



City of
Los Banos
At the Crossroads of California

ECONOMIC DEVELOPMENT ADVISORY COMMISSION
MEETING NOTICE & AGENDA

Tuesday, July 17, 2018 at 4:00 p.m.
Police Annex
535 J Street
Los Banos, CA 93635

1. CALL TO ORDER.
2. ROLL CALL: (COMMISSION MEMBERS)

Ballard __, Dvorkin __, Council Member Faria __, Council Member Lewis __,
Lowe __, Los Banos Chamber of Commerce Executive Director Sandoval __,
Segura __.
3. APPROVAL OF AGENDA.
4. APPROVAL OF MINUTES – APRIL 17, 2018.
5. PUBLIC FORUM: Members of the public may address the Commission on an item of public interest that is within the jurisdiction of the Commission; which includes agenda and non-agenda items. No action will be taken on non-agenda items. Speakers are limited to a five (5) minute presentation.
6. DISCUSSION REGARDING DRAFT REVISIONS TO ECONOMIC DEVELOPMENT ELEMENT POLICIES AND IMPLEMENTING ACTIONS BY BAY AREA ECONOMICS (BAE).
7. COMMISSION MEMBER COMMENTS.
8. ADJOURNMENT.

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the City Hall bulletin board not less than 72 hours prior to the meeting.
Dated this 13th day of July 2018.



Sandra Benetti, Planning Technician

**CITY OF LOS BANOS
ECONOMIC DEVELOPMENT ADVISORY COMMISSION MINUTES
REGULAR MEETING – APRIL 17, 2018**

*ACTION MINUTES – These minutes are prepared to depict
action taken for agenda items presented to the Economic
Development Advisory Commission.*

CALL TO ORDER: Community & Economic Development Director Elms called the Economic Development Advisory Commission Meeting to order at the hour of 4:04 p.m.

ROLL CALL – MEMBERS OF THE ECONOMIC DEVELOPMENT ADVISORY COMMISSION PRESENT: Kathy Ballard; Aleksey Dvorkin; Tom Faria, City Council; Deborah Lewis, City Council (arrived at 4:25 p.m.); Rhonda Lowe; Michelle Sandoval, Chamber of Commerce; **ABSENT:** Mary Segura.

STAFF MEMBERS PRESENT: Stacy Souza Elms, Community & Economic Development Director; Sandra Benetti, Planning Technician; Rudy Luquin, Associate Planner.

CONSIDERATION OF APPROVAL OF AGENDA: Motion by Faria, seconded by Lowe to approve the agenda as submitted. The motion carried by the affirmative action of all Commission Members present; Lewis (arrived at 4:25 p.m.) and Segura absent.

CONSIDERATION OF APPROVAL OF MINUTES – APRIL 18, 2017: Motion by Ballard, seconded by Lowe to approve the minutes as submitted. The motion carried by the affirmative action of all Commission Members present; Lewis (arrived at 4:25 p.m.) and Segura absent.

PUBLIC FORUM: MEMBERS OF THE PUBLIC MAY ADDRESS THE COMMISSION ON ANY ITEM OF PUBLIC INTEREST THAT IS WITHIN THE JURISDICTION OF THE COMMISSION; INCLUDES AGENDA AND NON-AGENDA ITEMS. NO ACTION WILL BE TAKEN ON NON-AGENDA ITEMS. SPEAKERS ARE LIMITED TO A FIVE (5) MINUTE PRESENTATION. Community & Economic Development Director Elms opened the public forum. No one came forward to speak and the public forum was closed.

Council Member Lewis arrived at 4:08 p.m.

INTRODUCTIONS – CITY STAFF, EDAC MEMBER, AND CONSULTANTS.

The following City Staff introduced themselves: Community & Economic Development Director Elms, Planning Technician Benetti, and Associate Planner Luquin.

The following EDAC Members introduced themselves: Commissioner Ballard, Commissioner Dvorkin, Council Member Faria, Commissioner Lowe, and Commissioner Sandoval.

Bay Area Economics Consultant Matt Kota introduced himself.

Informational item only; no action taken.

