Parks & Recreation Departments likely have established accounts and should be telling your story and leveraging those relationships with the community. Utilize social media platforms to spread your brand because it is an important factor of branding. Audiences from around the world can search and engage with your Agency in a matter of seconds.

The City of Concord is doing a fantastic job of generating buzz that they are the Bay Area's up and coming City for the Business community. Not only do they have their own "Why Concord" video testimonials (www.concordfirst.com), they're constantly sharing the City's vision utilizing, radio, print and visual media.

The City of San Leandro developed an economic development website to give stake holders a place to find news about economic development and innovation in San Leandro. SanLeandroNext.com has a running news feed, a live Twitter stream, videos, contracts and links to economic development resources.



YOU NEED TO

- Identify what makes your City unique
- Channel this into a marketing strategy
- Integrate your brand into your plans
- Communicate and advertise your brand

IS IT TIME TO REBRAND?

The Lafayette Chamber of Commerce wanted a fresh new look, so they recently had a new logo made. The new logo features a tower from a popular recreation destination and it captures the spirit of their vibrant and beautiful downtown.



LAFAYETTE
CHAMBER

DO YOU HAVE A SLOGAN?

- Burger King, "Have it Your Way"
- Concord, "Where Families Comes First"
- Richmond, "The City of Pride & Purpose"
- San Pablo, "City of New Directions"
- Lafayette, "Green Hills, Great Schools"
- San Leandro, "We Make Things"
- Gilroy, "The Garlic Capital of the World"
- Daly City, "The Gateway to the Peninsula"

Know your slogan, use your slogan, live your slogan!

CHOOSE YOUR CHEF & BUILD YOUR TEAM

STEP 2

When people think about famous restaurants they always want to know about the chef. Wolfgang Puck, Bobby Flay, Mario Batali and Alex Guarnaschelli are all restaurateurs with vision and talent that created popular destinations. When considering economic development, your agency must consider who is going to be your Gordon Ramsay.

WHO IS YOUR EXECUTIVE CHEF?

An Agency needs at least 1 or 2 dedicated staff members that are committed to Economic Development. The objective of their position must be to advance Economic Development for your agency. If an Agency has the ability to also designate support staff, in addition to the dedicated staff member, they need to be responsive and flexible, and also invested in the agency.

BUILD YOUR BRIGADE

No chef can succeed alone, they find support in their Sous chef, saucier, grill chefs, wait staff, and hosts. For your agency this may include all Departments from Planning to Parks and Recreation, your City Council and Chamber of Commerce all working together to advance and help position your Economic Development Staff for success.

Economic Development needs to establish and promote positive relationships. The Economic Development team must be able to work and collaborate with other Departments within your Agency, i.e. Building/Planning, Housing and Urban Development, Family Services, Maintenance, Parks and Recreation, City Council and/or Board of Supervisors.

Recognize that your team goes beyond your Agency's organizational chart. Economic Development Staff needs to develop and maintain relationships with community stakeholders including the Chamber of Commerce, local foundations, churches, etc.. The key is to identify the influential people in your community versus the powerful people in your community. Successful agencies partner with those who are known and are trusted by the people who will most be affected by the change.

TEAM KNOWLEDGE

It is imperative that the Economic Development Team understand the rules under which your Agency operates including zoning, municipal codes and governing ordinances. Is future development planned? Could your agency swap parcels with an absent property owner? Where does your Agency have flexibility to make adjustments and/or changes, and where don't you? If you make any adjustments, does this achieve your Agency's Economic Development Vision?



DEVELOP A DIVERSE MENU

STEP 3

WHO ARE YOU CATERING TO?

Your Economic Development Team must determine what the community needs are and develop a menu of exciting offerings that will attract the specific clientele you are looking for.

- Developers
- Low/ Income Housing Development
- Big Business
- Small Business
- Current Business
- Factories
- Existing Residents
- Potential Residents

Now that you know who you need at the table, next you need to find out what they are looking for. For example, if you want to attract the tech industry, you know that they are going to want fast, easy access to the Internet. You could do like San Leandro did and offer a Broadband Connection Program.

