City of Antioch
Economic Development Commission

Regular Meeting
Tuesday, November 5, 2013
6:00 p.m.
Council Chamber, Antioch City Hall
Third & "H" Streets

AGENDA

ROLL CALL   *6:00 P.M.*

Commissioners   Sean Wright, Chair
                       Keith Archuleta, Vice Chair
                       Richard Asadoorian
                       Peter Donisanu
                       Rhoda Parhams
                       Martha Parsons
                       Lamar Thorpe

PLEDGE OF ALLEGIANCE

1. Approval of Prior Meeting Minutes

2. Economic Development Strategic Plan Update – Fitzer

3. (Draft Working Paper) A Policy Approach: Economic Development and the City of Antioch – Donisanu

4. Four Focus Areas – Updates
    a. Quality of Life
    b. Human Capital Development
    c. Business and Community Outreach
        i. Antioch's Competitive Advantage Update
    d. Infrastructure and Transportation
        i. Ferry Terminal Update

5. Sub-Committee Reassignments

6. 2014 Meeting Calendar

7. Comments
    a. Public
    b. Commission
    c. Staff

8. Adjournment to Next Meeting: December 3, 2013

City of Antioch
Economic Development Commission
MINUTES

Regular Meeting
Tuesday, October 1, 2013
6:00 p.m.
City Council Chambers

Vice Chair Wright called the meeting to order at 6:04 p.m. on Tuesday, October 1, 2013, in the City Council Chamber.

ROLL CALL

Present:	Chair Wright, Vice Chair Archuleta, Commissioners Asadoorian, Donisanu, Parsons and Thorpe
Absent:	Parhams (Excused)
Staff Present:	Economic Development Director Fitzer and Economic Development Analyst Nunnally

PLEDGE OF ALLEGIANCE

Commissioners approved the prior-meeting minutes 6-0 (Parhams absent) and the Community Café minutes 5-0-1 (Parhams absent, Asadoorian abstained).

A consensus of the Commission agreed to start with item 4, Community Café Debriefing, about which Parsons commented that the focus seemed to be more on how to get the community involved than it was on developing the Strategic Plan, but she noted that it was good to meet representatives of other boards and commissions. Asadoorian called the event "highly successful" and suggested that the next meeting be held in a different area, near the community center, which he felt is an area that the City needs to get involved. Thorpe said that the event had great engagement in building the idea of teamwork, but stated that there was a heavy emphasis on the Police Crime Prevention Commission and that there is more than just crime in Antioch because there are other things people also care about. Thorpe went on to say that he's not clear how team building relates to the Strategic Plan and recommended that the EDC may be best served by focusing on its own efforts and participating with the larger team-building effort. Donisanu contended that a "lack of awareness" (of resources and opportunities) came across during the meeting, and said that a more effective means of communicating is needed, asking, "What is the most effective means of communicating with the community-at-large?" Asadoorian responded by suggesting that the EDC use Neighborhood Watch through the Block Captains to communicate what the EDC is doing and cited Take Back Antioch as a prior example of utilizing that means of communication effectively. Wright commented that there are lots of vehicles for communication, while Donisanu added that in his opinion the biggest issue is a lack of trust because if there's not widespread engagement then it's not going to be successful. Archuleta commented

that the Community Café approach is great for communication, but it provides a lack of context for a strategic plan. He suggested that one look at community engagement in a way that develops data for a planning methodology, and that asking the public is one way to assess the community but the data is limited and out of context because it's random. Archuleta then suggested that the EDC should develop a list of assets/opportunities/issues while the Community Cafés are occurring, and once the EDC has researched the best practices for revitalization then the EDC can identify needs and priorities and let the community narrow it down, which gives the residents something specific to do. Asadoorian stated that crime is at the core of economic development and asked if we can assure people that want to start a business in Antioch that they'll be protected? Thorpe commented that he doesn't accept the premise that if crime is taken care of then the rest will take care of itself. Archuleta then added that not all the input at the Community Café was listed by the facilitator. Resident Iris A. stated that she was disappointed in the Community Café. Iris A. stated that crime is not reduced by itself and added that economic development leads to a reduction in crime. Iris A. said that residents shouldn't be called to the table and asked randomly what they want when 90 percent of what they want won't be executed, and stated that it should be based on data and a fact-driven analysis to ensure a credible process. She then re-questioned how the outcome of the Community Cafés will lead to a strategic plan. Resident Jeff B. voiced a series of concerns in the form of five questions: What plans are there to retain businesses? Are there formal plans to recruit businesses? What can engaged residents do to help? Are there Rivertown revitalization plans? Are there measurable plans and a timetable to quantify and measure the objectives?