PRESENTATION BY BAY AREA ECONOMICS (BAE): HIGHLIGHTS OF ECONOMIC CONDITIONS AND TRENDS REPORT.

Mr. Kota presented the highlights of the Economic Conditions and Trends Report, which included a PowerPoint presentation, noting demographic highlights, local economy highlights, and projected economic growth.

Informational item only; no action taken.

EDAC DISCUSSION: FINDINGS FROM ECONOMIC CONDITIONS AND TRENDS REPORT.

There was discussion among Commissioners, staff, and consultant regarding when the demographic data was obtained, how retention is just as important as expansion when it comes to economic development, curiosity about the benefits that the warehouse development has brought to Patterson, how quality of life presents a challenge in attracting high earners due to a lack of quality shopping, restaurants, and entertainment, how prioritizing education level leads to higher wages, elevation of agricultural services, value added from food processing, need for businesses with a career ladder, Los Banos being a hub for duck hunters to gather during hunting season, branding Los Banos is a challenge due to Los Banos having multiple identities, and the importance of the state highways and interstate passing through the area.

Informational item only; no action taken.

EDAC DOT EXERCISE: REVIEW EXISTING ECONOMIC DEVELOPMENT ELEMENT GUIDING POLICIES AND IMPLEMENTING ACTIONS.

Mr. Kota had the Commissioners take part in an exercise to identify different guiding principles of the Economic Development Element of the General Plan and categorize them using dot stickers as important (green), unimportant/not relevant anymore (red), or important but could be revised/updated (yellow).

Informational item only; no action taken.

EDAC DISCUSSION: RESULTS OF DOT EXERCISE, INCLUDING IDENTIFICATION OF NEW GUIDING POLICIES AND IMPLEMENTING ACTIONS THAT SHOULD BE ADDED OR DELETED, AND/OR RECOMMENDED MODIFICATIONS TO EXISTING POLICIES AND ACTIONS.

Mr. Kota inquired about certain policies that were categorized as yellow and red and the Commission's thoughts behind those including importance of industry publications and

collateral materials and importance of locating an auto mall at either side of the proposed bypass.

Informational item only; no action taken.

EDAC DISCUSSION: BIG PICTURE ECONOMIC DEVELOPMENT IDEAS THAT SHOULD GUIDE PREPARATION OF THE UPDATED DRAFT ECONOMIC DEVELOPMENT ELEMENT.

Mr. Kota stated that he would tabulate the dot exercise data and send it to Community & Economic Development Director Elms and stated that the next step is to review the revised set of guiding principles and get feedback from the Commission at the next meeting in July.

Informational item only; no action taken.

ECONOMIC DEVELOPMENT ADVISORY COMMISSION MEMBER COMMENTS.

BALLARD: No report.

DVORKIN: No report.

FARIA: No report.

LEWIS: No report.

LOWE: No report.

SANDOVAL: No report.

SEGURA: Absent.

ADJOURNMENT. The meeting was adjourned at the hour of 6:05 p.m.

APPROVED:

Sandra Benetti, Planning Technician

bae urban economics

Memorandum

To: Los Banos Economic Development Advisory Committee

From: Matt Kowta, Managing Principal

Date: July 13, 2018

Re: Draft Revisions to Economic Development Element Policies and Implementing Actions

The purpose of this memo is to explain draft revisions to the Economic Development Element policies and implementing actions, for the EDAC's consideration at its July 17th, 2018 meeting.

The changes in the attached PDF document reflect the input from the EDAC's April 17th, 2018 meeting, which included the "dot" exercise and the accompanying discussion.

In the dot exercise, each participant was given a supply of green, yellow, and red adhesive dots and used the dots to indicate whether policies and/or implementing actions should be kept as is (green dot), considered for revision (yellow dot), or removed (red dot). After each participant placed their dots on the listings of policies and actions, the group discussed the results and elaborated on their thinking in assigning different colored dots.

