

City of Lakeport

Business Retention and Recruitment Strategy

March 2003

Funded by State of California
Department of Housing & Community Development
Planning and Technical Assistance Grant



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Business Retention and Recruitment Strategy

March 2003

Prepared for

**The City of Lakeport
Community Development Department
225 Park Street
Lakeport, CA 95453**

Prepared by:

Chabin Concepts, Inc.
2889 Cohasset Road, Suite 5
Chico, CA 94973
530.345.0364

Marketek
9220 SW Barbur Blvd, Ste 119-220
Portland, OR 97219
503.638.1615

The Catalyst Group
19078 Chaparral Drive
Penn Valley, CA 95946
530.432.2767

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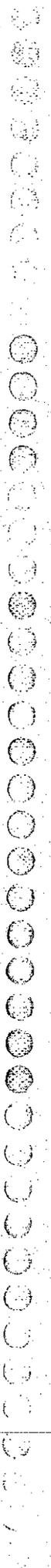
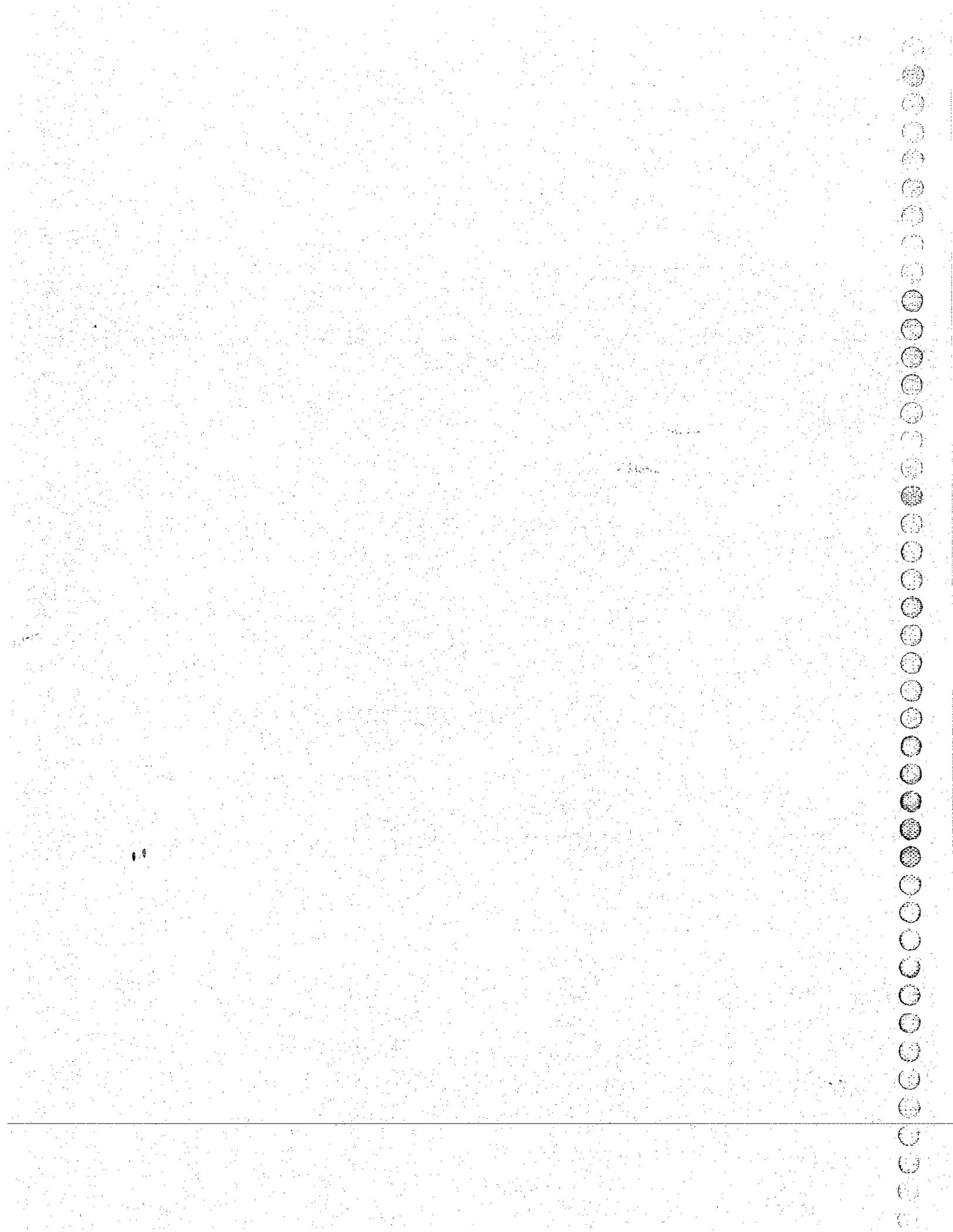


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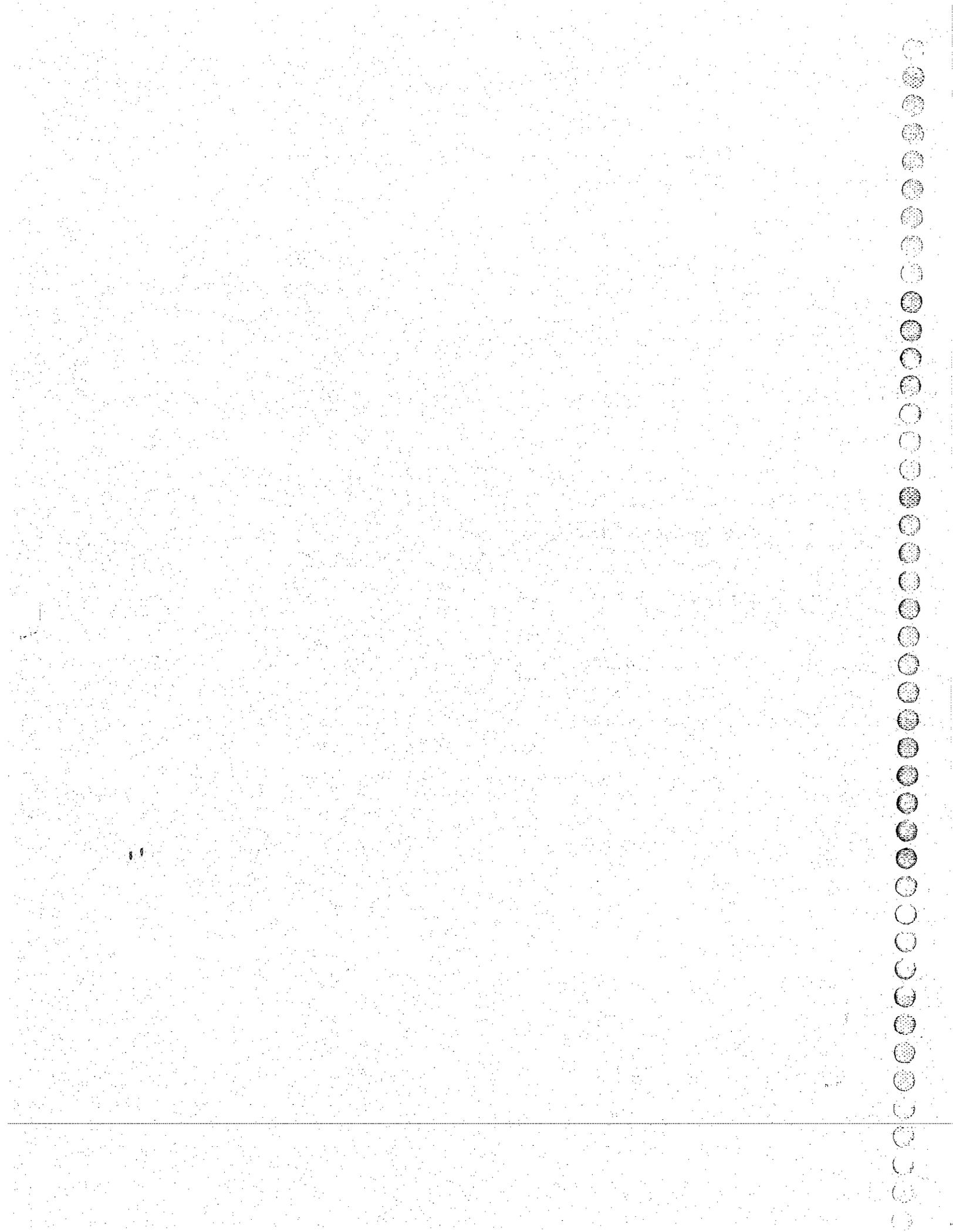
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I. Introduction

As part of ongoing efforts to improve its economic base and with funding from the California Department of Housing and Community Development's Community Development Block Grant Program, the City of Lakeport prepared a business retention and recruitment strategy.

Through a competitive proposal process, the City of Lakeport contracted with Chabin Concepts to undertake this project. Chabin assembled a team of professionals with extensive experience in providing business assistance, marketing, industry recruitment, program development, downtown development, and economic development strategies.

The Business Development and Recruitment Strategy consists of three reports:¹

- 📖 Report 1 – *Business Climate and Commercial Assessment* – provides an assessment of the existing conditions including a general market assessment, an analysis of a business owner survey and an analysis of the existing business base.
- 📖 Report 2 – *Retail Market Analysis and Opportunities* – presents an analysis of the existing retail market, identification of the current business mix and research and case studies on successful business development programs.
- 📖 Report 3 – *The City of Lakeport Business Retention and Recruitment Action Plan* – outlines recommended strategies and specific actions that, when undertaken, will enhance the commercial business environment and support a successful business development program.

The strategies recommended for the City of Lakeport are based on the significant market factors, observations, and issues identified during the research and community involvement portion of the project. Primary objectives were to: 1) take advantage of some situations, partnerships and opportunities; and 2) mitigate or work to solve other situations and market disadvantages.

Lakeport's Business Development Program

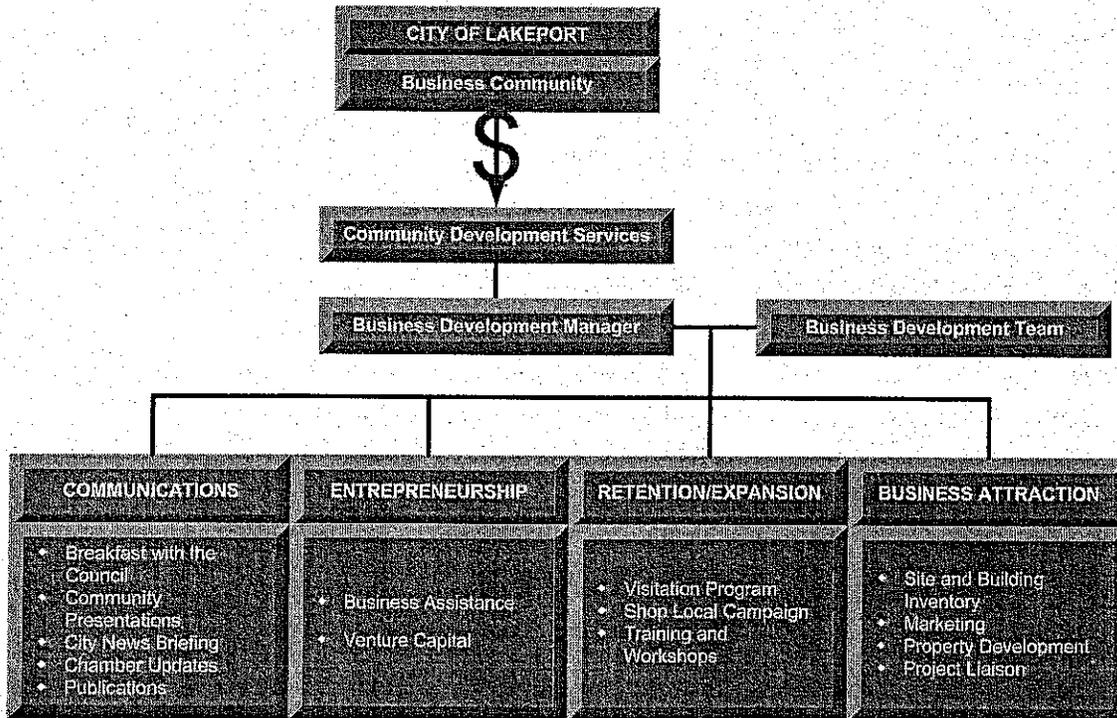
Primary Program Goals:	<ul style="list-style-type: none"> • Retain, strengthen and expand the existing business base in Lakeport. • Recruit and encourage businesses that will complement and improve the existing commercial mix and will enhance downtown's attractiveness to its target markets.
Core Strategies:	<ul style="list-style-type: none"> • Improve communications and encourage collaboration. • Encourage, support and assist existing businesses. • Incubate, support and grow new businesses. • Encourage residents, commuters, area visitors, businesses and civic organizations to shop locally. • Target new firms to add to the business mix and strengthen the economic base.
Program Elements:	<ol style="list-style-type: none"> 1. Communications 2. Business Coaching and Entrepreneurial Support 3. Business Retention and Expansion 4. Business Attraction

¹ Appendix A and B: Report 1 and Report 2 of the Lakeport Business Retention and Recruitment Strategy

A strong organizational structure is key to implementing this program and achieving the primary goals. In the survey and interviews, businesses expressed an interest in and willingness to work together. Some businesses remembered the cooperation that existed years ago when community-wide campaigns like the Red Tag Sale and Lake County Santa Shop @ Home were organized. Many also indicated a desire to participate in joint promotions.

Taking our cue from this sentiment, we developed an organizational structure and implementation process that depends on *teamwork*, *cooperation*, and *collaboration*.

City of Lakeport Business Retention and Recruitment Organizational Structure



With funding from existing sources,² the City and the business community can jointly support a Business Development Manager who would focus entirely on the implementation of the City of Lakeport Business Retention and Recruitment Strategy. By using the existing contractual relationship with Community Development Services and creating a Business Development Team to help guide and manage the activities, a strong organization infrastructure to support a successful business development program can easily be put in place.

² Transient Occupancy Tax, Business License Fees, and Redevelopment funds

II. Organizational Structure

The accomplishment of economic development goals is a long-term process and demands leadership, a strong organizational structure, partnerships, a succinct plan, follow through and a clear vision of the desired end result. Economic development strategies and business development programs are not activities that the City of Lakeport, the Lakeport Chamber of Commerce, County of Lake, the business community or general public can implement alone but are the joint responsibility of the public and private sectors. Partnerships and the participation of all entities is required for successful implementation. Business development activities with a well coordinated and communicated program involving all the critical stakeholder groups and a funded full-time staff member who is committed to Lakeport's success will have the greatest likelihood for success.

This staff person – the **Lakeport Business Development Manager (Development Manager)** – will be dedicated to managing and implementing the *Lakeport Business Retention and Recruitment Strategy*. The Chabin Team recommends that the city take advantage of its existing relationship with the local consulting firm Community Development Services (CDS) to fill this function. The city can contract with CDS to hire a dedicated staff person to implement the *Lakeport Business Retention and Recruitment Strategy*.

CDS provides a neutral organization, has an existing relationship with both the business community and the city, and offers the ancillary benefit of being directly involved with other Lakeport/Lake County economic development activities.

Ideally, both the city and the business community will contribute to this paid position, assuring buy-in and equal participation from both sectors. It is anticipated, however, that the majority of the funding will be generated by the Transient Occupancy Tax (TOT), a tax collected by the business community which is paid to and managed by the city.