For item 3, the Four Focus Areas, Archuleta suggested that the four focus areas should be connected to the Strategic Plan with Quality of Life being based on geography for particular areas of town, Human and Capital Development based on workforce development and community engagement, Business and Community Outreach based on transportation and Infrastructure and Capital Development based on how to secure capital. Archuleta went on to state that the EDC may want to consider making recommendations or resolutions to the Council, even if the Citywide Strategic Plan is not complete, once the EDC has developed action plans around the four areas and done research to look at the data and best practices. Asadoorian agreed that the EDC doesn't need to wait for the Citywide Strategic Plan to move forward with the economic development component, and Wright stated that the goal for the EDC was to complete a productive process that lends itself to the Citywide Strategic Plan. Donisanu suggested that the EDC document the process to help inform the public about what the EDC is trying to do to establish a history and institutional knowledge about its efforts. Wright then asked that Donisanu's working paper be agendized for the next meeting, and asked that the documents be made accessible to the public, to which Donisanu added that he'd like to see any resolutions posted to the website. EDD Fitzer told the EDC that she'll let the Council know that the EDC will be developing the four focus areas. Wright suggested that the EDC may want to appear in front of the Council to get formal approval of its efforts related to the Citywide Strategic Plan. Archuleta then suggested that the Ferry Terminal focus be moved to the Infrastructure and Transportation focus area and the Commission unanimously approved the revision (5-0, Parhams and Parsons absent).

Under the Antioch's Competitive Advantage item, Wright stated that EC^2 is working on an overarching regional plan, and that as part of the Northern Waterfront Development Initiative, Central Contra Costa has been engaging with East Contra

Costa for its input. Wright then went on to announce an October 29, 2013 meeting from 10:00-12:00 at the Byron Airport, at which MTC and others will be present. Wright concluded his remarks by saying that future potential projects for EC^2 will likely include a Conference on Water Rights and an exploration of agro-tourism possibilities for the region. Archuleta stated that he appreciates the work being done by EC^2, and that moving forward business retention/expansion/attraction must be a focus. Thorpe asked about the processes in place, such as Zoning and Planning, related to how they work and what recommendations can be made. Wright mentioned that Assemblyman Frazier was surprised during his Rivertown tour by feedback from business owners about how long it took them to get through the City's Use Permit process.

The Sub-Committee Reassignment item was tabled to the next meeting.

Under the Meeting Frequency item, Commissioners voted unanimously to meet on a monthly basis (5-0, Parhams and Parsons absent). Asadoorian then suggested that the EDC agendize at the next meeting adoption of a meeting calendar that will run through the end of 2014.

There were no public comments. Under Commission comments, Wright discussed the Antioch Chamber of Commerce's 75th anniversary celebration, and Archuleta discussed the 5-year, $15 million Chevron Richmond "Community Revitalization Initiative" based on STEM and economic development efforts.

Chair Wright announced that the next regular meeting would be held on Tuesday, November 5, 2013, at 6:00 p.m. in the City Council Chambers and adjourned the regular meeting of the Economic Development Commission at 7:52 p.m.

Draft Working Paper

A Policy Approach: Economic Development and the City of Antioch

March 28, 2013

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EXECUTIVE SUMMARY

The purpose of this document is to serve as a guide in the discussion toward a formal 5-year Economic Development Plan for the City of Antioch in cooperation with city leaders, members of the Economic Development Commission, City Staff and the public.

This document outlines an objectives-based approach to economic development that can be influenced by focusing on specific behaviors, then tasks. Such an approach establishes a "big-picture" view of economic development to ensure that individual activities are geared towards a mutually agreeable direction and to encourage participation in the city's economic development efforts by a wide audience.

INTRODUCTION

The approach undertaken in putting together this draft working paper included:

- Assessing what's been done in the past with respect to the city's economic development efforts
- Determining what key stakeholders envision for the city
- Identifying key actors within the city and determining what they are working on
- Conducting extensive research on economic development initiatives and how other cities have crafted and implemented their economic development plans
- Analyzing best steps forward

I have identified a number of specific actions or outcomes that some individuals would like to see accomplished. In my experience, focusing first on the overall desired outcome and then determining the best course of action yields more efficient results as opposed to focusing on one particular action. As such, one persistent question that I have encountered which needs to be addressed is: ***"Where are we going and how are we going to get there?"***

Before we get into what tasks should be completed, we need to ask: ***"what objectives are we trying to achieve, how and over what period of time?"*** With respect to the City's Economic Development efforts, the work has been publically defined as:

"…make recommendations to the City Council and staff regarding policies, regulations, marketing, development strategies and planning activities designed to ***1) enhance the City's economic base and 2) create quality jobs"***

"To create a vibrant community for Antioch citizens and entrepreneurs, the Economic Development Department (EDD) is firmly devoted to the City's goal **of attracting, retaining, and promoting expansion of local business opportunities**...[and]…focused primarily on the areas of retail attraction, downtown revitalization, business retention, and **job development**"

There is a distinct difference between
- ***what*** it is that we are trying to accomplish and;
- ***how*** we are going to accomplish what we have set out to do

After we have established what it is that we as a community would like to accomplish, careful planning should go into how we intend on achieving our goals.

ECONOMIC BASE AND QUALITY JOBS

As many observers are well aware, economic activity, in today's age is not confined to the geographic boundaries of a city. In a traditional sense, a city's economy may revolve around a primary industry, auto manufacturing in Detroit, Michigan is one example. Presently there is not one major industry that serves as an economic anchor to Antioch; revenues and demand for non-basic jobs are "imported" by a commuting labor force and support the current economic base.