After the meeting, BAE tabulated the results of the dot exercise, and also transcribed the meeting notes. Based on this information, along with BAE's own findings from the economic analysis in the Existing Conditions Background Report, BAE prepared a draft set of revisions to the Economic Development Element's Guiding Policies and Implementing Actions. The attached PDF document shows the changes that have been made to the adopted Economic Development Element. Insertions are designated with underlined text. Insertions were based on either EDAC comments and discussion after the "dot" exercise or BAE's recommendation based on findings from the background report. Where an insertion is BAE's recommendation, we have noted this in the margin comments. Deletions are shown in ~~strikethrough~~ text. Deletions are strictly based on results of the EDAC "dot" exercise. The notations in the text next to the deletions indicate dot counts. For example, (0G, 2Y, 3R) indicates the item was deleted because there were zero votes to keep, 2 votes to modify, and 3 votes to delete. Text that has been relocated but not changed is shown in double underline.

Goals for the July 17th EDAC Meeting

Following are the actions that we plan to complete with the EDAC at the meeting this coming Tuesday:

San Francisco

2600 10th St., Suite 300
Berkeley, CA 94710
510.547.9380

Sacramento

803 2nd St., Suite A
Davis, CA 95616
530.750.2195

Los Angeles

448 South Hill St., Suite 701
Los Angeles, CA 90013
213.471.2666

Washington DC

700 Pennsylvania Ave. SE, 2nd Floor
Washington, DC 20003
202.588.8945

New York City

215 Park Ave. S, 6th Floor
New York, NY 10003
212.683.4486

1. Review and discuss the draft revisions.
2. Identify any changes to the revisions that EDAC recommends.
3. Identify any additional changes to guiding policies and/or implementing actions that EDAC recommends to support the City's economic development.

GUIDING POLICIES

- ED-G-1 Help create jobs and improve job quality for existing and future Los Banos residents.
- ED-G-2 Facilitate the development of new businesses, and/or expansion of existing businesses through site availability, infrastructure investment, ~~and labor force~~ [workforce preparedness, branding and marketing](#).
- ED-G-3 Make Los Banos an ideal place to do business by fostering a business-friendly climate.
- ED-G-4 Strengthen positive working relationships among the business community, education providers, regional economic institutions and City government.
- ED-G-5 Promote Downtown as a cultural and entertainment center to bring people downtown and stimulate business opportunities.
- ED-G-6 Foster a fiscally healthy City government [that provides high quality public services](#).
- ED-G-7 Seek and promote particular businesses or ~~economic opportunities~~ [development projects](#) that provide needed local goods, services, employment, or those that enhance the city's physical and social well-being [and quality of life](#).

IMPLEMENTING ACTIONS

Sectoral Targeting

- ED-I-1 Prepare an outreach strategy for targeted industries, focusing on:
- Industries/[businesses](#) that indicate an interest [in, and/or represent a good geographical fit with](#) the San Joaquin Valley, Merced County, [and/or](#) Los Banos;
 - Industries whose labor requirements match the occupations and skills of the local labor force [and local educational institutions](#);
 - Businesses that rely on ground and air transportation;
 - Businesses that can add ~~on~~ [to or leverage](#) existing industrial clusters or firms;
 - Public or private enterprises appropriate to strengthening the health/education/services sector, or those that would improve the ~~local~~ quality of life [for residents and help to to help](#) attract ~~higher-income-earners~~ households to Los Banos; and
 - Partnerships with area educational institutions to assist with training for a new workforce.
- ED-I-2 Continue to have economic development staff contact and visit target companies [and industry associations](#), including businesses, real estate brokers and site consultants.
- ED-I-3 In partnership with the Chamber of Commerce and ~~the~~ Merced County Economic ~~Development Corporation~~ [Team](#), continuously track local, state, and national economic trends to identify new candidate [businesses](#)/industries for Los Banos.

ED-I-4 Encourage the establishment and expansion of value-added food processing businesses in Los Banos that utilize local agricultural products.

Commented [BAE1]: Based on an EDAC comment.

ED-I-5 Explore including the warehousing and logistics industry as a recruitment target, including, but not limited to, research into the benefits and barriers to development of major warehouse and distribution centers in Patterson and Tracy.

Commented [BAE2]: Based on an EDAC comment.

ED-I-6 Explore possible expansion of the existing medical center, including location, facility size, infrastructure needs, service capacity, etc.

