

EV Overview Presentation

Strategic Priorities

Guidance for the EV Team

What is Economic Vitality?

- Understand the market
- Know assets
- Retain & strengthen businesses
- Recruit new businesses & uses
- Enhance operating practices
- Help find business & building financing
- Facilitate quality development



Economic Vitality Roles

- Economic analysts
- Strategic planners
- Performance monitors
- **Business developers** (coaches, incubators, recruiters)
- Enterprise facilitators
- Civic entrepreneurs



Business Development Toolbox



- Strategic Planning and Information
- Education, Training
- Business Retention & Strengthening
- Entrepreneur Development
- Financing & Incentives
- Business Recruitment
- Marketing & Promotion
- Real Estate Development

Communicate with Business and Property Owners



Establish business visitation program



Conduct property owner visits

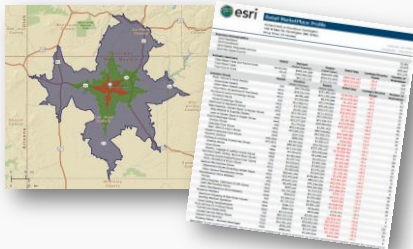


Conduct on-line surveys



Convene focus groups and forums

Understand the Market and Know Assets



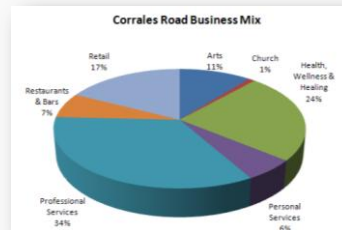
Analyze secondary market data



Analyze primary market data

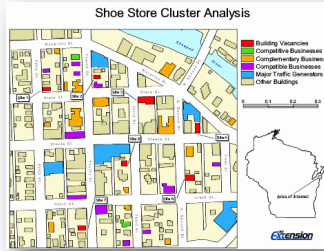


Inventory businesses



Analyze business mix

Understand the Market and Know Assets



Analyze business clusters



Inventory buildings

| Address | Phone | Business Name | Business Type | Notes |
|--------------|----------|---------------|---------------|-------------------|
| 1234 Main St | 555-1234 | Shoe Store | Retail | Building for sale |
| 5678 Main St | 555-5678 | Shoe Store | Retail | Building for sale |
| 9101 Main St | 555-9101 | Shoe Store | Retail | Building for sale |

Identify priority vacancies



Analyze the visitor market, attractions

Retain and Strengthen Existing Businesses



Establish business visitation program



Provide business networking & training opportunities



Provide business coaching services



Produce events, promotions & coop advertising



The Economics of ETS

(DEMAND AND SUPPLY)

Two classifications of ETS:

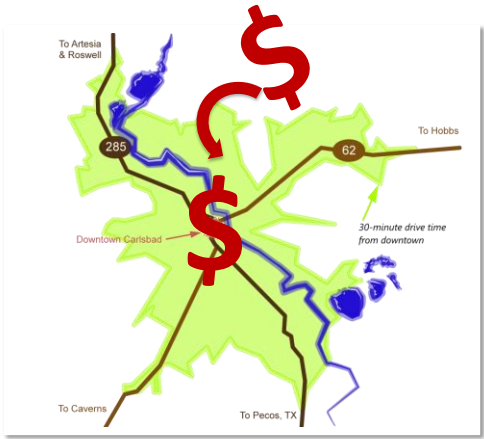
1. Import-substitution

Reduce leakage

Sell more to local residents

2. Export

Sell goods and services to people who live outside of your trade area



Recruit New Businesses



Identify market opportunities and declare targets



Publish a market profile sheet



Assemble a business development packet



Publish a BD rack card



Recruit New Businesses

El Cajon Downtown Real Estate Hot Sheet
 Commercial Properties for Lease
 Online version at www.downtownelcajon.com
 To learn more and/or to submit real estate information contact Eric at (619) 465-8858 or Eric@elcajondowntown.com