A second overarching recommendation is that a **Lakeport Business Development Team (Team)** be established to help guide and manage the implementation of the *Lakeport Business Retention and Recruitment Strategy* and to keep all the key players at the table and engaged in the program. This approach recognizes that everyone has a stake in Lakeport's economic future and everyone has a role to play.

During the early organizing stage (first three months), this group would meet bi-weekly and then, monthly after that. The Development Manager would staff the Team, take direction from them and actively engage them in implementing the strategies.

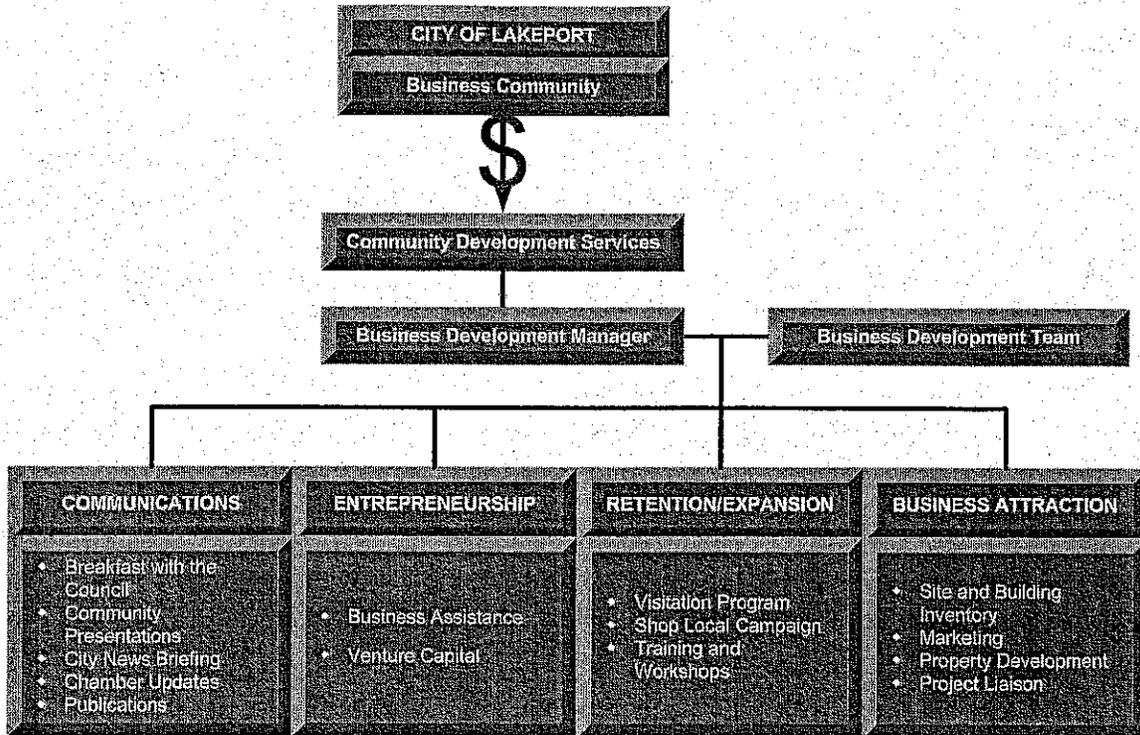
Throughout the remainder of this section, two assumptions have been made: (1) a pro-active, pro-business approach and philosophy is the most productive and will generate the best results for Lakeport; and (2) each organization or entity involved will contribute to the process according to its existing assets and strengths.

Organizational Recommendations

1. City contract with Community Development Services for the Lakeport Business Development Manager, a new staff position.
2. City and business community collaboratively establish the Lakeport Business Development Team.

A. Organizational Flowchart

City of Lakeport Business Retention and Recruitment Organizational Structure



B. Roles and Responsibilities

This section summarizes the roles and responsibilities of all participating organizations and sectors as they relate to the Business Retention and Recruitment Strategy. The priority issues and questions that surfaced during the course of this project and at the February 10, 2003 public meeting are addressed within this and/or the next section. For example, individuals raised the following questions:

- How do we get a property inventory completed?
- How can we encourage the public to "Shop Local?"
- What is everyone's role in getting a business coalition (team) formed?
- What can the city do to become more business-friendly?
- What is everyone's role in improving communications?

1. Lakeport Business Development Manager

Role

Manage and coordinate the Business Retention and Recruitment Strategy detailed in Section III of this report.

General Responsibilities

- Prioritize, execute, monitor, document and report on business development activities (business retention, expansion and recruitment).
- In conjunction with the Business Development Team (Team), develop and follow-through on strategies to fill vacant properties and enhance the business mix utilizing the community's human and economic resources.
- Also, in conjunction with the Team, act as liaison between city, county and business community, advocating for the Lakeport businesses on issues and opportunities of mutual interest/benefit.
- Represent the community of Lakeport locally and regionally within the economic development arena, as appropriate.

Specific Responsibilities

1. Become familiar with all persons, groups, information and materials directly and indirectly involved in developing a healthy commercial base for Lakeport.
2. Build strong and productive working relationships with downtown businesses and property owners.
3. Read and become familiar with the Chabin Concepts' reports guiding Lakeport's business development efforts

4. Draft a prioritized six-month work plan for the Team which would be carried out by all collaborating partners.
5. Schedule and prepare agendas for Team meetings.
6. Assist the Chamber with an ongoing public awareness/education program about the business opportunities in Lakeport. Make presentations at the Chamber, City Council, business and civic organizational meetings (e.g. Rotary, Lions, Soroptimists, etc).
7. Prepare a commercial recruitment information packet utilizing data from the two previous reports completed by Chabin Concepts, property inventory, and related sources.
8. Working with the real estate community, city, county, and property owners, initiate the development of an inventory of vacant properties and buildings. Build a database of information on the properties to be placed on city Web site. Maintain the database.
9. Work with targeted commercial tenants and/or property owners on positioning their properties for re-development or sale. This may include assisting with physical improvement projects through personal consultation, by obtaining and supervising professional design assistance, and/or providing guidance on financing the improvements.
10. Target and identify business prospects through implementation of the business development programs detailed in Section III. Among the tactics included are: visiting other nearby towns or neighborhoods, contacting referral sources, and communicating with local businesses and local leaders.
11. Develop and promote a schedule of field trips to other communities to identify successful businesses that may want to expand.
12. Assist the city with any 'structural changes' that need to be addressed (e.g., modifying zoning ordinances, building codes and parking guidelines that might affect business placement).
13. Seek opportunities to generate new and additional funds to support the business development function.
14. Develop and maintain a system to monitor and report on the progress of the business development program.

Knowledge and Skills Requirement

- Desirable skills: sales, negotiation, written and oral communications, project management, computer
- Desirable experience in one or more of the following areas: real estate, sales, marketing, small business development/finance, community and economic development.
- Desirable characteristics: leadership, entrepreneurial, energetic, imaginative, well-organized, self-starter, must understand issues confronting small business operators, property owners, public agencies and community-based volunteer organizations.

2. Business Development Team

As stated earlier, an important element to the successful implementation of the *Lakeport Business Retention and Recruitment Strategy* is the creation of a Lakeport Business Development Team (Team). Besides helping to guide and manage implementation activities, a key role for the Team is to keep all the players at the table and engaged in the program.

The City and Chamber would collaborate on putting together the Team and contacting potential members. The Team would be structured as a working group of volunteers representative of the following industry sectors and professions: business owner/operators from a mix of business types (i.e., retail, professional services, tourism, downtown, banking or finance), commercial/industrial property owner, realtor, city staff, city council member, chamber of commerce staff, county staff, visitors information center. For maximum effectiveness and efficiency, **we recommend limiting the size of the Team to approximately 12 members.**

During the early organizing stage (first three months), this group would meet bi-weekly. Once the Development Manager is onboard, the Team would meet monthly.

Each year the Team would appoint or nominate a chairperson, the Development Manager would act as staff to Team. Working together, the Development Manager and Team would review the programs recommended in this Action Plan and prioritize them into an annual work plan with benchmarks and budget. The Team would provide direction and assistance to the Development Manager, actively working with the Development Manager, the city and the business community to ensure the business development program is implemented successfully.

Role

- Liaison between city, county and business community; advocate for the Lakeport business community on issues and opportunities of mutual interest/benefit.
- Conduit for communicating the goals, activities, and progress of Lakeport's Business Development Program.
- Advocate for creating a strong, positive business climate in Lakeport.
- Provide guidance and assistance to the Development Manager in implementing and funding the Business Development Program.

Responsibilities

1. Elect a chairperson who has leadership, facilitation and communication skills to run the meetings and serve as primary spokesperson for the group.
2. Read and become familiar with the Chabin Concepts' reports guiding Lakeport's business development efforts.
3. Assist in the hiring of the Development Manager.
4. Work with the Development Manager to prioritize the Business Retention and Recruitment Strategy implementation activities (Section III of this report) in six-month increments.
5. Actively participate in scheduled meetings, issues, discussions, tasks forces and implementation activities.

6. Act as or form a speaker's bureau to promote the Business Development Program to the greater Lakeport community and offer ideas about ways that everyone can help make Lakeport a better place to do business.
7. Assist the Development Manager in creating an inventory of available properties ready to be marketed.
8. Assist the City in establishing a business-friendly environment by volunteering to serve as Project Liaisons; attend training sessions.

Position Requirements

- Strong interest and commitment to the purpose and goals of the Business Development Program.
- Recognized leadership in the community.
- Expertise in at least one of the following areas: real estate, business management and operations, finance, public relations, marketing, sales, government, related professions or industries.
- Ability and willingness to commit five to ten hours a month to the success of the Business Development Program.

3. City of Lakeport

Role:

- Leader and model in demonstrating a positive, pro-active attitude toward business development.
- Leader and model for unifying all business entities and community players to successfully implement the Business Development Program.
- Facilitator of the City Comprehensive and Redevelopment Plans and Policies that are integrally connected to Lakeport's economic and business development.
- Active participant and leader in the Business Development Program implementation process.

Responsibilities

1. Promote open communications and a 'positive community image' regarding all the forward-looking initiatives and programs designed to enhance the quality of life and business climate.
2. Take the initiative to re-build communications and trust with the Lakeport business community. A first step is to support the Development Manager position and participate in the Business Development Team. Identify and communicate opportunities and issues and collaboratively determine feasible solutions; share leads and information which will help facilitate business expansions.

3. Sponsor a series of workshops or panel discussions with the Chamber of Commerce to address specific issues raised during the research phase of this project. Use this as a vehicle to demonstrate and communicate how the city is working to implement codes and ordinances consistently and fairly, and/or instances where exceptions are permitted.
4. Specifically address the issue of communication with the business community by committing to a regular business visitation schedule; expanding the links from/to the city's Web site; documenting the development process, fees, and timelines; assigning a city staff member to each active development project to act as liaison and advocate throughout the life of the project.
5. Address the parking concerns expressed by businesses by forming a task force that includes members of the business community. This issue is a particular concern with downtown business and property owners. It is extraordinarily common to small towns and is often an issue of parking management and not a lack of parking spaces. Without the expense of a parking study, the City of Lakeport can conduct its own simple assessment of the supply and demand for parking.³
6. Continue to provide the necessary infrastructure to create and sustain an environment poised for development (i.e., projects outlined in the Lakeport Redevelopment Plan).
7. Actively and aggressively seek funding from external sources to develop public projects such as a façade improvement program, waterfront projects, a downtown streetscape plan, parking facilities, etc.
8. Support and work with the business community on tourism initiatives and the annual visitor calendar.
9. Take the initiative on key commercial properties and projects that are prime locations and ripe for redevelopment. For example, develop a concept plan for the Willow Creek Property and Vista Point Center which will identify the steps for redevelopment.
10. Take advantage of the county's hotel/resort recruitment contract with Destination Development, Inc. by contracting with Destination Development directly to market the prime properties within the city limits.
11. Train Project Liaison volunteers and city staff in the development process.
12. Assist the Team and Development Manager to update, expand and maintain the City of Lakeport's Vacant Commercial Land Inventory and provide the necessary resources to post the land and building inventory on the city's Web site.
13. Continue to promote the availability of and seek to re-capitalize the City of Lakeport Business Loan Program.
14. Order and share with the Development Manager and Team the following publications, available from the International City Managers' Association (ICMA), Washington D.C. which can provide resource information related to the recommendations presented:

³ Appendix C: Provided as a guide is "Taming the Downtown Parking Beast" produced by the Oregon Downtown Development Association and the Oregon Department of Transportation and available to download for free from <http://www.lcd.state.or.us/tgm>.

- a) *Local Government Online: Putting the Internet to Use*
- b) *Building Communities: It's No Small Chore*
- c) *Analyzing the Fiscal Impacts of Development*
- d) *Waterfront Redevelopment*
- e) *Vacant Property Revitalization Strategies*
- f) *Tourism Based Economy: What Local Governments Are Doing*

Order these publications

4. Community Development Services (CDS)

Role

- Consultant to the City of Lakeport and administrator of the Lakeport Business Loan Program.
- Contract administrator for the Development Manager position.
- Liaison to regional and state economic and business development opportunities and programs.

Responsibilities

1. Contract with the City of Lakeport to provide the new staff position – Lakeport Business Development Manager.
2. Assist the City and Team in advertising, attracting, and qualifying applicants for the Development Manager's position.
3. Provide a support system and introduce the Development Manager to networks of economic development practitioners, activities, programs, resources and local partners to ensure successful implementation of the Business Development Program.
4. Facilitate the performance review and evaluation of the Development Manager.

5. Lakeport Regional Chamber of Commerce

Role

- Facilitate business networking and information exchange.
- Advocate for small business in local government decision making.
- Serve as Lakeport's liaison with county visitor marketing staff and program.
- Serve as 'chief marketer and promoter' for the community of Lakeport; promoting the city as a wonderful place to do business and to live.

Responsibilities

1. House the Development Manager (space providing).
2. Support the Business Development Program and actively participate as a Team member.

3. Promote the goals and activities of the Team to the member businesses. Publicize the Team's activities and successes in the Chamber newsletter and give the Development Manager a quarterly time spot at Chamber meetings to update members on activities and ways that they can help generate more business for Lakeport.
4. Share business targets and encourage the entire business community to share leads for new business and potential business expansions.
5. Organize and implement an ongoing community-wide "Shop Local" retail marketing campaign. Contact communities with successful programs and customize a program to suit Lakeport.
6. With a "Businesses Helping Businesses" promotion, expand the Shop Local promotion to business owners by offering discounts and rewards for local business-to-business purchases.
7. Sponsor a panel or other type of forum where businesses and city officials can comfortably and in a positive atmosphere exchange questions and discuss issues about ways to enhance Lakeport's business environment. This should be a facilitated, two-way dialogue; forums should have a published and well-organized agenda.
8. Establish a schedule to provide training to businesses on issues and needs identified in the 2002 business owner survey.
9. Organize a task force to develop relationships with the local businesses and major economic sectors (such as the wine industry). By tapping into these resources will begin to create win:win strategies for Lakeport and the business community. Focus on ways to cross-market the area's resources and better satisfy mutual needs such as the desire for additional quality restaurants, lodging, meeting facilities, etc.
10. Work with the Lakeport business community on prioritizing and implementing Lakeport-specific visitor marketing strategies and opportunities.

6. Downtown Business Association

Role

- Advocate for a healthy downtown Lakeport which serves as the central commercial district and heart of the community.
- Catalyst for organizing special events such as the "Taste of Lakeport" and downtown promotions.

Responsibilities

1. Maintain an active downtown Lakeport association and committees even without a program manager.
2. Join the National Main Street program for program support and continue to contact, share information with other existing California Main Street Associations.