BUILD YOUR MENU

The “Menu” pages following this page contain Economic Development “entrées” that your Economic Development Team may want to consider for your Agency’s Economic Development Menu. Not every item will fit every community so you will need to pick and choose based on your community’s needs. Many of the items are listed with an agency that has the program in place. We suggest contacting those agencies for more information about particular programs or researching communities of similar size to your own that may have similar programs with a model that would scale well for your agency.

PROMOTE YOUR MENU

A great menu is useless if the target customer can’t find it. Feature Economic Development Resources on your Agency’s website. Consider creating a website and/or guide that is dedicated to promoting the incentives you are offering. Talk to the media. The development that you are fostering should be exciting to the community and thus news worthy.



SMART DEVELOPMENT

Know who operates in your city. Know what services you are missing. These are opportunities to attract new business. It’s extremely important to understand and know the trends of smart retail (brick and mortar going away because everyone is shopping online), and follow the food industry that is currently booming. Try not to play catch up on changing your municipal/zoning code, do your best to be ahead of the curve (make changes ahead of time to municipal/zoning) so potential savvy , sales tax generator businesses are not turned away.

BUSINESS SUPPORT

Your Economic Development Plan should include incentives to attract new businesses and programs that support your existing businesses.

HOUSING DEVELOPMENT

Use your menu to create an exciting environment for housing development. Some developers will be looking for transportation opportunities, while other may be interested workforce support. Make sure agencies ordinances and zoning are aligned with your vision and branding.

KEEP IT FRESH

Occasionally evaluate your Economic Development Plan and consider ways to keep up with trends and community needs.

MENU

Everyone has different tastes. You want to ensure that your menu has something for everyone that you want to attract. You need the chicken, the beef, the fish and don't forget the vegetarian option. As trends develop you may consider adding special items that will attract the specific clientele. If your community is 'going vegan', you better add some vegan options.

BUSINESS SUPPORT

“How to Start a Business Guide” – Design a guide that walks the entrepreneur through the process of permits, codes and licenses and helps them find the right place to build a successful business
Dublin, CA

“Business Concierge” Program – Provide a complimentary service to new and existing businesses for one-on-one consultation with planning, developing, building, and marketing professionals.
Danville, CA

Design Assistance Program – Offer architectural and technical assistance to property owners and tenants of business located within the city. The program pays \$3000-\$5000 for preliminary architectural drawings by a licensed firm and includes conceptual design drawings, color and material studies and cost estimates for the project.San Leandro, CA

Kiva Zip Micro-Lending Program – Create a public/private partnership where the city serves as a Trustee for a lending program offering 0% interest loans up to \$5,000 for small businesses.
San Leandro, CA

Events & Activities - Create joint activities and events such as Farmer's Markets, Shop Local Events, Festivals, Bazaars, Concerts and Taste of “City” events that attract activation to those businesses. Integrate amenities and events that encourage the community to gather in your downtown and participate and/or co-sponsor these events.

Commercial Façade Improvement Programs – The Commercial Rehabilitation Program and the Awning Sign and Paint Program serve to stimulate investment and improve the exterior appearance of businesses in order to make commercial districts more attractive. The Awning, Sign and Paint Program provides forgivable loans of up to \$10,000 in matching funds and the Commercial and Rehabilitation Program provide forgivable loans of up to \$50,000 in matching funds. Projects are required to significantly contribute to improving the appearance of a business.....San Leandro, CA

Energy Efficiency Program – Advance policy objectives related to business assistance and greenhouse gas emissions reductions by offerings matching funds up to \$50,000, in the form of forgivable loans to facilitate energy efficiency improvements at industrial facilities.....San Leandro, CA

MENU

Consider the items below when you are developing your Economic Development Menu

BUSINESS SUPPORT CONTINUED

Create Economic Districts – Create districts that are conducive to the main attraction(s) within the city, e.g. Artist Districts, Sports District, Recreation District, Community District, Shopping District and if possible all accessible by transit or bike. In turn, their existence will attract developers, businesses and the community in the long run. Even if you do not establish a District, encouraging ‘Clustering’, will help businesses with similar clientele succeed.