| Property Type | Address | Size (sq. ft.) | Owner / Broker | Notes | Price |
|---------------------|---------------------|--|--|--|--|
| Office / Office | 248 Avenida | 400 sq ft | Chris Gagnier (619) 556-1555 eric@elcajondowntown.com | • Park lot building • Great parking available • Close to downtown | \$600 / mo |
| Office / Retail | 306 Babsonway | 400 sq ft | Harold T. Voss (619) 525-2110 harold@hvt.com | • Great location • Great visibility • Close to downtown | \$1,200 / mo |
| Office / Retail | 306 Babsonway | 500 sq ft | Harold T. Voss (619) 525-2110 harold@hvt.com | • Great location • Great visibility • Close to downtown | \$1,200 / mo |
| Professional Office | 251 E Douglas | 1,100 sq ft 1,800 sq ft 2,200 sq ft downstairs office | David Schwartz (619) 425-3115 | • professional office available • Parking in front - convenient to a lot | \$1.00 per sq ft \$850-\$950 |
| Executive Suite | 278 E Douglas | various | Lee Smith (619) 425-3115 lee@elcajondowntown.com | • Executive Office • Reception • Call and voicemail • Conference Room • Copier, Fax and more | \$175 - \$625 / mo |
| Office | 471 W Douglas | 206 sq ft | Paul J. Nolan (619) 223-2144 x 100 pj@elcajon.com | • Office building • Great parking • Available now | \$200 / mo 1 year or 6 months |
| Professional Suite | 521-523 W Lafayette | 500 sq ft | Thomas Duggan & Eric Jenkins (619) 425-3115 eric@elcajondowntown.com | • Recently renovated • Double street front • Great location | Angie Parking Private entrance Corner area patio \$4,000 / mo gross negotiable |
| Office Suite | 500 W Lafayette | 1,000 sq ft | Eric Jenkins (619) 425-3115 eric@elcajondowntown.com | • New building • Near to High Office • 24-hour Five Star | \$1,500 / month gross |
| Professional Office | 275 W Main | 500 sq ft | Eric Jenkins (619) 425-3115 eric@elcajondowntown.com | • Great location • Great visibility • Great transportation | • Private Office • Private Entrance • Private Storage \$1.00 per sq ft \$850-\$950 |
| Restaurant | 100 N Main | 2,200 sq ft | Eric Jenkins (619) 425-3115 eric@elcajondowntown.com | • Great parking • Great visibility • More to include | Great Parking Great Visibility \$1.20 per sq ft |

To find information about each property visit El Cajon CDC's geographic information system (GIS) Database at http://www.downtownelcajon.com/interactive_page.asp

Maintain an available properties listing



Market vacancies through the windows

SOCIOECONOMICS

SNAPSHOTS OF TAOS

How are our people doing?

2015 Federal Poverty Level:
 \$11,770 for a single person
 \$15,930 for a 2-person household
 \$20,090 for a 3-person household
 \$24,250 for a 4-person household

Poverty Rate: Of the 5,512 people living in Taos, 1,204 (22%) of them live in poverty. That's 38% of all youth in Taos.

Poverty Change Over Time:

Although the poverty rate in Taos is still high, it has been dropping over the past five years while poverty increases elsewhere. The poverty rate in Taos went from 32% in 2010 to 28% in 2015, a 4% difference.

Unfortunately poverty in Taos County has been growing at more than twice the rate of New Mexico, and four times faster than nationally.

| | Taos | New Mexico | USA |
|-------------------------|----------|------------|----------|
| Median Household Income | \$31,112 | \$44,943 | \$53,889 |
| Food Stamps | 25% | 16% | 13% |

Incomes in Taos are much lower than in other areas with Median Household Income 42% lower than the national average.

Taosians receive Supplemental Nutrition Assistance Program benefits that average at nearly twice the national rate.

STRONG AT HEART

DEMOGRAPHICS

SNAPSHOTS OF TAOS

Who are we? How have we changed?

Population Growth: We're growing steadily... 1970-2015

Racial Makeup: We're

Household Types:

Median Age: We're an aging community... Age Group Change 2000-2015

ECONOMY

SNAPSHOTS OF TAOS

How is our economy doing?

Population & Job Growth:

Between 1970 and 2015, Taos County gained 2,000 jobs, but only 1,200 new jobs were added.

Key Employment Sectors:

- Travel & Tourism: 40% of all jobs in Taos
- Health, Education, and Social Services: 20% of all jobs in Taos

Incomes vs. Wages:

Since 1970, average annual wages have increased by 21% but average annual income has decreased by 21% in Taos County.

This means that while wages are increasing, income from that wage source has decreased. This can often be a sign of underemployment or a sign of underemployment or a sign of underemployment or a sign of underemployment.

STRONG AT HEART

TAOS MAINSTREET ACCELERATOR
 Market Analysis for Business Development
 July 2018

Discussion Questions

1. What are the customer target market groups (market segments) for your business? for the MainStreet district?
2. What are the gaps in the mix of businesses in the MainStreet district? in Taos?
3. What are the business clusters in the MainStreet district?
4. What types of businesses best work in synergy with your business?
5. What types of businesses would you like the MainStreet program to target for recruitment?
6. What are the district's market opportunities for business expansion and recruitment?
7. Which existing businesses should the Taos MainStreet program prioritize for business assistance?
8. What goods and services do residents and visitors want more of?
9. Which buildings would serve as priority strategic locations for housing new businesses?
10. How can the MainStreet program best reach and cultivate entrepreneurs?
11. When it comes to business development efforts, what should be the MainStreet program's highest priority actions?