3. Call an organizational meeting and get a 'fresh start' on the group's work. Review the many excellent recommendations in the *Local Program Evaluation of Lakeport Main Street Association* (April 2002). From these recommendations (that cover building design, business incentives, volunteer recognition and promotions, etc.) establish a few realistic goals for the next year and establish a work plan with benchmarks, roles and responsibilities.
4. With staff, the organization was able to successfully hold three special events each year (such as "Taste of Lakeport"). Name a strong chairperson or co-chairs and organize working volunteer committees to concentrate on one large event.
5. Work with the Chamber to help increase awareness of the wide array of goods and services available locally.
6. Assist with the inventory of downtown vacant properties.
7. Utilize the Main Street Association's newly acquired 501c3 status to tap funding sources for downtown promotions and business development.

7. Lakeport Businesses

Role

- Provide quality goods and services at a fair price for residents of and visitors to the Lakeport market area.
- Be an active participant in bringing about a unified, cooperative and successful business community.

Responsibilities

1. Support and promote the business development program goals and strategies by participating in activities and promotions, serving on committees, board, and volunteer task forces.
2. Take advantage of available business assistance to help improve business.
3. Maintain a positive, open attitude about doing business in Lakeport and work to minimize the 'negative' talk that creates a poor climate, morale and low community self-esteem.
4. Work to create the best possible image for each individual business by properly maintaining the property and conducting business using sound management principles.

8. Media

Role

Serve as a consistent and credible source of information about Lakeport business development activities.

Responsibilities

1. Provide regular and balanced coverage of local business news, accomplishments and activities.
2. Work with the local business community to facilitate and help create joint promotions, advertising and marketing campaigns to generate more customer sales.

9. Lake County

Role

Staff visitor center(s) and promote Lake County visitor assets.

Responsibilities

1. Keep Lakeport Chamber of Commerce and City staff members apprised of key issues and opportunities related to visitor promotions and growing the visitor industry within Lake County.



III. Business Retention/Recruitment

This section contains the recommended business retention and recruitment strategies and programs that should be implemented in the City of Lakeport. The program consists of four elements. We have recommended specific actions, an estimated budget, benchmarks and measurements for success for each of the four elements.

Table 1 – Lakeport’s Business Retention and Recruitment Strategy

Primary Program Goals:	<ul style="list-style-type: none">• Retain, strengthen and expand the existing business base in Lakeport.• Recruit and encourage businesses that will complement and improve the existing commercial mix and will enhance downtown’s attractiveness to its target markets.
Core Strategies:	<ul style="list-style-type: none">• Improve communications and encourage collaboration.• Encourage, support and assist existing businesses.• Incubate, support and grow new businesses.• Encourage residents, commuters, area visitors, businesses and civic organizations to shop locally.• Target new firms to add to the business mix and strengthen the overall economic base.
Program Elements:	<ol style="list-style-type: none">1. Communications2. Business Coaching and Entrepreneurial Support3. Business Retention and Expansion4. Business Attraction

A. Communications Plan

Goal – Build credibility and facilitate communication among the community stakeholders, businesses, residents, city, civic and business organizations.

1. Breakfast with the Council

The Team will plan and promote a regularly-scheduled, Chamber-sponsored forum – *Breakfast with the Council*. The forum will give businesses, stakeholders and city officials an opportunity to meet comfortably in a positive atmosphere, exchange ideas, discuss issues, and brainstorm possible solutions to issues and ways to enhance Lakeport's business environment.

Unlike the networking or "mixer" events, *Breakfast with the Council* will be a structured town hall style event with an issue-oriented agenda formulated by the Team.⁴ A representative of the Team, or someone appointed by the Team, will facilitate discussions. As the sponsoring organization, Chamber representatives may also be willing to serve as facilitators. The Chamber will supply the location and refreshments and help to promote and publicize the events.

An ongoing list of potential agenda topics should be kept and updated by the Team. Issues should be prioritized, planned, and advertised four to six months in advance. Some ideas for discussion early on would include the issues raised during the research phase of this project, namely: development fees and practices, clean up of the lake, building and development requirements, parking, increase/improving tourism trade, etc. At times it may be appropriate to invite a guest to speak to a particular issue or topic.

These events will provide the Council an opportunity to hear from constituents on a variety of topics and to demonstrate how and what the City is doing to address certain issues, the obstacles and restrictions the City must overcome and/or instances where exceptions are permitted (to code enforcement, etc).

2. Community Presentations

The City will coordinate with the Team and continue to make presentations to business and community organizations sharing vital information on city projects.⁵

These presentations will be used as a vehicle to widely broadcast new practices, initiatives, and programs sending the message that *the City of Lakeport is eager to do business*. All of these presentations will promote the collaboration and communication established between the City and businesses.

Community presentations are also a medium to encourage participation and give ideas to others about how they can become involved.

⁴ Appendix D: Sample agenda for "Breakfast with the Council"

⁵ Such as Randy Johnsen's speech to the Chamber in January 2003.

3. City News Briefing

The Team, Development Manager, and City will prepare a one-page *News Brief* for distribution to the Lakeport community every other month. At a minimum the communiqué would go to the business community, but preferably the entire community would receive the mailing. It could be inserted into an already-existing mailing, or perhaps the newspaper would offer a certain amount of space as a public service. Included in the *News Brief* will be information on the status of current and ongoing issues and concerns, such as lake clean-up, redevelopment projects, etc. Of particular interest may be updates on discussions and issues addressed at the *Breakfast with the Council* events.

4. Chamber Updates

The Chamber can support and promote the Business Development Program goals and activities to its member businesses by publicizing activities, successes, and upcoming events in the Chamber newsletter. Another effective way of promoting the program and keeping its membership informed is to give the Development Manager a time at Chamber meetings (quarterly) to update members on activities and ways that they can help generate more business for Lakeport.

5. Publications

Business Development Contact Brochure

The City should publish and distribute a summary of the Business Retention and Recruitment Strategies and programs using a simple (tri-fold) brochure. The *Lakeport Business Development Program* brochure should include the current year's priority activities (i.e. a schedule for *Breakfast with the Council*, site and building inventory, business visitation program and joint marketing opportunities, etc.), overall program goals, contact information for the Development Manager, the names of Team members and the meeting schedule.

Business and Development Guide

Create a City of Lakeport *Guide to Doing Business* that pulls together, in one place, all the steps, fees, reviews and plan approval processes for development. Provide all the information one needs to know to open a new business in Lakeport and the resources and assistance available.

As part of the *Guide*, the city should prepare a fact sheet on the local development requirements and fees. The fact sheet could also compare Lakeport to other select and comparable (similar size and characteristics) communities to demonstrate how the City of Lakeport compares.

Choose a realistic type development project and show an average or median development fee, timeline, etc. in each comparable community. Demonstrate how Lakeport meets or exceeds its competitors and address the changes Lakeport is making that will move the city into a more competitive position.⁶

⁶ Appendix E: Samples and guidelines to complete a comparison, including Web site(s) with comparable data.

Web Site

Develop the City of Lakeport Web site with links to the Chamber of Commerce, the County visitor information site and other pertinent local, regional and state organizations. To augment the business development activities, the link to the Community Development Department should be prominent.

The Community Development Department site should contain all the information necessary to inform visitors about building, development, and starting a business in Lakeport. The Appendix contains a checklist of information that should be contained on the Web site and examples of other city sites that include time-saving components that allow applicants to submit requests and applications online and obtain an estimate of total fees.⁷

⁷ Appendix F: Sample customer-oriented, city Web sites and content checklist.

B. Business Coaching-Entrepreneurial Support

Goal – Build an entrepreneurial culture in Lakeport that provides new and start-up businesses with critical resources, contacts, and assistance.

1. Business Assistance

The Development Manager will connect with the Lake County's new Business Assistance Program (CDS has just begun implementation of the program). The Development Manager will ensure that businesses and potential businesses (start-ups) identified through the business visitation and other outreach activities are referred to CDS. It is also the responsibility of the Development Manager to follow-up on and monitor these referrals.

This program is based on recommendations made in the recently completed Lake County Economic Development and Marketing Plan. Specifically, the recommended program is an entrepreneurial support program designed after the Sirolli Institute and includes elements of business coaching. The program works well with a business retention/expansion program by identifying companies that want to grow or diversify their businesses and providing them market research, technical assistance and coaching on a long-term basis.

2. Venture Capital

The Development Manager should contact Golden Capital Network (GCN)⁸ to investigate establishing a local or joining a regional V3 program. The V3 program is designed to connect entrepreneurs, investors, and mentors. The focus is promoting fast-growth entrepreneurship, fostering investment, generating wealth, and providing communities the tools and resources needed to cultivate an entrepreneurial culture. It is, essentially, an entrepreneurial training and support program customized for each community.

⁸ Appendix G: Golden Capital Network contact and program information.

C. Business Retention and Expansion

Goal – Increase trade within the Lakeport market area, support the Lakeport business community by increasing awareness of the benefits of buying local.

1. Visitation Program

A business visitation program will be scheduled and implemented by the City and the Team.⁹ Visits with owners, managers, or operators of local businesses and/or property owners will be made each week by a team consisting of a representative of the City (city manager, community development director, council member) and a representative from the Team (including the Development Manager).

Each week a minimum of one business will be personally contacted by the outreach group. In some instances, for example for tenants of the small strip shopping center, Main Street Plaza, a focus group or small group discussion may be an appropriate method of meeting with the businesses.

The City/Team will introduce the call program to the business, solicit and listen to their concerns, address their questions, troubleshoot problems and, when appropriate, make referrals.

City leadership's involvement in these business visits is critical and an excellent form of PR. Although this process may be viewed as labor-intensive, it will pay off many times by enhancing open communications and understanding between local government and business.

The Development Manager will be responsible for creating and maintaining a database of businesses, introducing the program via a letter of introduction and publicity, contacting the businesses, and confirming appointments with both the businesses and the City/Team members.

2. Shop Local Campaign

The Chamber, with support from the Team, will organize and implement an ongoing community-wide *Shop Local* marketing campaign.

The campaign can be designed using a raffle concept: shoppers receive a raffle ticket or stamp on a coupon for each dollar (or increments) spent at participating businesses. Raffle tickets or completed coupons are then turned into the Chamber or participating locations. Drawings are scheduled on a regular basis. Winners, participating merchants, and the Chamber receive publicity.

Another type of campaign is to use vouchers good for certain discounts at participating businesses or towards purchase of goods at a special event such as a "sale" or "auction" where the vouchers are used as currency.

⁹ Appendix H: Sample supporting documents to support a business visitation program, i.e. introduction letter, interview guide, pertinent data to be collect, etc.

Raffles/auctions could be planned to coincide with typical gift-giving dates or other holidays: Valentines Day, Easter, Mothers Day, Fathers Day, Back to School, Halloween, Thanksgiving, Christmas, etc.

The *Shop Local* campaign could be expanded to include a business-to-business component which would include a directory of goods and services available. The directory could be available at the City offices, posted on the Web site, by contacting the Development Manager, and distributed during the Retention/Expansion business visitations, etc.

3. Training and Workshops

The Development Manager and City/Team making business visitations will communicate to the Chamber potential workshop or training topics that would be of value to the business community. The Chamber will work to establish a schedule and provide such training to businesses.

Some critical issues, needs, and interests were identified in the 2002 business owner survey:

- marketing and advertising
- business planning, cash flow and financing
- employee hiring and skills training
- property and façade improvements
- business expansion information
- increasing customer traffic
- government codes and regulations

D. Business Attraction

Goal – Fill downtown retail and commercial vacancies by actively promoting the available commercial and industrial properties.

1. Site and Building Inventory

Starting with the City's current list of vacant commercial properties, the Development Manager will expand the database to include all available and marketable properties and buildings. Anticipating the database will be available on the City's Web site, all information relevant to marketing the sites will be gathered (i.e., location, size, condition, lease/purchase cost and terms, special features, listing agent, telephone number, photo or building footprint, etc).¹⁰ To facilitate the placement of properties on the City's Web site, the Development Manager and City should contact GIS Planning (www.gisplanning.com) to discuss and request a proposal.

2. Marketing

The availability of the properties and access to the information should be widely publicized to businesses, property owners, developers, local and regional realtors, and potential businesses. The Development Manager will build a sales/contact database of these contacts in preparation of a concentrated, direct mail campaign.¹¹

The Development Manager will organize, implement and follow-up on a direct mail campaign aimed at primarily realtors, developers, and retail establishments identified in Report 2 as "Lakeport's best business opportunities" (specialty merchandise; restaurants, services, etc.)¹²

Section V includes a detailed schedule to follow to implement an effective direct mail campaign. In short, the direct mail recruitment campaign would consist of:

- Identifying a location that would be appropriate for a particular commercial operation.
- Using the information gathered on the properties, create a series of one-page flyers, postcards or a simple brochure to mail to a targeted list. An effective promotional piece would be to digitally enhance a photo of the site/building to include signage such as "Picture Your Business Here" and include specifications on the site and demographics on the Lakeport market trade area.
- Mail the promotional pieces on a regular basis.
- Place follow-up calls and/or personal visits.
- Respond with detailed recruitment package to those indicating interest.¹²

¹⁰ Appendix I: Site and building data collection sheets are provided to assist in building the database.

¹¹ Off-the-shelf contact management software, such as ACT™, can be purchased for a reasonable price to facilitate the management of multiple databases.

¹² Appendix J: Information on the location requirements and data important to typical companies in these industries.

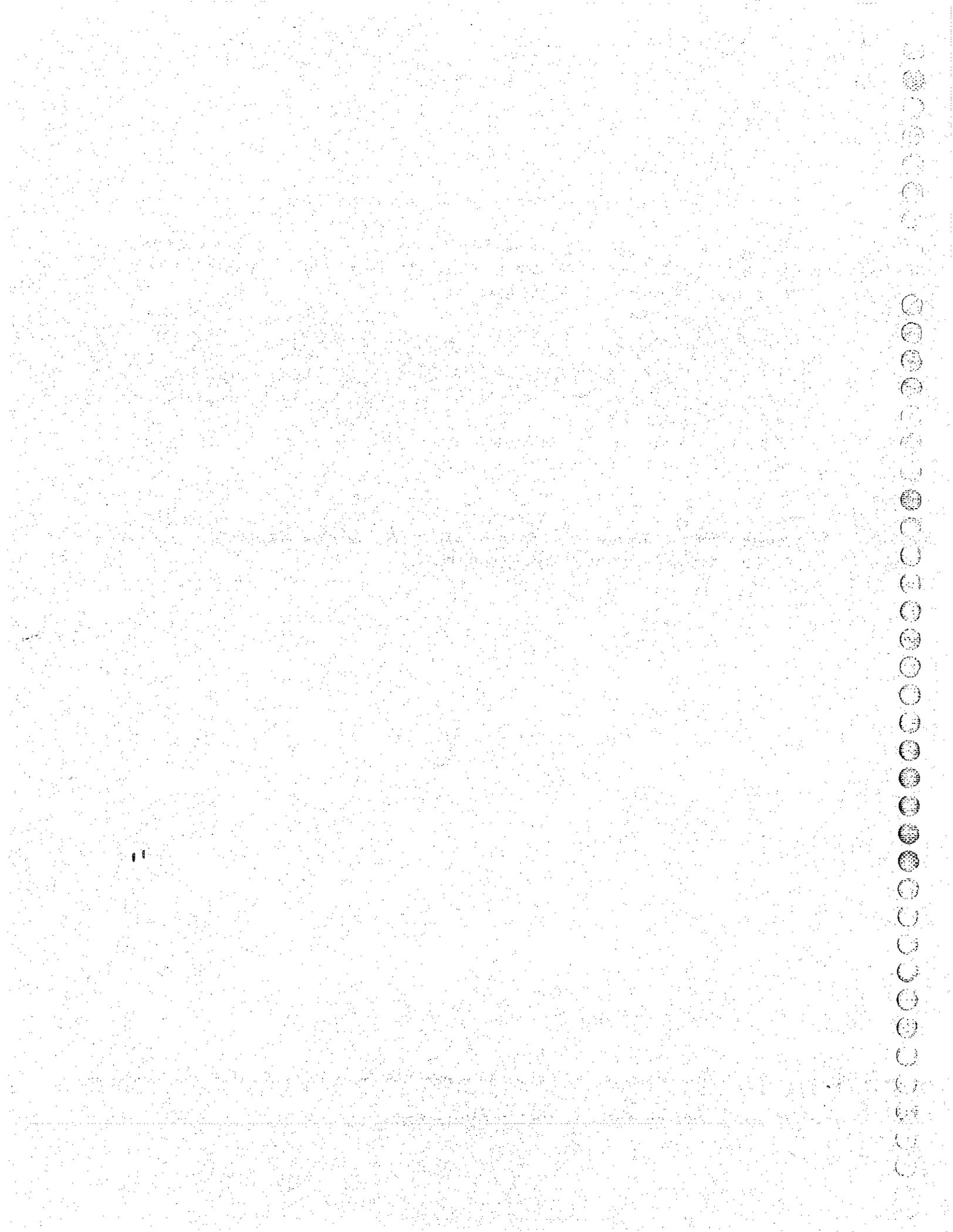
3. Property Development

The City will take the initiative on developing key commercial properties in prime locations and ripe for redevelopment. The City should develop a concept plan for the Willow Creek property and Vista Point Center which will identify the steps for redevelopment. The City could then leverage resources with the County's by also contracting with Destination Development, Inc. to market the prime properties within the city limits.