Craft Brewery Program – Design a program to attract small breweries to the city’s industrial zoning districts based on the priority areas defined in a study. The program is intended to support the ongoing development of the city’s Craft Beer cluster and the revitalization of the industrial areas more generally.....San Leandro, CA

Broadband Connection Program – Provide matching funds, in the form of a forgivable loan, of up to \$10,000 to reduce the cost of connecting a commercial or industrial building to broadband infrastructure. The program should include, but is not limited to, connection to the city’s fiber optic network. Projects to be evaluated based on their ability to stimulate high-tech business activity, innovation, and job creation.....San Leandro, CA

Incubator Space Lease – Adjust the ordinance or zoning code to allow for the lease of incubator spaces. Startup food vendors or caterers that need a commercial kitchen and are not quite ready for full business can lease space to prepare food. Incubator Office space and lab space are two other popular concepts.

Autonomous Vehicle Testing Program – Create a partnership between the city and the Contra Costa Transportation Authority (CCTA) to create the GoMentum Station for testing autonomous vehicles on the old Naval Weapons Station Site. CCTA is working to create a stronger economic future for Contra Costa County by building partnerships that make transportation safer, more reliable and increasingly efficient.....Concord, CA

Create a Specific Plan – Develop your Vision for a specific commercial area, like Main Street or identified District; review and modify zoning to prepare for the change you seek. Cultivate your plan with investors and developers; and watch it grow.....El Cerrito, CA

Buxton Analysis – Assists with smart retail recruitment, business retention strategies, attract tourism and suggest ways to allocate city services to support business.

MENU

Consider the items below when you are developing your Economic Development Menu

DEVELOPMENT

Create a One Stop Shop – Design and organize the Permit Center to provide easy access for developers to application status, inspection status and permit information. This can be done with physical location and online location as well.....Concord, CA

Economic Vitality Strategy (EVS) –Set the vision, goals and priorities for all economic development efforts in a city or town with an Economic Vitality Strategy (EVS). Define and/or maintain the diversity of the city’s commercial base, increase sales tax revenues and generate high-quality jobs for the city’s residents.....Concord, CA

Create an Economic Development Partnership –Supplant RDA with a Community-Connected Economic Development Corporation (EDC) run as a non-profit that can build partnerships while building programs locally and regionally. EDC’s focus on economic and workforce development efforts to deliver programs, provide access to training, engage in public-private partnerships and link community resources. Their work helps retain and expand businesses, increase access to the skills needed for higher wage jobs, and to establish a positive, highly visible reputation for the city in the Bay Area.....San Pablo, CA

New Market Tax Credit (NMTC) – Through a Community Development Financial Institution Fund and Internal Revenue Service. Utilize federal tax incentives to attract private capital into operating businesses and real estate in urban and rural low-income communities. NMTC specifically designates financial institutions called community development entities. The Economic Development Corporation (EDC) can then use those tax credits to raise private capital that is then invested in qualifying projects. San Pablo (in partnership with EDC) successfully allocated NMTC to transform a 4.5-acre brownfield site, in a dense urban neighborhood, into a flourishing new sports park and built the new San Pablo Community Center..... San Pablo, CA

James Fallows’ Qualities of Great Communities –

1. Political leadership that models ethical behavior
2. Local patriots who volunteer to get projects and programs started and completed
3. Public / private partnerships, where businesses and government work together to solve problems
4. Local myth of pride / common stories that people tell to each other about the town
5. Quality mix of uses in the downtown (usually includes a craft brewery!)
6. Strong schools at all levels: primary, middle school, high school, community college, and research university
7. Welcoming spirit for new and diverse residents
8. Shared and commonly understood community-wide aspirations and ambitions for the next 20 years

MENU

Consider the items below when you are developing your Economic Development Menu

HOUSING

Inclusionary Housing Ordinance – Address the low/moderate income housing concern by creating an ordinance that requires 10-20% of new units be made available as affordable housing. Include an In-Lieu-Of clause giving developers the option to pay the city or local non-profit (Habit for Humanity) to work with others already building or supporting the issue.