Prepare Property Profile Sheets

NWC & SWC
16TH STREET & O STREET
SACRAMENTO, CALIFORNIA

FOR MORE INFORMATION PLEASE CONTACT:

| | | |
|---|---|---|
| Chris Combs Executive Vice President Tel: 916.442.8714 chris.combs@cbrc.com www.cbrc.com/chris.combs | Steven Ford Vice President Tel: 916.442.8722 steven.ford@cbrc.com www.cbrc.com/steven.ford | Scott Cornish Vice President Tel: 916.442.8726 1 916 442 8717 scott.cornish@cbrc.com www.cbrc.com/scott.cornish |
|---|---|---|

www.cbrc.com/
enquiries

NWC & SWC
16TH STREET & O STREET
SACRAMENTO, CALIFORNIA

Retail 24/7.

AVAILABILITY

- ±5,430 SF restaurant space available, can be divided

FEATURES

- New construction located at the gateway to Midtown Sacramento.
- Ahead one project with 84 apartment units and ground floor retail.
- Spaces are divisible.
- Upside Spanish architectural design.
- Strong diverse demographic populations within walking distance of the site.
- Surrounded by ±1,495,000 SF of 3rd floor office space and it's about 5,000 employees.

SURROUNDING TRAFFIC GENERATORS
Sutter Medical Campus, Sutter's Link, The State Capitol, California Offices and the Convention Center

| 2012 ESTIMATED DEMOGRAPHICS | 1.5 miles | 3 miles | 5 miles |
|-----------------------------|-----------|----------|----------|
| Population | 41,525 | 126,401 | 239,493 |
| Pop. Household Income | \$40,941 | \$37,261 | \$33,338 |
| Pop. Daily Population | 91,219 | 144,230 | 257,822 |

| TRAFFIC COUNTS (March 2010) | 14,375 ADT |
|-----------------------------|------------|
| 16th Street at O Street | 14,375 ADT |

Source: City of Sacramento

Add Business Development Features to Website

Artesia MAINSTREET

HOME ABOUT ACCOMPLISHMENTS ATTRACTIONS MERCHANTS EVENTS AVAILABLE PROPERTIES

Welcome to Downtown Artesia

Artesia Mainstreet invites you to explore the great things our downtown district has to offer! From monumental bronze statues that celebrate our unique history, to shopping and dining, downtown Artesia is a cornerstone of activity in this Southeastern New Mexico community.

[Tour Artesia](#) from your computer! Then, come join us to [shop](#) and enjoy our [attractions](#) and [events!](#) [Contact us](#) for more information.

What's Happening

Spanish Veterans Park
We are looking for contributions in support of this project. The design is almost complete and groundbreaking is planned for this fall. We need your help now! If you are interested in donating towards this exciting, worth-while and attractive improvement to Veterans Park please contact us. [Read More >](#)

Light Up Artesia Wanders
The holidays are just around the corner, and we are getting ready for Light Up Artesia. If you are interested in being a vendor, please [download the application](#) and return it to Artesia Mainstreet. [Download Vendor Apps](#)

Artesia Walking Tour
Go ahead and take a virtual tour of Artesia, NM.

Works in Progress
Go ahead and take a virtual tour of Artesia, NM.

Downtown Merchants
Go ahead and take a virtual tour of Artesia, NM.

Help Business and Property Owners to Secure Financing and Incentives



- Small Business Development Center (SBDC)
- Small Business Administration (SBA) Lenders
- Microlenders/ Nontraditional Lenders – The Loan Fund, WESST, Acción
- USDA
- State and Federal Historic Preservation Tax Credits
- Façade Improvement Incentive Program
- Access to Capital Workshop AND Implementation Plan
- State LEDA and local LEDA



Tools for Financing Real Estate and Business Development Projects

October 2016

| | Page |
|---|-----------|
| SMALL BUSINESS LOANS AND LOAN GUARANTEES (ACCION, The Loan Fund, WESST, SBA 7(a), SBA 504, USDA Rural Development B&GL, Collateral Support) | 2 |
| VENTURE CAPITAL (NM Community Capital) | 4 |
| REAL ESTATE PROJECT TAX CREDITS (New Markets Tax Credits, NM Tax Credit for Registered Cultural Properties, Federal Rehabilitation Tax Credit, National Trust Community investment Corporation) | 5 |
| COMMUNITY INFRASTRUCTURE AND FACILITIES (NM Capital Outlay, NMMS Public Infrastructure Funding, Public Project Revolving Fund, USDA-RD Community Facilities Loan and Grant, US EDA, CDBG) | 6 |
| ECONOMIC DEVELOPMENT PROJECT INCENTIVES (LEDA, LOGRT, State LEDA-Capital Outlay, JTIP, MRA, TIF, TIDD, IRB) | 9 |
| RURAL BUSINESS DEVELOPMENT PROGRAMS (USDA RBDG, USDA REDLG) | 11 |