Commented [BAE3]: Based on EDAC comments to forgo planning for an auto mall in lieu of a medical center expansion.

ED-I-7 Continue to explore the possible relocation or closure of the Los Banos Airport with redevelopment of the site to potentially include regional recreation facilities, as well as retail, office, industrial, and residential uses.

Commented [MK4]: BAE addition, based on background analysis.

ED-I-8 Continue to explore establishment of a business park that would provide shovel ready land, as well as speculative and built to suit office and industrial buildings, with ready access to high capacity utilities (i.e., water, sewer, electrical, broadband) and transportation infrastructure.

Commented [MK5]: BAE addition, based on background analysis.

Marketing

ED-I-49 Create and market a unique-unified and unique city image through a branding strategy that differentiates Los Banos from other locations-communities in Merced County, the San Joaquin Valley, and California.

Commented [BAE6]: The EDAC commented that Los Banos has multiple brands. This action is intended to ensure that those brands complement, and don't detract, from one another, or confuse their audience.

Investment in Infrastructure

ED-I-610 Create, maintain, or upgrade Los Banos' infrastructure to support economic development.

Commented [MK7]: This item was relocated for better organization.

ED-I-511 Actively promote Los Banos as a good place for business through the following:

- Continue to attend trade shows or other gatherings for industries that may contribute to a critical mass of demand for supporting businesses;
- Advertise in industry publications; (1G.3Y.3R)
- Regularly schedule Have-face-to-face contacts between City representatives and leaders of key local businesses for business retention purposes;
- Prepare effective and informative collateral materials to distribute to interested businesses;
- Publish an inventory of assets that Los Banos offers in newsletters and on the web;
- Create materials to keep businesses and industry groups informed of local services using electronic newsletter, postcards, and specialized promotional packages.

Commented [BAE8]: Can EDAC clarify this sub-action?

Commented [MK9]: Based on EDAC discussion.

ED-I-12 Monitor Caltrans planning and budgetary processes to identify possible timing and alignment for development of the Highway 152 bypass and ensure that any future relocation plans reflect the City's concerns and desired outcomes.

Commented [BAE10]: BAE addition based on background analysis.

Prepare industry profiles with a typical operating cost pro-forma to be used as a sample for business attraction. (1G.2Y.1R)

Commented [BAE11]: As an alternative, prepare a list of major gov't fees/taxes, utility rates, etc. Consider listing those in parallel with competitors, if the comparison is favorable to Los Banos.

Investment in Human Capital

~~ED-I-6~~ Create, maintain, or upgrade Los Banos' infrastructure to support economic development.

Commented [MK12]: This item was relocated for better organization.

~~ED-I-7~~¹³ Promote opportunities to develop executive housing. ~~(OG,2Y,3R)~~ Pursue housing policies that encourage diverse housing types that meet the needs of the workforce, from executive housing to housing suitable for entry level employees.

~~ED-I-8~~¹⁴ Actively recruit vocational institutions to locate in Los Banos, and support development of a vocational education certificate program at Merced Community College that can address the gaps for technical skills needed by the City's major industries.

~~ED-I-9~~¹⁵ Actively recruit UC Merced staff and students to network with Los Banos for research and development, pilot, or training opportunities.

~~ED-I-10~~¹⁶ Work with high schools, the Community College, UC Merced, and other educational providers and major employers to develop internship, mentoring, and apprenticeship programs.

~~ED-I-11~~¹⁷ Promote workforce retraining and lifelong learning/education to increase education levels and encourage promote higher wages/job readiness:

- Provide technical assistance to employers that send workers for skill upgrading and/or retraining.
- Encourage local educational providers to establish continuing education programs to meet the existing and foreseeable needs of local employers.

Improving Business Climate

~~ED-I-12~~¹⁸ Improve the ease of doing business within the City to ensure the growth, development, and prosperity of Los Banos' business community by:

- Continuing to maintain an inventory of "ready-to-go/shovel ready" sites, with information about their location, size, configuration, infrastructure availability, zoning, and other data that indicates readiness for development;
- Continuing to provide businesses with assistance services, including visitation to existing businesses;
- Adopting a streamlined permit process and expediting permit decisions; and
- Creating a one-stop web portal for economic development.