4. Project Liaison

The City will implement a policy to assign a Project Liaison to each active development project. Recognizing the resource limitations of the City, Liaisons could be city staff, council members or Business Development Team members. The City will provide training on the development process to these volunteers. The Liaisons will assist the city and businesses in arranging pre-development conferences and meeting project requirements.

The intent of this service is to provide developers and businesses with one key contact they can work with throughout the life of their project. Liaisons will work as "account reps" providing customer service to the business community and, thereby, assist the City in their goal of establishing Lakeport as a business-friendly community.



IV. Assessing Success

The following indicators can be used to measure the success of the Lakeport Business Retention and Recruitment Strategy. When hired, the Development Manager, Business Development Team and the City should collaboratively agree upon the specific measurements that will be used to indicate program success in year one. Goals and indicators for the following years can be adjusted based on the achievements in year one, level of participation, and funding availability.

Table 2 – Measuring Success

Goals and Indicators

Build credibility and facilitate communication among the community stakeholders, businesses, residents, city, civic and business organizations.

- Business Development Team established
- Business Development Manager hired
- An increased level of communication with business community
 - Number of events held (*Breakfast with the Council*)
 - Number of community presentations made
 - Distribution and circulation of publications (*News Briefing, Business Development Program brochure, Guide to Doing Business, Web site*)

Build an entrepreneurial culture in Lakeport that provides new and start-up businesses with critical resources, contacts, and assistance.

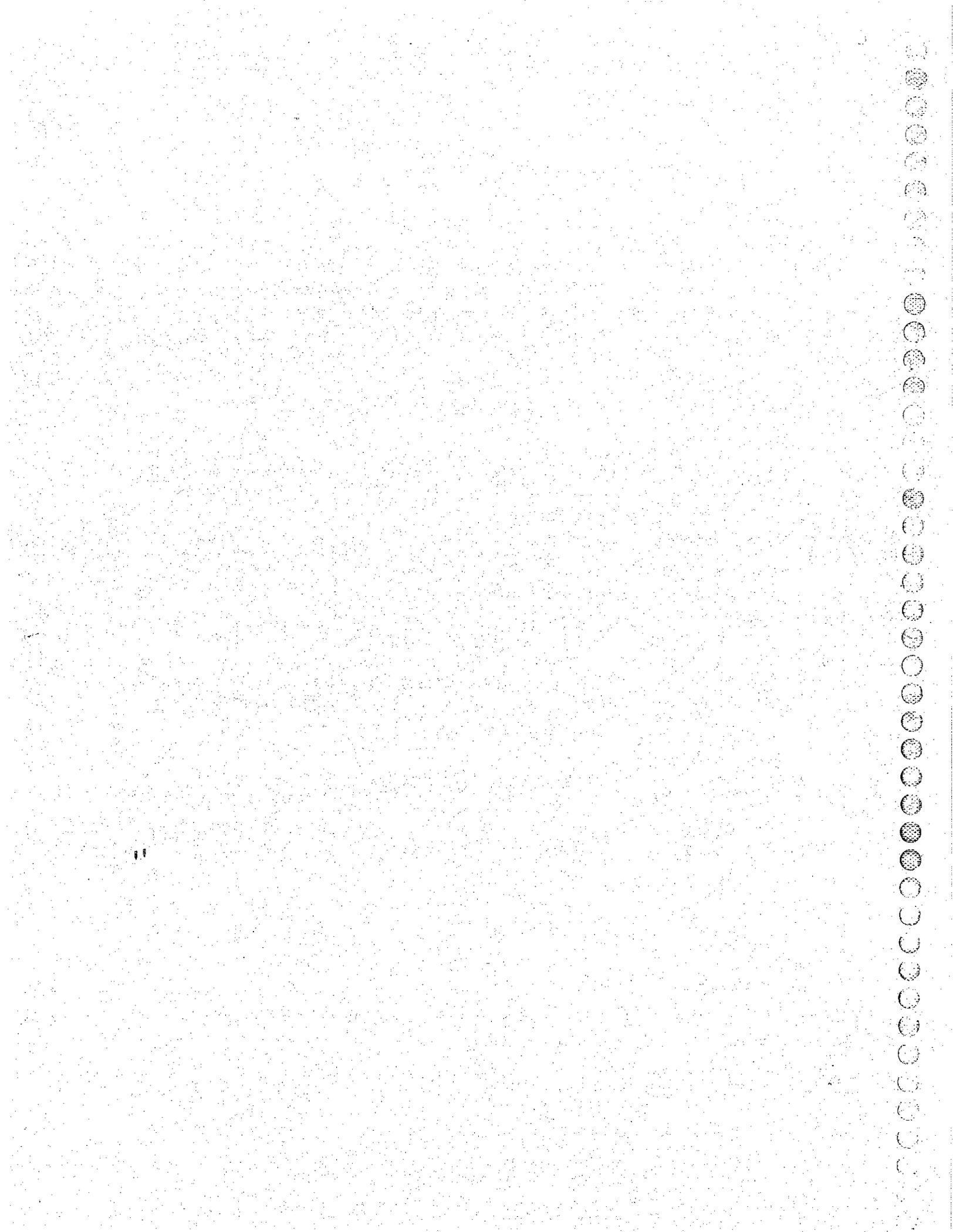
- Referrals to/from CDS' Business Assistance Program
- Number of businesses receiving assistance

Increase trade within the Lakeport market area, support the Lakeport business community by increasing awareness of the benefits of buying local.

- Number of visitations made
- Assistance provided / Referrals made
- Merchants' participating in Shop Local campaign
- Increased sales tax revenue

Fill downtown retail and commercial vacancies by actively promoting the available commercial and industrial properties.

- Site and building inventory completed
 - Necessary databases established (local businesses, realtors, developers, prospective businesses)
 - New businesses started or established in Lakeport
 - Direct mail campaign underway
-



V. Program Implementation and Resources

This section provides an overview of the recommended implementation schedule, an estimated budget for activities and marketing materials and tools required, and some potential funding sources.

A. Implementation Schedule

The table on the following two pages is an implementation schedule for Year One of the Lakeport Business Retention and Recruitment Action Plan. Additionally, Appendix K is a more detailed step-by-step guide for implementing the Business Visitation Program, Attraction and Lead Processing Procedures, and conducting a direct mail campaign.

Lakeport Business Retention and Recruitment Implementation Schedule						
	Ramp Up Stage 2003		Implementation 2003-2004			Year
	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Feb	
Retention and Expansion						
Prioritize list of businesses to visit				■		
Develop survey/interview guide				■		
Train business call volunteers					■	
"Launch" event to announce program to community					■	
Implement business visitations (1)					■	■
Establish parking task force						■
Implement "Shop Local" campaign						■
Business Attraction						
Compile commercial recruitment info packet				■		
Compile site and building inventory				■		
Implement direct mail campaign on available sites (1)					■	
Establish roster of project liaisons volunteers					■	
Conduct training for project liaisons						■
Develop concept plans for commercial sites					■	■
Contract with firm to market commercial sites						■
Business Coaching						
Participate in Lake County Business Assistance Prgm					■	■
Gather information on Venture Capital program						■

(1) Appendix K contains detailed implementation steps for Business Retention, Attraction, and Direct Mail Campaigns

B. Estimated Budget

Critical to the success of any program is having sufficient, ongoing funding. The following table presents an estimated annual budget for the activities, materials, and tools recommended in this strategy. The budget may need to be amended if, for example, office space is not currently available and would need to be leased, any office equipment and software that would need to be purchased.

The estimates provided here are based on similar activities, materials and services the consultants are familiar with and are to be used as a guide only. Section C provides information on potential funding sources.

Table 3 – Program Budget Estimate

Program Management:	Year 1	Year 2
Business Development Manager Salary	TBD	TBD
Business systems (letterhead, business cards, etc)	3,000	0.00
Office space, equipment, overhead	TBD	TBD
Phone service, faxes, internet connection	10,000	10,000
Team coordination (mtg, announcements, mailings, etc.)	5,000	5,000
Materials and Tools:		
Contact management software	200	-0-
Community profile	2,000	-0-
News Brief template	2,500	0
Business Development Contact Brochure	3,200	-0-
Guide to Doing Business in Lakeport	3,000	0
Site and Building Data Sheets	1,500	750
Direct mail postcards (4-color)	-0-	5,000
Database of leads/realtors	-0-	3,000
Web site	-0-	7,500
Program Implementation		
Breakfast with Council ¹⁴	7,500	7,500
News Brief distribution	4,000	4,000
Business Visitation Program ¹⁵	15,000	15,000
Direct mail ¹⁶ (including travel)	-0-	25,000

¹⁴ Event promotion/notices, refreshments, agendas

¹⁵ Mailing costs for introductory letter requesting appointment, copies of survey/interview guides, follow-up calls, travel, materials and incidentals

¹⁶ Mailing costs, follow-up calls, travel, follow-up meetings

C. Potential Funding Sources

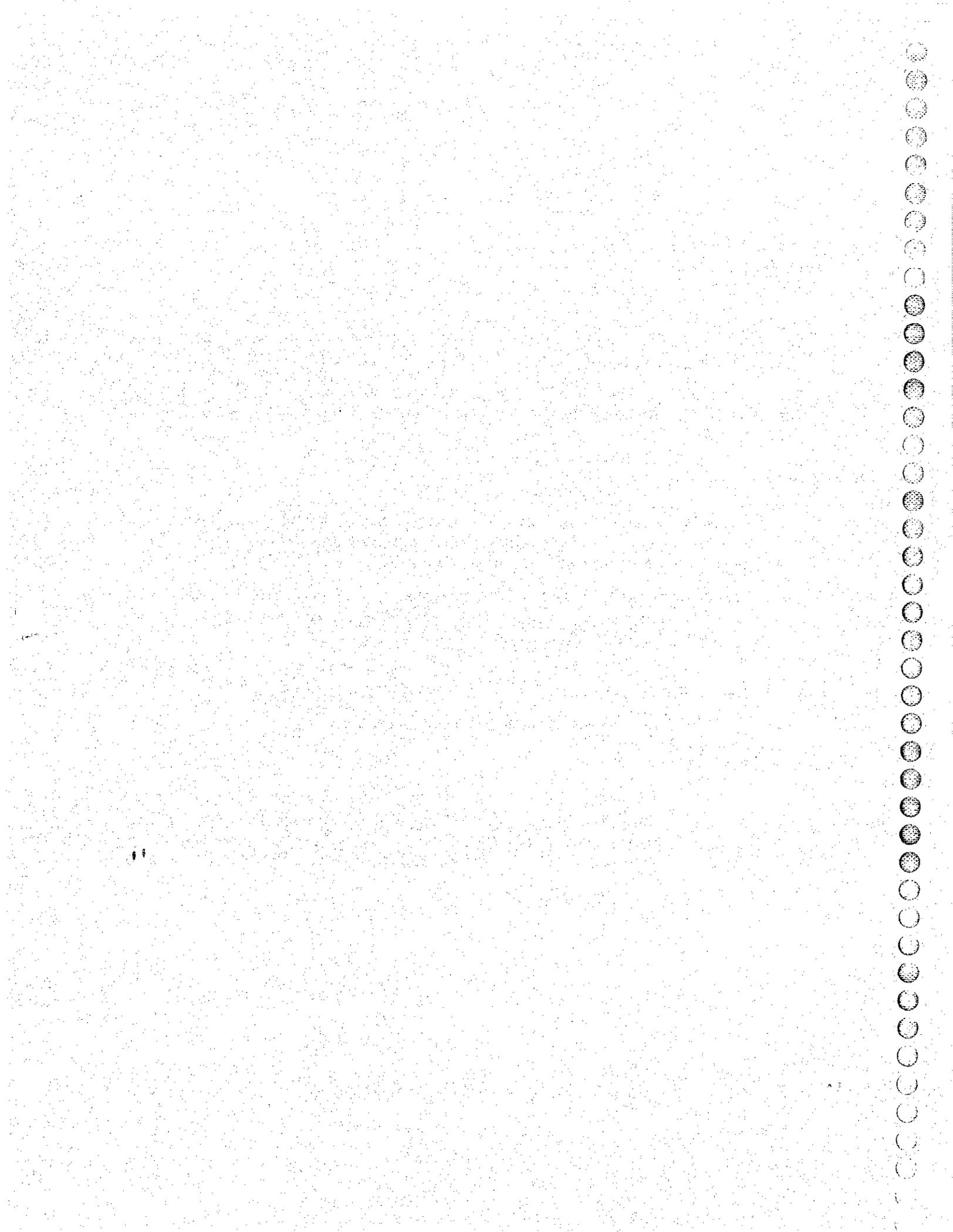
The city could fund a good portion of the Business Recruitment and Attraction program through existing revenue sources, such as:

- TOT funds (General Fund)
- Program income
- Business license revenues

The program is designed to directly benefit the local business community and we recommend they be a financial partner with the city to support the programs. This could be accomplished by assessing a program fee onto the business license; a fee that would be dedicated to supporting the Business Recruitment and Attraction program.