Housing Rehabilitation Loan and Grant Program – Provide limited down payment assistance for the purchase of a first home, with eligibility based on income and household size. The program is designed to assist low and median-income households. Hello Housing, a non-profit organization, can assist the city in administering the program. Hello Housing manages several housing programs locally including the City of Concord’s First Time Homebuyer Program (FTHB) which provides down payment assistance loans and its Home Repair Program which provides loans and grants to income-eligible homeowners. Hello Housing also assists owners of Concord-sponsored Below Market Rate (BMR) homes in selling, refinancing or making improvements to their home.....Concord, CA

Secondary Living Unit Pilot Program – Consider the benefits of the recently approved 2-year Pilot Program, starting May 12, 2016-2018 for small (275 - 640 sq. ft.) secondary living units. The Program reduces Parkland and Traffic fees for these secondary living units by 50% (\$4,985), and eliminates the requirement for a deed restriction for new units. Contra Costa Water District has also recently reduced fees for similarly sized secondary units, with no more than one bedroom.....Concord, CA

Hello Housing / MidPen Housing – Partner with an innovator in affordable homeownership programs. Hello Stewardship, the flagship program of Hello Housing, helps cities and counties preserve and protect their existing portfolios of Below Market Rate homes and helps market-rate developers sell a percentage of their newly-constructed homes at affordable prices to eligible buyers.

EXCITE INVESTORS STEP 4

You have your Chef, you have developed a menu that will attract your desired clientele, now it is time to find the money.

WHO ARE YOUR INVESTORS?

Agencies have become very creative in how they fund economic development opportunities. By understanding their community, and by having staff available to provide administration support, Agencies can facilitate and oversee dynamic and even simplistic financial resources.

- ◆ City Council / Board of Directors
- ◆ Residents
- ◆ Developers
- ◆ Businesses
- ◆ County / State / Federal Government
- ◆ Utilities
- ◆ Foundations / Non-Profits

GENERAL FUND SUPPORT

The notion “put your money where your mouth is,” is entirely accurate. If Agencies are having discussions about Economic Development opportunities, then the need to support the decision by allocating General Fund money towards economic development efforts. The County of Alameda voted to allocate \$90 million to their General Fund to finish projects started under Redevelopment. The community, recognizing their commitment and supporting their decision, later voted to tax themselves in order to raise additional funds for continued services.

Agencies are also creating Incentive Programs for property owners because they are seeing it as an essential tool to incentivize improvements, it also aids in bridging the gap between property owners and the City by demonstrating to Business Owners that the “City” has made Economic Development a priority. Business Incentives such as a Commercial Facade Improvement Grant Program has been utilized by cities like Dublin (<http://dublinca.gov/DocumentCenter/View/1712>).

RESTAURANT STARTUP

YOU IMPRESS. WE INVEST.



IS IT IN THE PLAN?

Incorporate economic development strategy into your Agency’s General, Specific and Master Plans. Your Agency should be proud of these plans and should actively seek ways to share them with potential community investors. If your vision is in the plan, investors will feel comfortable investing in a community that shares their vision.

PUBLIC-PRIVATE PARTNERSHIPS

Expand the City’s business partnerships by participating in multiple local and regional business groups such as Chambers, Leadership Councils, Non-profit community organizations, etc. Many Agencies adopt a business friendly pledge whereby the city takes a proactive step in making certain commitments to create a business friendly environment for the business community.



CREATIVE FUNDING

ASSESSMENT, IMPROVEMENT AND FINANCING DISTRICTS

Enhanced Infrastructure Financing Districts (EIFD): This can finance traditional public works (i.e. transportation, parks and libraries, water and sewer facilities, etc.) The legislation emphasizes projects that support sustainable community goals, energy efficiency, and reducing the carbon footprint of California's economy. EIFDs are separate government entities, formed through a Joint Power Authority (JPA) consisting of cooperating cities, counties, and special districts. The new EIFD requires these entities to work together to make financing plans that combine a range of permitted funding sources, including tax increment bonds, that are the responsibility of all participants.

Property Based Improvement Districts (PBID's): This is a special public/private benefit district that can be used to enhance Downtown. The district utilizes various economic, environmental, and activation strategies to enhance downtown through new improvements, maintenance, and development.

Resource: <http://www.southlakeavenue.org/business-center/>

Community Facilities Districts (CFD's): In 1982, the Mello-Roos Community Facilities Act of 1982 (Government Code §53311-53368.3) was created to provide an alternate method of financing needed for improvements and services. The services and improvements that Mello-Roos CFDs can finance include streets, sewer systems and other basic infrastructure, police protection, fire protection, ambulance services, schools, parks, libraries, museums and other cultural facilities.

