

City of Antioch Economic Development Commission

**Regular Meeting
Tuesday, December 3, 2013
6:00 p.m.
Council Chamber, Antioch City Hall
Third & "H" Streets**

AGENDA

ROLL CALL

Commissioners

6:00 P.M.

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. Informational Item – City Permit Processing – Wehrmeister
3. Economic Development Strategic Plan
4. (Draft Working Paper) A Policy Approach: Economic Development and the City of Antioch – Donisanu et al.
5. 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
6. Comments
 - a. Public
 - b. Commission
 - c. Staff
7. Adjournment to Next Meeting: February 4, 2014

City of Antioch Economic Development Commission MINUTES

**Regular Meeting
Tuesday, November 5, 2013
6:00 p.m.
City Council Chambers**

Chair Wright called the meeting to order at 6:07 p.m. on Tuesday, November 5, 2013, in the City Council Chamber.

ROLL CALL

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

PLEDGE OF ALLEGIANCE

Commissioners approved the prior-meeting minutes 5-0-2 (Parsons absent, Donisanu absent during vote).

For item 2, EDD Fitzer provided the Commission an update on the Economic Development Strategic Plan (“EDSP”) process, and there was a general consensus among the commissioners that the EDC should move forward in phases on the EDSP and present the progress to Council for feedback during the phases.

For item 3, the draft working paper, Commissioner Donisanu suggested that the EDC tie areas of focus to the subcommittees, and cautioned the Commission that the document should leave efforts open to opportunities for future economic efforts, not just a particular industry. Commissioner Thorpe questioned how the City will provide opportunities for manufacturing and biotech, pointing out that the state has provided incentives and perhaps the City should consider doing so also. Chair Wright pointed out that, on a regional basis, EC², the Northern Waterfront Development Initiative and Craft Consulting have already done much of the work related to data collection, and that many of the reports indicate that the healthcare cluster will be a need for the future, as will an educated workforce trained to participate in that cluster’s growth. Wright then went on to say that the Antioch Chamber of Commerce (“ACC”) would be partnering with the Workforce Development Board of Contra Costa County (“WDB”) to pursue Metropolitan Transportation Commission (“MTC”) grant funding. Vice Chair Archuleta stated that the document could remain a working paper, and he suggested that the next step would be to develop an Economic Development framework with steps; he stated the steps should be:

1. Fact-based analyses (assets, opportunities)
2. Develop a set of operating principles (based on best practices)
3. Make recommendations based on proven strategies for:
 - a. Retention
 - b. Attraction
 - c. Workforce Development/Human Capital
 - d. Industry Clusters
 - e. Neighborhood/Community Revitalization

Archuleta then went on to say that this framework would enable the EDC to identify broad policies and incentives so that the subcommittee will be able to draft an action plan for the EDC to review before bringing to the Council for adoption. At this point, Donisanu made three recommendations:

1. Establish a working paper subcommittee
2. Each commissioner is to bring assets/opportunities and any relevant reports for each Focus Area so that Staff can disseminate it to each of the commissioners
3. Staff is to bring any prior reports or data they have for dissemination to each of the commissioners

Based on his motion related to Recommendation 1 and accepted 6-0 by the full Commission, Donisanu will serve as chair of the subcommittee with Archuleta and Commissioner Parhams as the other two subcommittee members. EDA Nunnally asked that each of the EDC commissioners bring any relevant documents to the December 3, 2013 meeting and provide a "Cliffs Note" version of the documents so that he can compile the info for dissemination to the full Commission in a more reader-friendly format.

Under the Four Focus Areas item, Wright briefly discussed the EC² meeting at Byron Airport, and Commissioner Asadoorian called it, "an amazing resource for East County related to transportation and the environment." Wright then recounted the meeting discussion with MTC about its 20-year plan for Tri-Link 239, including MTC's efforts to best position the project for future federal funding. Parhams asked if there's been an effort aimed at streamlining the permitting process by looking at best practices, and Wright said that he doesn't think so because EC² has taken a more regional approach. Wright then elaborated on his prior statement about the ACC partnering with MTC, indicating that the desire was to hire a joint employee whose main task would be to identify local businesses looking to expand, and Wright mentioned that leveraging the Kiva Zip program might be one of the tools used in this effort. Archuleta concluded the item's discussion by alerting the Commission to a Wells Fargo program seeking to help refurbish 2-3 businesses between January and May 2014 in communities hard hit by the economic downturn, to the tune of about \$3,000 per business to use for frontage improvements, marketing or advertising, etc.

Item 5 was tabled.

For the 2014 Meeting Calendar item, commissioners agreed 6-0 (Parsons absent) to hold meetings monthly, with no meetings scheduled for January or August and the July meeting moved to the third Tuesday in July.

During Public Comments, resident Karl Dietzel thanked the commissioners for volunteering, and stated that he went to the community café and that the City has to let go of the economic downturn, move forward and stop looking back.

During Commission Comments, it was announced that the EC² Summit has been postponed to January 10, 2014 so that it can be a joint meeting with the NWDI. Asadoorian then commended Archuleta and Donisanu for highlighting where the EDC is going, stating that it was a real value and that he appreciated their efforts.

During Staff Comments, Fitzer announced that Community Development Director Wehrmeister would be presenting an informational item at the December 3, 2013 meeting regarding the City's permitting process, reminded the Commission about the Brown Act as it pertains to LinkedIn and discussed her attendance at the California Association for Local Economic Development training course she attended on scholarship in Fresno.

Chair Wright announced that the next regular meeting would be held on Tuesday, December 3, 2013, at 6:00 p.m. in the City Council Chamber and adjourned the regular meeting of the Economic Development Commission at 7:16 p.m.

DRAFT

Draft Working Paper

A Policy Approach: Economic Development and the City of Antioch

March 28, 2013

Peter Donisanu
(415) 926-0681
Peter.donisanu@gmail.com

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 what the economy should be or how the economy could evolve? Should our focus be to target the acquisition of a specific industry, or should our 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

- Industry cluster cooperation

AREAS OF FOCUS

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