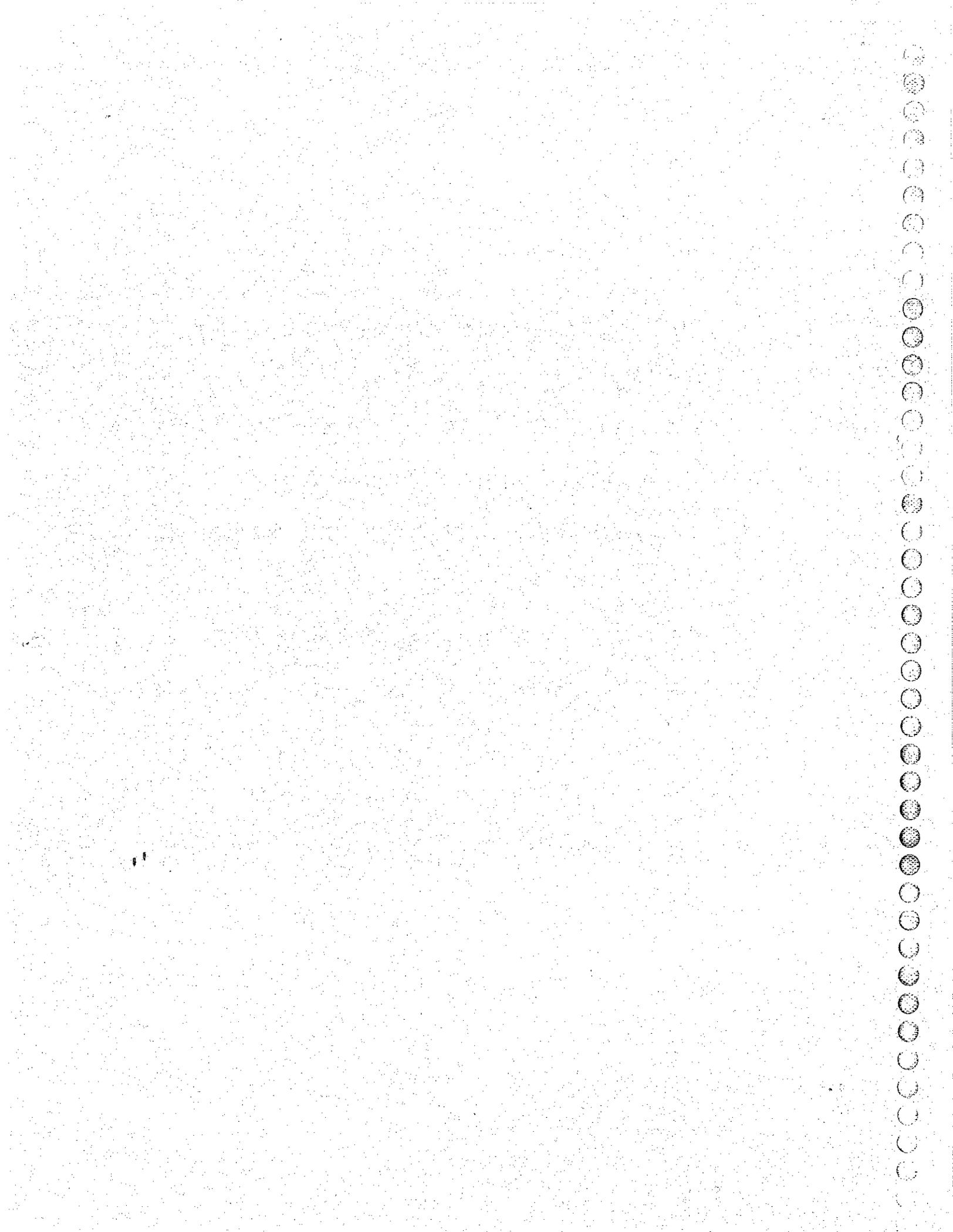
Other potential sources of funding and resources include:

- Business Improvement District (BID) – implemented by city and paid by business owners for revitalization programs and projects; fees are based on a set criteria; districts is generally renewed at a set time (three to five years).
- Economic Improvement District (EID) – implemented by city, an assessment on property and used for revitalization programs and projects; fees can be based on a variety of criteria; in place for a limited period of time (five years) with options to renew.
- Local Improvement District (LID) – implemented by city, paid for by property owners and focused on capital improvements; one-time payment or payment over time.
- National Main Street Association – program resources and technical assistance to support program development.



Appendix

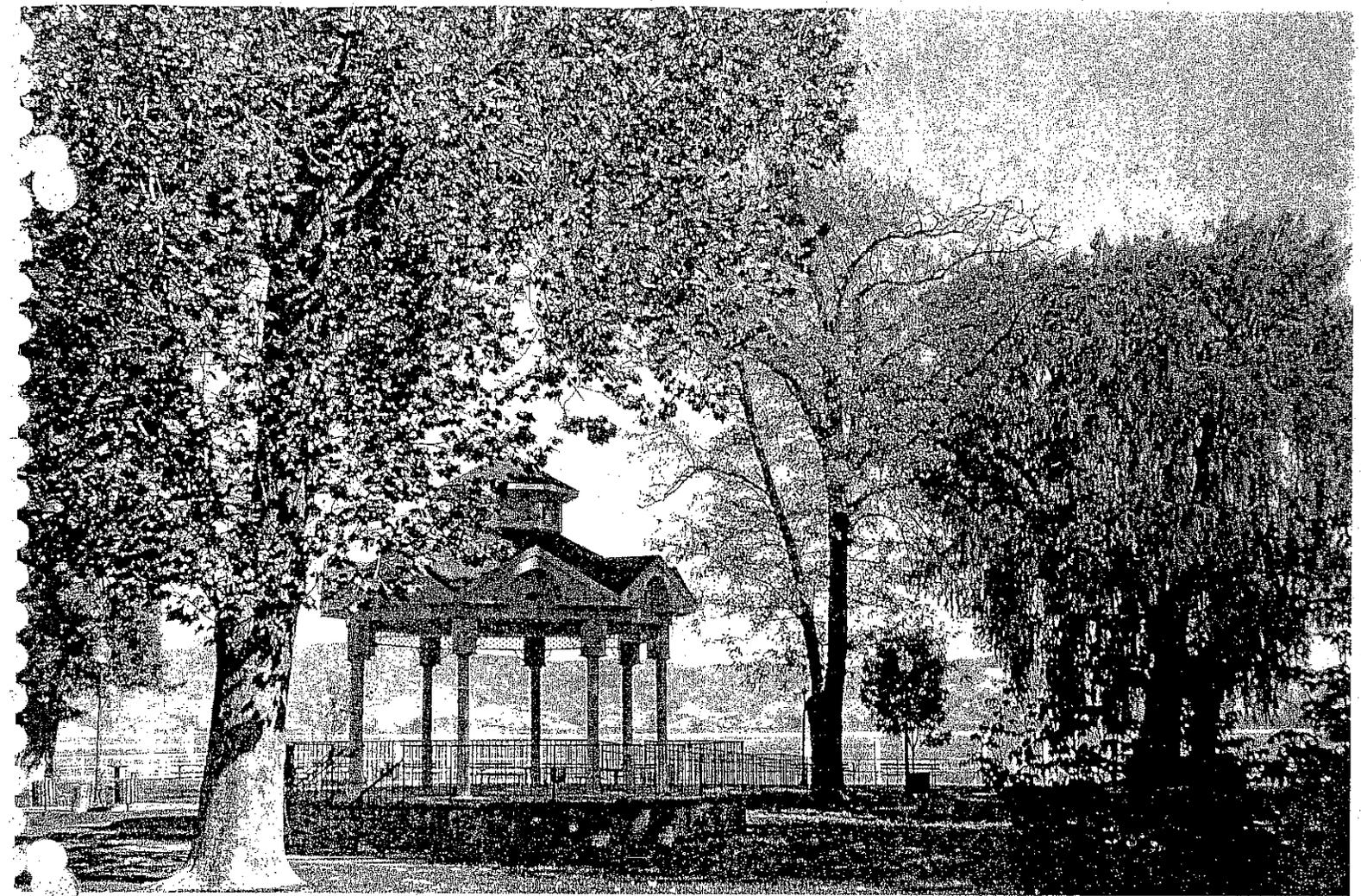
- A. Report 1-Business Climate and Commercial Assessment
- B. Report 2-Retail Market Analysis and Opportunities
- C. "Taming the Downtown Parking Beast"
- D. Sample agenda for *Breakfast with the Council*
- E. Sample Development Fees Comparisons
- F. Website Review and Content Checklist
- G. Golden Capital Network program information
- H. Business Visitation sample supporting documents
- I. Site and Building Data Collection Sheets
- J. Industry Location Factors



Appendix A

Report 1-Business Climate and Commercial Assessment





City of Lakeport Business Retention and Recruitment Strategy

Report 1 - Business Climate and Commercial Market Assessment

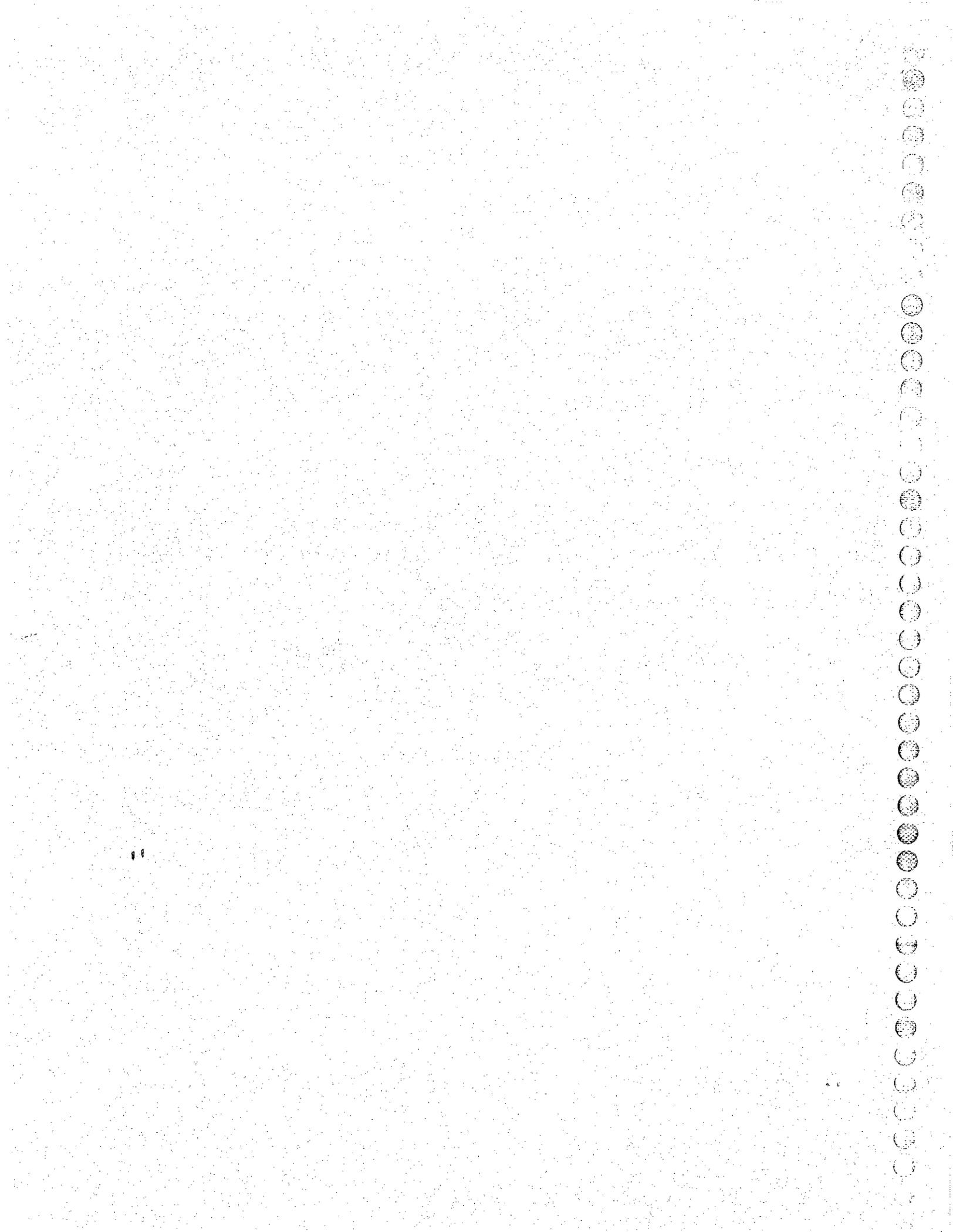
December 2002

Funded by State of California
Department of Housing & Community Development
Planning and Technical Assistance Grant



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I. Introduction

In the summer of 2002, the City of Lakeport received a Planning and Technical Assistance grant from the California Department of Housing and Community Development's Community Development Block Grant Program to prepare a business retention and recruitment strategy. This initiative is part of ongoing efforts to enhance and expand Lakeport's business base.

Through a competitive proposal process, the City of Lakeport contracted with Chabin Concepts to undertake this project. Chabin assembled a team of professionals with extensive experience in providing business assistance, marketing and industry recruitment, program development, downtown development, and economic development strategies. The team consisted of Mary Bosch, Marketek; Barbara Potts, The Catalyst Group; and Audrey Taylor and Victoria Doll of Chabin Concepts.

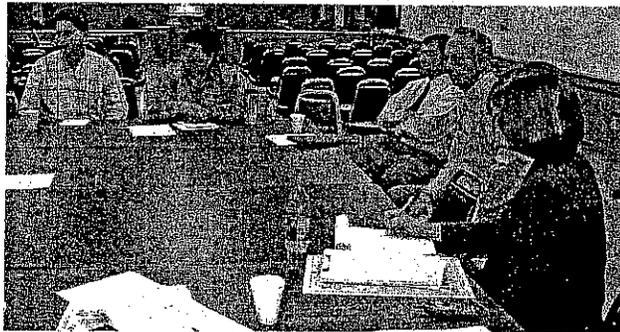
The City of Lakeport Business Climate and Commercial Assessment is one of three reports that will be prepared by the Chabin Team to help Lakeport with their commercial business development. This initial report focuses on an assessment of existing conditions and identification of issues and opportunities that need to be addressed. Specifically, it includes: (1) a general market assessment, (2) an analysis of the completed Lakeport business owner survey, and (3) an analysis of the existing business base.

The second report – *The City of Lakeport Retail Market Analysis and Opportunities* – will provide an analysis of the existing retail market and will identify the type and amount of additional commercial trade that can be supported.

The third and final report – *The City of Lakeport Business Retention and Recruitment Action Plan* – will present strategies and specific actions to enhance the commercial business environment and support a successful business development program.