STATE / FEDERAL GRANTS

Community Development Block Grants (CDBG) - This program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

Industrial Development Bonds - In San Leandro, manufacturing firms may qualify for tax-exempt and other forms of Industrial Development Revenue Bond Financing through various state agencies and agencies affiliated with the City of San Leandro. Their Economic Development staff assists with application procedures and contracts.

TAXES & FEES

Ensure that your Agency is taking full advantage of all potential tax opportunities. Tariff taxes and marijuana sales taxes are example of taxes that some communities are considering.

Evaluate your Agency's development fees to ensure that they are positively affecting economic development. Fees such as Public Art in lieu fees can be utilized to beautify your downtown.

PROVIDE A GUIDE

Compile a Financing Guide that highlights types of financing available to persons or businesses that includes various types of funding available, lending institutions and other resources. The City of Fairfield has links on their website: https://www.fairfield.ca.gov/gov/depts/c-d/ed/business_assistance/incentives_and_assistance.asp



CONTACTS

We would like to thank these chefs for their support.

Lizeht Zepeda

Economic Development Program Manager, Antioch
(925) 779-6168, lzepeda@ci.antioch.ca.us

Susan McCue

Development Manager, County of Alameda
(510) 670-5335, Susan.mccue@acgov.org

Kwame Reed

Senior Analyst, Brentwood
(925) 516-5304, Kreed@brentwoodca.gov

Afshan Hamid

Senior Planner, Concord
(925) 671-3281, Afshan.hamid@cityofconcord.org

Brian Nunnally

Business Development Manager, Concord
(925) 671-3018, brian.nunnally@cityofconcord.org

John Montag

Economic Development and Housing Manager, Concord
(925) 671-3082, john.montagh@cityofconcord.org

Maureen Toms

Principal Planner, Contra Costa County
(925) 674-7878, Maureen.toms@dcd.cccounty.us

John Kopchick

DCD Director, Contra Costa County
(925) 674-7200, John.kopchick@dcd.cccounty.us

Jill Bergman

Economic Development Manager, Danville
(925) 314-3369, jbergman@danville.ca.gov

Lori Taylor

Economic Development Director, Dublin
(925) 833-6650, lori.taylor@dublin.ca.gov

Melanie Mintz

Community Development Director, El Cerrito
(510) 215-4339, mmintz@ci.el-cerrito.ca.us

Karen Massey

Community Housing & Development Director, Healdsburg
(707) 431-3316, Kmassey@ci.healdsburg.ca.us

Niroop K. Srivatsa

Director, Planning & Building Services Department, Lafayette
(925) 299-3206, NSrivatsa@ci.lafayette.ca.us

Seyed Jalali

Economic Development Officer, Long Beach
(562) 570-6172, Seyed.Jalali@longbeach.gov

Andy Sywak

Economic Vitality Manager, Manhattan Beach
(310) 802-5062, asywak@cityymb.info

Dwayne Dalman

Economic Development Manager, Oakley
(925) 625-7006, Dalman@ci.oakley.ca.us

Martin Alvarez

Director of Economic Development, Palm Desert
(760) 346-0611, malvarez@cityofpalmdesert.org

Ingrid Alverde

Economic Development Manager, Petaluma
(707) 778-4549, ialverde@ci.Petaluma.ca.us

Maria Aliotti

Redevelopment Manager, Pittsburg
(925) 252-4044, maliotti@ci.pittsburg.ca.us

Katie Bowman

Economic Development Manager, San Leandro
(510) 577-3327, KBowman@sanleandro.org

Leslay Choy

General Manager, San Pablo Economic Development Corp.
(510) 215-3201, info@sanpabloedc.org

Charles Ching

Asst. to the City Manager-ED, San Pablo
(510) 215-3004, CharlesC@SanPabloCA.gov

Eric Figueroa

Assistant City Manager
Economic Development Director, San Ramon
(925) 973-263, efigueroa@sanramon.ca.gov

J. Guevara

Economic Development Manager, City of Santa Cruz
(831) 420-5156, jguevara@cityofsantacruz.com