Building and Business Project Pipelines

| New Mexico MainStreet | | Carlsbad MainStreet Project Inc. | | 3/18/2016 | | | | | | | | | | | |
|--------------------------------|--|----------------------------------|--|--------------------------|--|-------------------|--|-------------|--|-------|--|----------------------|--|-----------------------|--|
| Building Project Pipeline Form | | MainStreet District Name: | | Building Name | | Building Street # | | Street Name | | City | | Zip | | Building Owner's Last | |
| Date Form Submitted to NMMS: | | Planned New Bldg? | | IOOF | | 213-215 W. Mermod | | Carlsbad | | 88220 | | Grand Lodge of NM IC | | | |
| District ID/Submitted | | Existing Building? | | <input type="checkbox"/> | | | | | | | | | | | |
| | | TRUE | | | | | | | | | | | | | |



EV Partnerships EV Leadership Organizing and Implementing EV Work

Conduct economic development partner visits

Establish core economic vitality team and extended team



Priorities, Choices

Focus, Clarity

Economic Transformation Strategies

- Provide a clear sense of priorities and direction for the revitalization and economic growth efforts
- Are implemented through all Four Points
- Bring about substantive transformation
- Reflect the broader community's vision, needs and wants
- Are based on an understanding of the district's economic performance and opportunities



Example ETS

STRATEGY
TITLE

SUMMARY
SENTENCE

Develop Catalytic Projects

Strengthen and expand downtown Las Cruces' market position by developing several catalytic building projects that serve the demand from regional residents, area workers, and visitors.

EXPLANATORY
PARAGRAPH

Recent and planned public investments are stimulating a civic, cultural and commercial renaissance for downtown Las Cruces. Greater levels of private project development are needed to fully capitalize on strong market opportunities for expanding the district's offerings of residential, commercial and office space. The Downtown Master Plan's market analyses show that downtown Las Cruces is a prime location for development. Downtown Las Cruces can be the most compelling place in the region if we seize the opportunities before the pent up demand is satisfied by growth in other locations. DLCP will collaborate with the City, Las Cruces Community Partners, other developers and investors, and diverse stakeholder groups to facilitate successful developments and ensure that the district's business owners, property owners and other stakeholders are able to maximize positive economic benefits from the catalytic investments.

| | |
|--|------------------|
| STRATEGY TITLE: | Outcomes: |
| Strengthen the Small Business Sector and Rehabilitate Existing Buildings | |
| SUMMARY SENTENCE: | |
| Retain and strengthen existing small businesses, incubate new entrepreneurial ventures, and rehabilitate traditional commercial buildings to sustain and enhance downtown's unique character. | |
| 4-Point Actions: | |
| Economic Vitality | |
| Promotion | |
| Design | |
| Organizations | |

Sample Economic Development Strategy



*Capture more local consumer dollars
by helping existing businesses
to better serve local residents.*

Connecting Four Points Projects to Asset-Based Economic Development Strategies

Strategy: Capture more local consumer dollars by helping existing businesses to better serve local residents.

Outcomes: Increases measured for, a) sales in MainStreet district, b) gross receipts Taxes, c) car/pedestrian traffic, d) attendance at key events.

Sample Actions/Outputs:

| Economic Vitality | Organization | Design | Promotion |
|---|--|---|--|
| Distribute market profile sheets to 65 businesses | Conduct 40 business visitations to enroll businesses in the work of the MainStreet org. | Create a tactical urbanism intervention project in empty lot on Main Street | Produce an annual promotions and advertising package targeting residents |
| Produce business enhancement seminar on local customer targeting (reach 25 businesses) | Engage 65 business owners in MainStreet networking events ; recruit 25 sponsors/partners | Create a TIF district to establish sustainable funding source for street and public area improvements | Update website business directory (list 65 businesses) |
| Provide in-store consulting to establish social media marketing program (5 priority businesses) | Implement Public Relations campaign highlighting MainStreet business development goals | Conduct a façade squad project at the Courtyard Café: paint walls, refresh planters, repair deck | Implement a retail event (sidewalk sale) with cooperative/shared advertising and coupons |

Economic Vitality Accelerator Benchmarks

- Economic Vitality point orientation, training and goal setting
- Preliminary market analysis
- Business inventory
- Business mix analysis
- Develop Economic Transformation Strategies (ETS)
- Set up business visitation program
- List priority vacancies
- Conduct property owner visits
- Conduct partner visits
- Establish core business development team
- Identify:
 - One priority business assistance target
 - One business recruitment target
 - One building rehabilitation target

Brainstorm Action Ideas

Discuss Strategic Priorities (toward ETS)

Members of the EV Team

Guidance for the EV Team



Thank you!