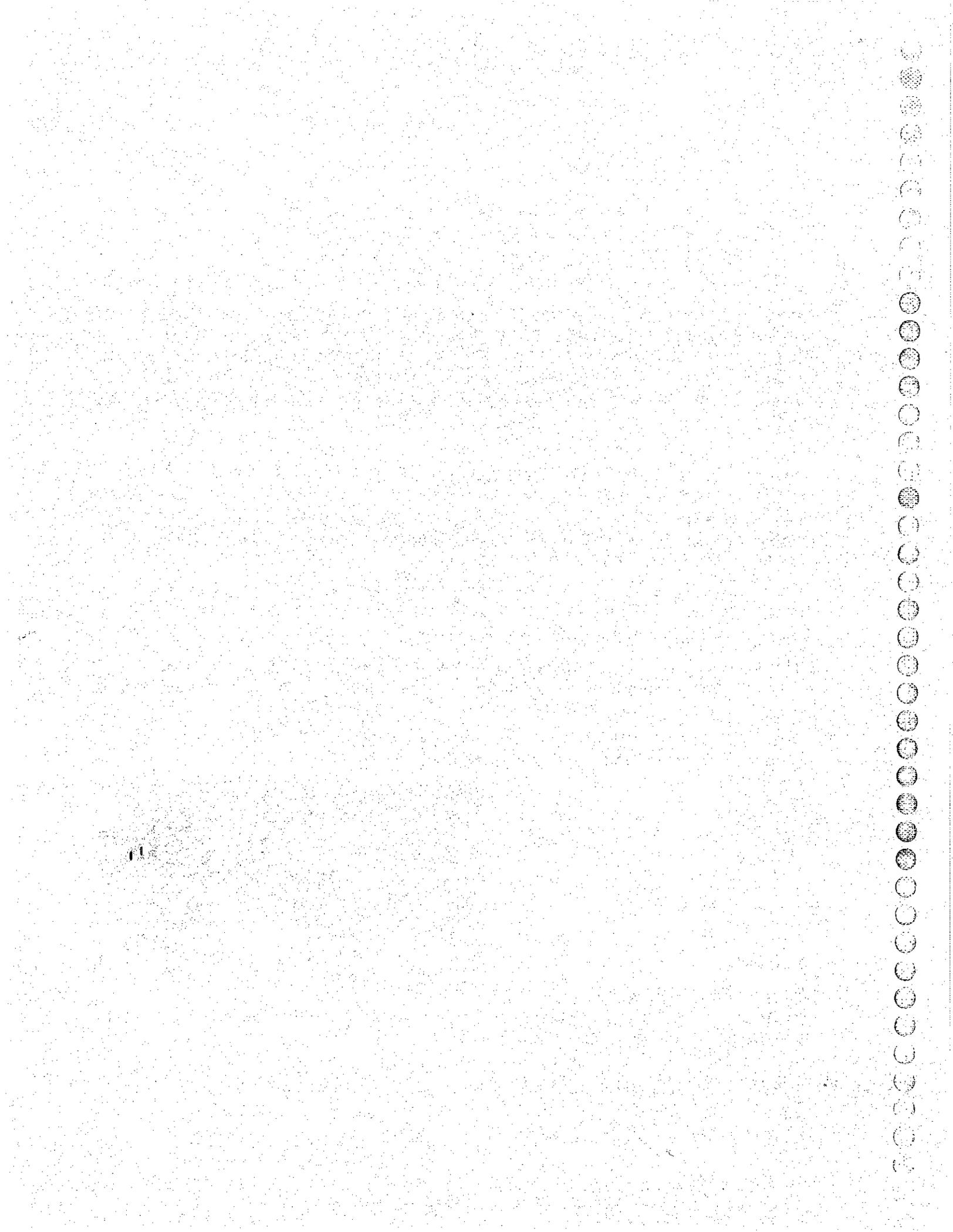
The findings presented here are based upon an October site visit by the Chabin Team, follow-up telephone interviews, and a survey of business owners. During the three-day site visit, the consultants:

- facilitated four focus groups with business leaders, the local project team and city officials
- held a town hall public meeting with an estimated 25 attendees
- conducted approximately 25 in-store visits with business owners



Subsequently, telephone interviews were conducted with another 15 business owners. A list of focus group participants, businesses interviewed, the interview form, and notes from the town hall meeting are included in the Appendix of this document.¹

¹ Appendix A: Results of community outreach, interviews, surveys, and focus group sessions.



II. Existing Business Base

The information used for the business base analysis was gathered using Dun & Bradstreet's MarketPlace data for the current period.² The total number of Lakeport businesses included in the analysis is 884. Charts that depict the following information are provided in the Appendix.³

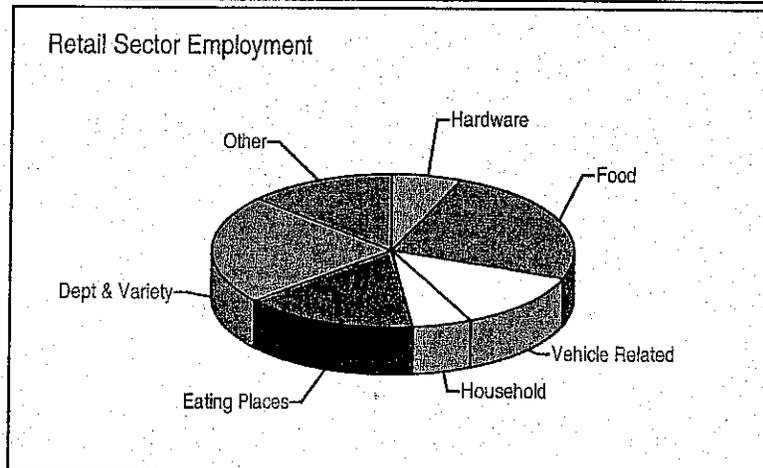
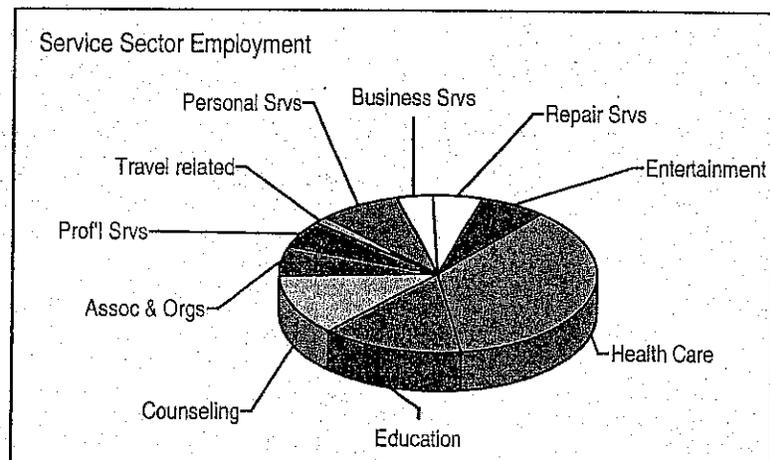
The largest business sector by far (in terms of number of businesses) in Lakeport's economy is services (45 percent), followed by retail trade (19 percent) and then finance, insurance and real estate (9 percent). These three sectors account for 639 businesses or 73 percent of all the businesses in Lakeport.

The classification of "services" includes some of the larger revenue-generating businesses such as the hospital and other health care providers, but also many of the small "mom and pop" businesses such as repair services, child care, building maintenance, beauty shops, and so on.

Total employment in the services sector is 2,342. The chart to the right further classifies the service sector employment.

The same is true for retail – the larger retail stores are outnumbered by the smaller shops and restaurants, as would be expected. One half of the 171 retail trade businesses fall into just seven categories: eating places, used merchandise, gifts and novelties, grocery, auto and home supply, miscellaneous retail, and miscellaneous food stores.

Charts in the Appendix show the breakdown by sales volume of Lakeport businesses. The majority of the sales revenue in the city is derived from a minority of businesses. The top 5.4 percent of



² Appendix B: Dun & Bradstreet database of businesses used for this analysis.

³ Appendix C: Graphics depicting Lakeport business demographics.

businesses with revenue over \$1 million per year generate over 65 percent of the total revenue in the City of Lakeport. The top 10.9 percent of businesses with revenue over \$500,000 per year, generate almost 76 percent of the revenue in the city.

This group of larger businesses includes the hospital, a food manufacturer, some large retailers, the school district, banks, a developer and some construction companies, a few grape growers, utilities, a pharmaceutical preparation company, a racing association and some others.

One-half of the jobs in Lakeport are concentrated in just forty establishments. These establishments are in the following business sectors: agriculture, manufacturing, retail, finance, insurance and real estate, entertainment, health care, education, professional services, and government and public services.

III. Market Opportunities

During the Market Assessment, we asked: *“How is Lakeport doing compared to other comparably sized communities that are working to strengthen their commercial business base?”* The responses are organized into four areas:

- **Competitive Advantages** – those characteristics or attributes that make Lakeport a good place to conduct or invest in commercial business.
- **Competitive Disadvantages** – local conditions or factors that may limit the extent of or speed with which Lakeport’s commercial base can be expanded and enhanced.
- **Opportunities** – “good bets” for improving the retail and commercial base, including forces external to the community such as market conditions and trends.
- **Challenges** – conditions, issues and factors that could stall or undermine the stability or potential expansion of commercial business.

A. Competitive Advantages

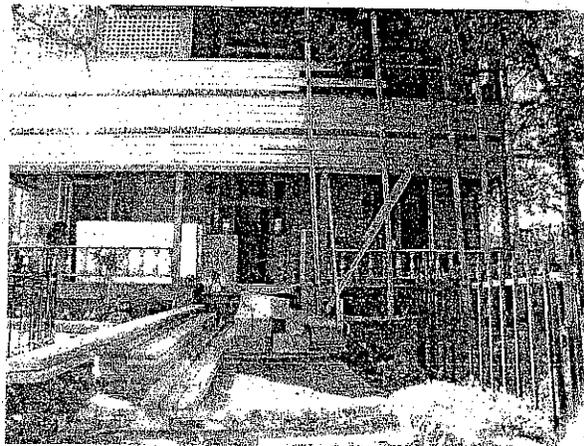
Many active *entrepreneurs and civic-minded residents* are investing in the Lakeport community. Among the most visible developments are an expanding real estate company, a new bed and breakfast, a newly redeveloped restaurant and a shopping center expansion soon to be underway. Many individuals expressed pride in the new 55-acre Westside Community Park development that was spearheaded by a few key individuals. This facility is intended to be the site of major soccer tournaments and attract hundreds of visitors. One business noted that a girl’s tournament generated their best business weekend in recent history.

Lakeport is beginning to appear *on the map* as an alternative to big city living. San Francisco and Bay Area residents in particular are discovering the town’s reasonable property values and quality of life. As one realtor noted:

“In the last 24 months, Lakeport has seen a greater increase in values and appraisals in than in last 15 years. We have fewer low income folks moving in and are starting to see some vineyard income trickle down.”

Interviews with business owners revealed that, for most, *business is good* and proprietors are optimistic about the future. Nearly half of the businesses replying to the business owner survey noted that they expect to expand their operations in the next year or two. Eighty-four percent have a moderate or high degree of confidence in the economic outlook for Lakeport. One optimistic owner believes:

“If you work hard and focus on your business, there are endless opportunities in Lakeport.”



Lakeport's principal commercial district, the downtown, offers *truly unique ambience* with the lakefront vistas, an intact historic district and the courthouse square.

Some *business incentives and support* programs do exist to help with business development. A number of businesses noted receiving helpful assistance from the Business Outreach and Response Team (BORT) and the Community Development Services (CDS) organization. CDS operates a Revolving Loan Fund (RLF) program that serves Lakeport; this is a strong asset to build upon. The Lakeport Regional Chamber of Commerce provides good networking and marketing opportunities to the local business community.

Lakeport is home to *several anchor businesses* that attract (and retain) hundreds of area shoppers to the community each day. Among the largest are: Bruno's Foods, K-Mart and Kathy Fowler Chevrolet. "*K-Mart actually keeps shopping dollars in town,*" one business owner commented.



In addition, Lakeport has an impressive *mix of convenience businesses* through-out town that serve the everyday needs of local residents and workers, including: grocery, gas, banks, hair salons, lumber, hardware, and more. Downtown is developing a niche in specialty businesses. As one business owner commented:

"For normal everyday living, we have everything. We are a destination."

Businesses expressed *interest in and willingness to work together*. A few businesses remembered the cooperation that existed years ago when community-wide campaigns like the Red Tag Sale and Lake County Santa Shop@ Home were organized. During our interviews many indicated a desire to participate in joint promotions and demonstrated support for each other.

"I spend a lot of time checking out other Lakeport businesses to see what's available."

"Merchants make referrals to each other."

"We ALWAYS refer people to businesses in town – and so do our employees."

Lakeport has a *'small town USA' appeal*. The locals noted the following attributes that related to Lakeport and convey this image:

"A very safe community."

"Lots of 'sit around' time."

"Clean air." (Lake County is said to have the cleanest air in California)

Existing *successful commercial operations* whose accomplishments could be better touted and who may serve as models for other entrepreneurs include: Private Harvest, (a private label gourmet foods company), Cheap Tickets, Nutribiotics, (a vitamin manufacturer) and Bruno's, one of the last remaining home grown grocers.

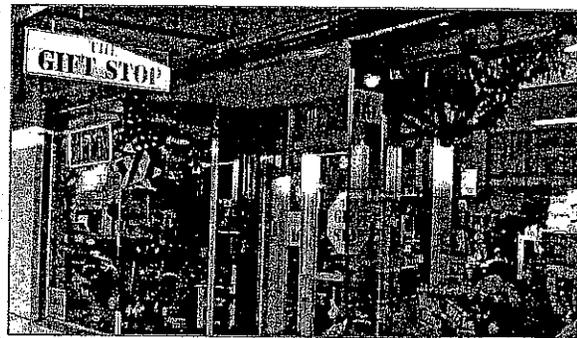
B. Competitive Disadvantages

Lakeport's *market is limited in size and growth*. The City of Lakeport itself has grown slowly through the years; the current population is about 4,954 (as of January 2002). Forecasts are for continued slow growth, below state and national averages. City officials recognize that a local housing shortage and limited residential development opportunities will impact population expansion.

The median household income of \$35,429 (2001 estimate) is also well below state and national averages. The actual trade area for many Lakeport businesses extends to the northwest side of the lake and includes an estimated population of 25,000. However, this is still a relatively small market. One business owner summed it up with the following statement:

"Despite all of Lakeport's good qualities, we still have a demographic problem. The size of our market is not favorable for mid-size chains or discounters like a Ross or JC Penney."

Both the city and business community are very *dependent on visitors*, yet are missing the mark in growing this important target market and enhancing the market by equalizing sales tax revenues throughout the year. Sales tax revenues peak during the summer visitor season and most businesses acknowledge the significant impact visitors have on their revenues.



Although the recently completed *Lake County Marketing Plan* addresses visitor development in great detail, many business owners expressed concern over what they perceive to be a diminishing visitor market. While the collection of hard data on the number of visitors to the area is beyond the scope of this project, for the purposes of this report it is important to note that "perception is reality." Many business owners recalled the days when the lake was *the* place to be and this is the basis for their judgement on the increase or decline of the visitor market. For some, deteriorating lake conditions and the resultant decline in recreational boaters is a critical issue. Others note the need for better lodging facilities, more variety in shopping and eating and extensive promotion.

Businesses expressed concern that city/county relations have been strained over visitor marketing responsibilities. This expressed concern accentuates the need to develop a plan to target this market and follow through. Ultimately, both the city and local businesses lose when visitors go elsewhere. A Lakeport business manager commented:

"We aren't organized to serve the visitor market. Businesses need hospitality training; the community needs bike racks, information kiosks and special promotions of Lakeport as the "Bass Capital of the western US."

A related issue is the *lack of uniform business practices*. Lakeport businesses are not in the habit of working in a unified manner on ways to attract and keep customers in town. There are few if any retail or other business promotions. Store hours and open days vary *widely* from one business to the next, making it difficult to promote Lakeport as a whole or individual shopping centers as a

coordinated district and also difficult for the customers to know when the district is 'open for business.' One business owner summed it up:

"It doesn't matter how much advertising you do if people come up on weekends and we're closed."

Businesses expressed significant concerns with the City of Lakeport. Well over a dozen business owners expressed deep distress over issues related to doing business with the local city government. Many people believe that city codes, standards, fees and expectations from local small businesses are unrealistic and prohibitive. The business people who were interviewed raised specific concerns about the city relating to: development and infrastructure costs imposed, inconsistent code enforcement, last minute changes to approved project plans, limited or poor communication about city policies, expectations and activities, and limited outreach to the business community. The current manager at K-Mart, the number one sales tax generator for the city, could not recall being contacted by either the city or the chamber.

While the city has a central location in city hall for business services, the business community does not perceive this as a 'one stop' information center designed to help new and prospective businesses navigate through the requirements of starting-up and access the resources available to them. The sample of comments below summarizes the perceptions that the city is anti-development, unfriendly to business and, in fact, a barrier to business development.

"So many people have been discouraged from making changes that they do not try."