"Quality jobs" are a basic function of a healthy, diversified economic base. Antioch's "economic base" is presently centered around a) healthcare and b) retail and both of which are dependent, to a certain extent, on income being brought in from outside the city (commuting labor force).

Question: What do we want Antioch's economic base to be? Should it be focused on a primary industry or serve a cluster of industries?

Follow-up Question: In today's age, should our objective be to define <u>what</u> the economy should be or <u>how</u> the economy could evolve? Should our focus be to target the acquisition of a specific industry, or should or focus be to create an environment in which a diverse set of industries have the ability to thrive?

POLICY-BASED ECONOMIC DEVELOPMENT PLAN

The City's economic development efforts should be focused on researching, designing and implementing policies that drive towards the overall desires of the community at large. Such policies should be considered within a strategic framework that can be implemented in a behavior-oriented fashion to achieve the goals of the city.

A STRATEGIC FOCUS

Successful plans generally begin with a long-term objective, and work backwards towards the behaviors and tasks necessary to achieve the goal. The challenge in designing an economic development plan at the city-level is that there are a number of objectives and constraints that are, at times out of the direct control and influence of those trying to achieve them. The goal then should be to structure a plan in such a way that it encourages participation by any number of players that move the plan in the same general direction.

A few key themes that I have encountered with respect economic development can be broken down into *scope of focus* and *areas of focus*:

SCOPE OF FOCUS

- Neighborhoods/Districts
    - Encourage business and community awareness/participation at the neighborhood level
    - Define strategic plan for community improvement
    - Facilitate activities at the neighborhood level
    - Neighborhood Business Alliances
    - Neighborhood Economic Development
- Broad City
    - Facilitate neighborhood and regional group organizations
    - Address infrastructure and capital improvement needs
    - Provide resources for - or facilitation of - human capital development efforts
    - Maintain and address Quality of Life issues
    - Support private sector efforts in "ease of doing business"
- Regional/Intercity
    - Participate in shared economic interests
        - Schools
        - Transportation
        - natural resources
        - tax-base development
    - Facilitate regional public-private economic development efforts

- o Industry cluster cooperation

AREAS OF FOCUS

- Quality of Life
  - o Safety
  - o Entertainment
  - o Places of Worship
  - o Personal development opportunities
  - o Youth activities
- Human Capital Development
  - o K-12 Education
  - o Skills-based education
  - o Workforce development training
  - o Adult continuing education opportunities
- Business and Community Outreach
  - o Address business planning and "red-tape"
  - o Entrepreneur training and development
  - o Existing business development and support
  - o Neighborhood Economic Development
- Infrastructure and Capital Development
  - o Alternatives to redevelopment agency
  - o Neighborhood/retail/commercial/industrial redevelopment
  - o Ferry Terminal

FACILITATING ECONOMIC DEVELOPMENT ACTIVITIES: A PRIMARY CONSTRAINT

HOW DO WE COMMUNICATE?
- primary objectives
- work-in-progress
- City/Staff/Business/Inter-city coordination
- how, what, when needs to be accomplished
- who will need to do the work
- who has ownership/responsibility of initiatives

WHO IMPLEMENTS POLICY?

- City Staff
- Business Organizations
- Community Organizations
- Individual Volunteers
- Paid Consultants

AVENUES FOR FUNDING

There are five (5) primary sources for funding economic development activity:

- City General Funds – Additional funding sources as the tax base improves through higher property values, increased business activity and earnings of local firms
- Bond Measures – Borrowing with the intent of improving/developing a resource
- Special Tax Regions – Enacting tax increases on districts/neighborhoods that directly benefit the taxed
- Grants – Grants/funds provided at the state/federal level to achieve specific/targeted objectives; special purpose vehicles such as endowments and foundations
- Gifts/Donations – Gifts or donations provided by the business community or individual contributors

Funding should not be a constraint for the activities that we are looking to accomplish today. We can divide work up into two (2) parts: 1) things that we need to pay for, and 2) things that do not cost anything now.

QUESTIONS FOR CONSIDERATION

- What are we doing?
- Why are we doing it?
- Who's going to do the work?
- How are we going to pay for it?
- How are we measuring our success?
- How are we reporting our success?

ECONOMIC BASELINE

Information on the present state of the city's economic profile should be consolidated into one document. Work was completed some time ago by the ABAG. Some items that the report could include that would give policymakers a better understanding of the current climate could include:

- Sales revenue per capita
- Property tax per parcel
- New business license applications
- Business license renewal
- Survey of local business owners sentiment
- Survey of local resident outlook/disposition
- Survey of commuter's profession

ACTION PLAN

1) Specifically define where we are going, as a city, in terms of economic development
2) Establish an economic baseline as a measure for future development efforts
3) Outline an approach for future work
    a. Areas of Focus
    b. Scope of Focus
4) Determine what work would need to be done and what entity can carry out the work