Commented [BAE13]: This term is more widely used and understood.

~~ED-I-13~~¹⁹ Establish financing plans for existing businesses seeking to expand in Los Banos for whom payment of fees "upfront" may represent a major financial burden.

~~ED-I-20~~ Use available planning tools such as Specific Plans and to conduct master environmental impact assessments for targeted business growth areas to clear the way for cost-effective development that can respond rapidly to user demand.

Commented [BAE14]: Based on an EDAC comment.

~~ED-I-21~~⁴⁴ Continue to improve the city's business incubator program to foster the development of local start-ups.

~~ED-I-22~~ Establish a "Citizens' Academy" to educate the public and businesses regarding the role of government in providing high quality, but fiscally efficient, public services.

Commented [BAE15]: Based on an EDAC comment.

Improving Downtown

ED-I-1523 In partnership with the Chamber of Commerce, Downtown store owners and local hotels, promote a varied seasonal calendar of parades, festivals, celebrations, promotional sales and sporting events in Downtown that will draw visitors to the area.

ED-I-24 Encourage establishment of both temporary and permanent cultural attractions and entertainment venues within the Downtown to help establish it as a local destination.

ED-I-25 Establish zoning, review procedures, and fees that encourage rehabilitation, renovation, preservation, and reuse of Downtown buildings with a mix of commercial, entertainment, and residential uses that promote around-the-clock activity.

Commented [BAE16]: This is related to, but distinct from, the policy above.

Commented [BAE17]: BAE addition based on conversations with local real estate brokers. There is some thinking that upper floor residential might not work on Los Banos, despite its historic prevalence. That said, it might only take one building to do it and demonstrate the potential. Vertical mixed use in downtowns is proven to promote all-day activity and economic/social vibrancy in downtown areas throughout the country.

Also see policies in Chapter 3: Land Use.

Economic Administration

ED-I-2646 Continue to work with regional economic development organizations to foster the economic health of the area.

ED-I-1727 Maintain the Economic Development Committee to advise the City Council and staff regarding economic development, redevelopment, employment, workforce preparedness, and housing issues.

ED-I-1828 Continue to periodically survey the business community for evaluation of City services and improvement suggestions.

Maintaining Fiscal Health

ED-I-1929 Seek to maintain an operating reserve of not less than ~~50-30~~ percent of projected operating expense for the following fiscal year to assure that sufficient financial resources will be available in the event of sudden economic dislocations or general economic slowdowns. (2G.3Y.0R)

ED-I-2030 Continue to identify, pursue, and capture secure funding from available local, State, and federal federal sources and other grants for economic development.

ED-I-2131 Assure current revenue sources can adequately finance the City's capital and program initiatives, and at the same time, provide for adequate maintenance of existing facilities, or identify available necessary and available revenue as needed.

Commented [BAE18]: EDAC voting recommended removal of this item, but BAE suggests consideration of a policy to maintain a more modest reserve that could still give the City some budgetary cushion.

Specific Economic Tourism and Quality of Life Policies

ED-I-32 Establish Los Banos as a tourism destination by promoting activities associated with the O'Neil Forebay, Grasslands Ecological Area, and other points-of-interest around the city. Specific initiatives may include the following:

- Promoting commerce associated with the O'Neil Forebay as a summer recreation area, and the Tule Elk Reserve for wildlife viewing;
- Promoting commerce associated with private recreational activities within the Grasslands Ecological area such as wildlife viewing and hunting;
- Establishing easy access to visitor information, such as lodging, dining, recreation, and cultural offerings in the city and surrounding area;

- [Providing clear signage on roads leading to points-of-interest; and](#)
- [Supporting special events, such as “Wild on Wetlands” and particularly multiple day events that celebrate the rich biological diversity around Los Banos.](#)

ED-I-[2233](#)

Investigate the benefits that senior communities may bring to Los Banos and, if appropriate, pursue development of such communities in appropriate locations.

ED-I-[2334](#)

Promote youth related businesses and those that provide activities families can enjoy together.

Commented [MK19]: This item located for better organization.