"I have never found the city to be supportive."

"City needs to be more flexible, creative and business-oriented."

"Infrastructure may need to be upgraded but you can't attract a business for the same as it costs in Santa Rosa and charge Santa Rosa rents in Lakeport."

"They (city) always create obstacles...put up conditions for everything you want to do. It makes us not want to do anything."

"I steer clear of the city. They are on a power trip."

"We need to get a lot less red tape – a lot of business projects have been killed."

"Developers come in to city hall, are told one thing, make some decisions, come back and are told to do things differently – project costs run much higher than anticipated."

"You have to get a pro-growth mentality..."

"Lakeport needs to make it easier to put some quality projects together! They are expecting a Palm Springs-type project in Lake County – it's always difficult working with those expectations."

"Clearlake is much more developer friendly – they'll go the extra step."

The ***perception of too little parking in downtown*** is a concern of many. It is not uncommon for small communities to view parking as a critical issue to customer traffic and Lakeport is no exception. But as one business owner said:

"This is an education issue. For example, we need to make it clear why business owners and employees should not park in prime customer spaces."

Others believe that the issue is one of 'marketing and management.' Parking lots are not clearly marketed and directional signage is virtually nonexistent.

Infrastructure needs may be affecting development. The greatest concern identified by many is the poor condition of the streets and roads. It is noticeable to residents and visitors alike, makes a poor impression and begs the question *is Lakeport investing in itself?* The quality of the lake was also identified as a key concern impacting visitor business.

The **visual appearance of businesses** is also an issue. Several business owners would like a unified architectural design and consistent enforcement of standards for historic downtown properties.

"Some people go for it – they have clean windows, great facades and displays, etc. In other businesses, the exterior looks HORRIBLE!"

"Menlo Park and Palo Alto have ordinances on colors on buildings – what a difference!! It's inviting! Our Main Street is like Toon Town... Uniformity is needed!"

"I'm not negative but I can't stand to see signs not painted, old signs from defunct stores and neglected businesses. The message is: Nobody cares."

"Make clean up and code enforcement mandatory."

While many businesses said they are open to joint business promotions, several others are concerned about the **uncooperative attitude among businesses**. One owner said that businesses do not work together at all, *"There are the 'haves' and the 'have nots.' "* Several owners said they felt *punished* because they were successful. More than one business owner stated they were singled out for doing things that bring success. One established business noted that he felt sorry for anyone starting out as it takes years to develop a supportive network and customer base in Lakeport.

"Lakeport businesses have an 'inner circle' that doesn't accept new folks with energy."

Businesses made frequent comparisons to Kelseyville:

"Kelseyville appears to be having great success in organizing successful events – their Business Association gets things done and works well together. Do we have a leadership issue?"

A **labor shortage** exists, not only in Lakeport but throughout northern California. Several businesses identified the need for employees with a strong work ethic and some noted the need for skilled labor.

C. Opportunities

The *wine industry is growing* all around Lakeport. The Fetzer Winery is investing \$6 million nearby. Many business owners believe that the traffic generated by this industry is a prime market that Lakeport could tap. Shopping, tasting rooms, lodging and restaurants are all envisioned as spin-off activity.

“A new world class wine district is opening in Lake and Mendocino Counties.”

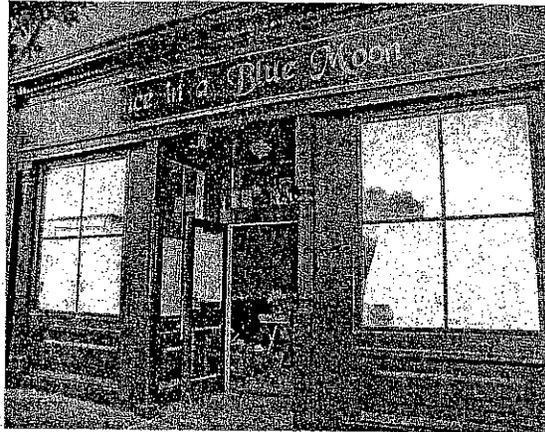
Local market potential and retail leakage. Capturing retail leakage – or the consumer dollars that are leaving Lakeport and going to Ukiah, Santa Rosa and other commercial centers – is both an opportunity and a challenge that an aggressive marketing and promotion program could help to overcome. Whether targeting local or visiting shoppers, promoting business opportunities or improving the image of Lakeport, a clear marketing goal, well organized action plan and commitment to implementation are imperative.

Community and business leaders shared a *wealth of ideas about business needs* and potential niches that could be filled in Lakeport. The market analysis will take into consideration these suggestions, which are listed in Table 1.

Table 1 – Retail and Commercial Needs

Business or Merchandise Needs	Developments or Community Needs
<ul style="list-style-type: none"> • Restaurants—more variety; more quality • Specialty retail – women’s apparel, gifts, antiques, comprehensive bookstore, etc. • Shoes (everyday & professional/dress) • Wine shops/tasting rooms • Gift shops • General store (downtown) • Internet café • Car wash • Bakery 	<ul style="list-style-type: none"> • Small boutique hotel • Larger chain hotel/resort • Meeting facilities • Golf course • Performing arts/ Entertainment center

Commercial space is available throughout Lakeport. Downtown has numerous prime retail vacancies, and most other Lakeport shopping centers have at least one vacancy, (although Shoreline was fully occupied) and several infill sites are for sale or lease. The city has completed an inventory of larger parcels, which will aid any marketing effort.



Two large pivotal sites are prime for redevelopment: Willo-Point waterfront property (presently occupied by a mobile home park) and Vista Point Center (owned by the city). Willo-Point has been targeted for a hotel development in the past, and Vista Point, which has outlived its usefulness as a retail center, would be a prime location for a call center or combination of large office users.

Businesses appear ready to make changes. For a variety of reasons including a slow economy, the time is right to introduce and encourage new business practices that will help to generate more customer traffic. Of the business survey respondents, 43 percent (the same percentage of retail/restaurant businesses who responded) indicated an interest in participating in a cooperative marketing effort to attract visitors and keep Lakeport residents shopping locally. Ideas mentioned include: joint promotions, staying open six days a week and unifying store hours. One enthusiastic business owner commented:

"There is something we can do – one giant campaign united for all the merchants – one common goal! But, we need to do this as a united front – not as downtown Lakeport against Willow Creek."

Although limited in number, Lakeport is experiencing ***new housing development***. Much of the development is higher-end, such as the lakefront condos or single family homes on Rolling Oaks Drive selling for \$300,000 and up. This upper income market could be surveyed to identify retail interests and then target those customers in promotions.

D. Challenges

The *retail base is widely dispersed*. Lakeport's commercial base is spread widely throughout town in multiple shopping centers, at small commercial nodes and in dozens of free-standing business locations such as: Shoreline Center, Bruno's Foods, K-Mart, Vista Point Center, Hamburger Hill, Nylander Neighborhood Center and Willow Tree Plaza. This makes it difficult for Lakeport to create a 'sense of place' and an identifiable 'center.' It also creates a very busy, auto-dependent shopping environment.

Related to the difficulty of developing a critical mass of retail is the concern that some business locations are incongruous with surrounding businesses. Examples of this include the county office located in a prime retail block on Main Street and the Social Security office building within the K-Mart shopping center.

Business owner comments indicated a *lack of a strong, positive community image or identity* and a feeling that Lake County is associated with low-income residents.

"Parolees and low-income get dumped here."

"The county stigma is as the Mecca of the unemployed."

The issue of poor community pride was noted in the Lake County marketing plan, as well. Many people made comparisons to other towns, noting Lakeport's inferiority to Ukiah and Kelseyville. As an example, one person commented:

"We don't do a good job of patting ourselves on the back."

Meeting the needs of multiple markets is an ongoing challenge. The Lakeport business community must work hard to serve a variety of special interests and needs for visitors and a diverse local market with modest expendable income. For example, the local customer base includes: young and old; weekenders and full-time residents; service workers and white-collar executives; some with expensive taste and many who have modest discretionary budgets.

Ill-defined roles and/or a potential lack of leadership regarding Lakeport's overall economic, business and visitor development is an important strategic challenge. One business leader commented:

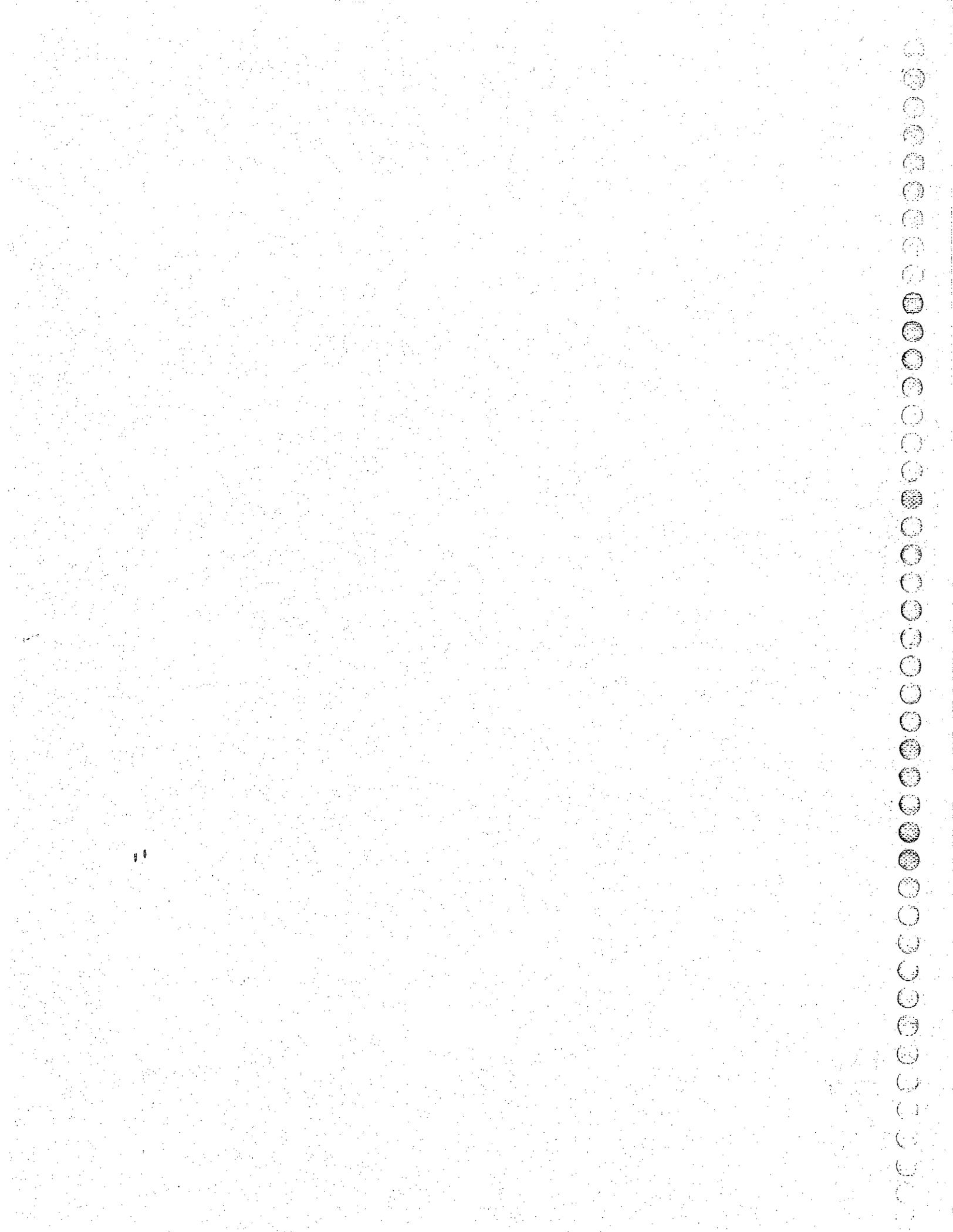
"We have lots of players; not a lot of accountability."

More than one owner said there are too many business organizations in Lakeport, all disjointed, with their own agendas and no unity. Among the groups identified are: the regional chamber (which represents portions of Lake County), the visitor center and county visitor marketing staff, BORT, the Lakeport Main Street Association and the city, including the redevelopment agency. Some individual business owners, like Bill Brunetti, are providing leadership on important strategic issues such as how to compete with 'big box' stores, a topic that is the focus of a new committee he has formed.

Leadership and organization are critical to being successful in the competitive economic development arena. One thriving local small business was recently approached by a Kelseyville marketing team about relocating. A common perception brought out in the business interviews

was that Lakeport lacks a vision for economic development *and* an aggressive approach to fulfilling the vision. One business owner summed it up:

"We have to know what we want and collectively work with business prospects to get it."



IV. Business Owner Survey Results

The City of Lakeport launched an online survey to gather information from the business community about their specific needs, issues, and challenges. The survey was available from October 21 to December 4, 2002. Businesses accessed the survey via a link on the Chamber of Commerce Web site; printed copies of the survey were also available at the city and chamber offices.

Information from the survey will be used by the consulting team to determine market needs and as the basis for business development programs and strategies that are being written for the city.

A copy of the survey instrument and a complete tabulation of the 45 surveys completed is included in the Appendix.⁴ Following are some highlights and specific comments made by respondents.

- Forty-five businesses responded to the survey. Replies were received from the following business sectors: retail (27 percent), professional services (20 percent), services (18 percent), restaurants (16 percent), and other (18 percent).
- Forty-one percent of these businesses have been established for ten or more years.
- These businesses employ a total of over 210 people.
- Overall business activity over the past two years is holding steady or increasing for 73 percent of the businesses.
- Twenty-one businesses plan to expand their operations in the next two years. These businesses are in the following sectors: restaurant, retail, service and professional.
- Two businesses plan to reduce operations and ten plan to relocate or sell their business.
- Reasons given for the expansions, reductions, and/or relocations include the need for more space and an increase in internet activity, which has increased business.
- The types of investments being planned in the next two years are: increasing online activities, creating a retail location downtown, and purchasing or building a facility; fourteen businesses indicated plans to add employees.
- Critical factors for success were noted as: qualified labor, tourist trade, economy, foot traffic, and up-to-date equipment.
- Major issues and obstacles the businesses are dealing with include: low customer traffic, need for cash-flow and/or working capital, operating costs, government codes and regulations, economic conditions, and availability and skill level of employees.
- Companies indicated an interest in the following assistance/programs: marketing and advertising, business planning, financing, employee hiring and skills training, property and façade improvements, and business expansion information. Some specific comments and requests made regarding this topic were:

"Cooperation and open mind on the part of the city."

⁴ Appendix D: Survey instrument.

"Need to have a better retail environment downtown."

"Access to Lakeport area must be improved, Hwy 175"

"I need customers so I can lower my prices."

"Internet connection."

- Preferred methods of accessing assistance are (in order of majority responses): one-on-one assistance, online, seminars and workshops, advisory group, or a resource library.
- Twenty-two businesses indicated an interest in participating in a cooperative marketing effort to attract visitors.
- Only thirteen businesses were aware of Lake County's visitor marketing plans.
- The overall confidence in the economic future of Lakeport is "moderate."

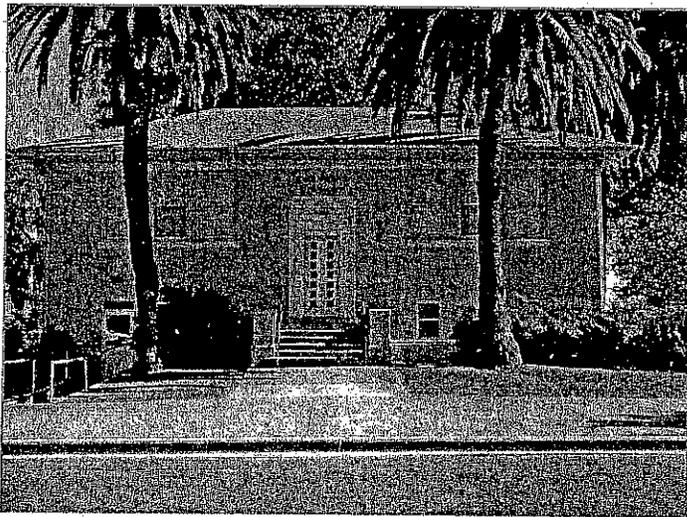
Following are selected responses from the open-ended questions. We attempted to select those comments that were indicative of the attitudes and opinions expressed by the majority of respondents.

What are some of the major issues or obstacles facing your business today?

- Need a larger building with more parking... could also use more skilled, highly motivated workers.
- A large number of Lake County businesses and residents give the overall appearance of a county that doesn't care and is blighted...
- The city government needs to understand that this is a small community and that money for growth and improvements is not easily generated because of the income level of the area... restrictions and cost of improving property and expanding a business outweigh the return on investment because of all the costly fees...
- Parking is a big problem.
- Being able to have better telecommunications could help make me more efficient...
- It is difficult to find qualified individuals in our area.
- It is tough to attract qualified people to Lake County.
- Current economy.
- Utilities increased costs, increases in California workers' compensation and employer's taxes, liability and property insurance increases... seasonal employee pool.
- The city will not let me put signs on Main Street to remind locals that I am there... the red tape is ridiculous and time consuming...
- City codes prevent off-site signs.
- Almost 100% of our business is from the water. The condition of the water is bad.
- Courtroom parking takes away from retail parking.

As Lakeport continues to grow and change, if you could KEEP one thing the same about the community, what would it be?

- As much of the architecture as possible.
- Small town image, friendliness.
- Unique and historic downtown.
- Low crime rate, clean air.
- Keep the area rural... not a concrete jungle. I'm all for progress, but I like to be able to enjoy our natural resources.
- Confined downtown area, curb on outlying business growth and retain commercial hubs.
- Rural charm of the city parks, facades, colors, etc.
- Concerts in Library Park and No Name Car Club event



If you could CHANGE one thing about the community, what would it be?

- A good plan that would make it easy for new business to come into Lake County.
- Fix the roads and clean up the algae in the lake.
- More and better access to the lake in downtown Lakeport via an expanded waterfront. Also a town park ranger to patrol all public areas to insure safety and cleanliness.
- Make it more pedestrian friendly.
- Widen Highway 175.
- Stop the negative comments about the lake. - *real inhibitor to tourism*
- Make the downtown area more appealing... group together other businesses and provide affordable advertising, media, TV and radio... more downtown events and try to get the community support.
- Raise salary base to affordable wages to boost economic viability of the citizens...
- Traffic problems.
- City regulations.
- Change "Library Park" to "Library Park Marina." Build up waterfront with boat docks, clean sandy beach, state of the art restrooms.
- Government would move faster to get things done. - *Accountability*
- Better bussing to downtown Lakeport, and create a circle of traffic from Main Street to Park Street and back again...
- Repaint downtown Lakeport... make it mandatory for building owners on Main Street to put an awning and fresh paint on their property.

What identity or image would you like to see Lakeport develop for itself as a unique community attractive to residents and visitors alike?⁵

- Lakeport should be THE place to be after 3:00 p.m. Stores and restaurants should be open later. Perhaps a Christmas theme, like Nevada City, or different attractions that carry the summer concert atmosphere through the off-season.
- Upscale tourism and quality accommodations with quaint streets, shops, and good restaurants.
- A safe and friendly town in which to live and visit... good, consistent restaurants (not the franchises), local festivities that instill local pride in our surroundings, cultural history and schools. I would hate to see Lakeport become an Indian casino destination.
- The kind of class of Napa with the added attraction of the lake.
- Unique small town with a warm atmosphere with shops that have great things.
- It should be supportive of artistic and intellectually creative people.
- The place to relive your childhood and make new dreams.
- Repaint the downtown buildings using a Thomas Kincaid painting as a guide. Add awnings, white lights on trees, make a large, but quaint looking, sign to go over the intersection of Main St. and 2nd. saying, 'Lakeport Town Square'... build up the Marina, but the water needs serious attention...
- Turn of the century Norman Rockwell small town.
- Image like Lake Tahoe's clean water, beautiful woods, clean air, chalet homes on the waterfront, family fun resort lifestyle.
- Tourist destination filled with scenic trees with lights, water sports, music, gift shops, neat restaurants, wine tasting, book shops, artists' easels, concerts and vintage cars.
- Core 'Main Street' with good restaurants, coffee or snack type shops, unique retail, basic or core and useful retail to residents, take advantage of outdoors (lake view or feel), atmosphere of fun, strong museum presence.
- Walking and cycling pathways.

⁵ Specific cities cited as examples include: St. Helena, Yountville, Carmel, Napa, Calistoga, Los Gatos, Saratoga, a cobbler stone Italian Villa, artist colony like Mendocino or Laguna Beach

In your opinion, what types of retail, restaurant and/or service businesses are needed in the Lakeport area and what would be supported?

- Nicer chain restaurants like Applebee's, chain retail stores would also help.
- Upscale men and women's clothing, haute cuisine establishments and unique 'kiosk' shops along waterfront.
- Golf course, golf course, golf course!!!!!! - *Should be a priority*
- ... a variety of clothing stores including men's clothes, professional clothes for women and shoes.
- A marina, winery and a great steakhouse.
- ... more small shops downtown and less office business, a variety of unique shops, for example: candle shop, candy shop; we have more than enough restaurants.
- ... gift/specialty shops (good lighting & fans), restaurants, good coffee house(s), nice pub with hot appetizers, good women's clothing, good shoes, Trader Joes, independent bakery with fresh breads, deli, teen center.
- Marshall's, Ross, Target, monthly Flea Market in Library Park, Coffee Roasting Co., a golf cart rental business for tourists to use on an hourly basis, horse and buggy rides.
- Fast food, novelty sandwich place with outside seating. Anything with outside seating and the ability to drink wine at the table and listen to music outside. A nice place with a fireplace lounge to overlook the water. We need a wharf, a marina, a place like a fun boardwalk with rides.

In your opinion, what types of employers should be recruited to the Lakeport area (examples: mid-sized light manufacturing or distribution, specialty or high technology, etc.)?

- High-tech, manufacturing and more diverse agricultural
- Chain hotel, resort
- ... best would be non-polluting businesses with need for entry level employment...
- high-tech sub contractors, call centers
- distribution unlikely due to location; light manufacturing usually pays low; high technology seems most attractive as pay should be higher and minimal impact to environment
- none-we don't have the infrastructure for these-especially roads
- small to medium size businesses
- Light manufacturing, e-technologies would be ideal
- Any size business which provides jobs for local people, and which keep their profits in Lake County. Vineyards generally use imported labor and the profits go directly out of county. This benefits no-one in this community.
- Movie industry, anything that films a movie, or TV drama series will bring revenue big time.
- Electronics, technology, computer manufacturers, eBay is looking for a rural community to relocate to
- Entertainment industry, music industry, radio, TV. Our County could host large 2-day outdoor concerts like Woodstock or Altamont, bringing new life to our area and revenue from the entertainment industry. Tap into the celebrities who perform at Konocti; local farmers and landowners could benefit from having their land used temporarily for concerts or weekend camping, or company retreats for outings from the Bay Area.

In your opinion, what could local businesses do to attract people who are currently shopping in other areas?

- Offer more services and better customer service
- Stay open later and on Saturdays. Broadened merchandise base, and be price and quality competitive. Not park in front of their own shops!!!
- Make them feel guilty for going out of town
- Expand hours for the working person... better promote their 'specialty' by making public aware of their added value - service, installation, etc.
- Stock your shelves and keep them that way. We still suffer from 'I can order it for you' syndrome, which loses impulse sales and frustrates local shoppers.
- More specials for locals. More 'shop locally' campaigns.
- Clean up downtown... fill empty buildings. Then keep business OPEN
- Group adv, TV, and radio, coupon books, etc
- Have more outside displays; allow craft vendors to use the sidewalk (but use uniform red or green colored umbrellas) similar to what is done every weekend in Berkeley or the San Francisco wharf.
- Have more sidewalk sales, seating, food tables, music players
- Customer service and better variety of product



Please share with us any other comments you may have. (The following is a complete set of comments from the surveys.)

- We are looking to build a new store (4 to 5000 sq ft) in the downtown Lakeport area
- This is a good survey, but reflects a desire to help the individual business owner without an apparent incentive for them to help themselves. None of this is intended to be negative... because I believe that the wine industry and property value increases alone will go a long ways towards taking care of some of the problems we have had relating to the economy. Personally, I am looking forward to a continuing long and prosperous future here.
- We love it here, but we have not seen anyone in the last thirty years of our residency make a huge success of their business.
- How about a brick paved main street.
- I do hope the chamber does NOT consider the answer to improving the economic climate is to encourage a casino to come into Lakeport...it would [be] the ruin to our uniqueness that needs to be preserved.
- City gov't is a waste of precious resources. City should be dis-incorporated and become county jurisdiction. \$ saved used to pave streets, widen Hwy 175, develop municipal golf course to attract retiring baby boomers in coming decade.
- We need to have overall support of the community to make a project like this to work, and as seen in the past you have your doers and your non doers
- I have been watching the downtown area gradually vanish; more business have closed, and yet the city stands by. We need major marketing plans, and soon, or more empty shops will appear
- Lake County needs to promote a better economy through an increased salary base, and by providing incentive for locals to spend their money locally. We need to work to keep our dollars in-county. A larger tax base only goes so far. We need businesses to keep their dollars within the county - not to a large conglomerate in another area.
- There is a great opportunity for existing businesses to learn how they might improve what they are doing.
- I would like to see the City start taking action with the long over due improvements we are constantly told about, but never see. While some programs may seem too expensive, can we afford not to do them? Everything is at risk. I just returned from Seattle. I was able to get in a visit to the Space Needle. What a Cinderella story. I do believe the City and County will need to take big gambles, but will be ever so happy they did. This is a great community, a great county, and it is long over due for taking care of it and the people who are here (businesses and residents alike). Jobs are sought out of county, and the dollars spent usually are spent where someone works. Let's keep it at home.
- This survey is great. I look forward to becoming involved in the downtown project in the future. I do trust that new ideas will promote flexibility and be thought of as a breath of

Please share with us any other comments you may have. (The following is a complete set of comments from the surveys.)

fresh air for future growth.

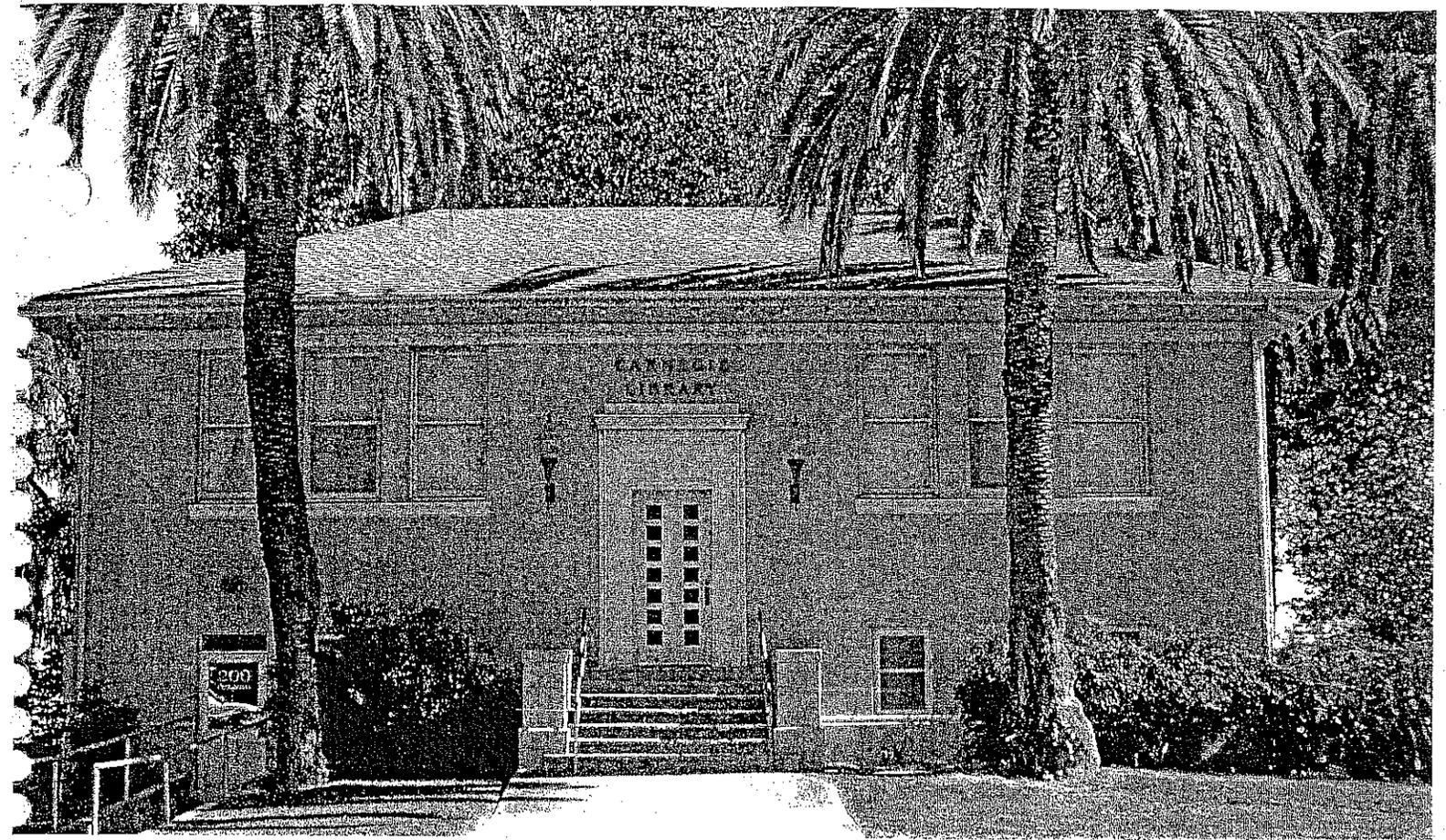
- Lakeport needs a big sign over Main Street (like the one in Reno, Nev.) saying WELCOME TO LAKEPORT. We need to improve the water, the boat docks, swimming area, and make the city park the focal point, but direct the visitors to go to the park with clever signs and cool radio announcements or local TV ads. We also need to advertise our County to a wider range of visitors by setting up vineyard wine tasting
- Lakeport needs to stop procrastinating and start spending the money on benches, trash receptacles, street lamps and signs on Main Street that resemble the green iron clock they placed on the Museum lawn. Also, they need to clean the lake, & make a clean beach for swimming. Also tap into the customers who are bused to the Casinos daily from other Counties. Give the Casino a kick back for stopping those buses in Lakeport for a one-hour shopping spree. Possibly create our own Lakeport bus tours for shopping sprees, touring the lake and the casinos. Have the Casinos pay a \$300 fee to the city of Lakeport for each bus load of customers we deliver to their casino. That money could bring revenue to the redevelopment project and expedite the implementation of such.
- This survey was a good idea. Have the results noted in the daily paper or send each business a list of the comments or the outcome in general so we can think about how others view the future too. Thanks
- Protecting and enhancing what we have here, as well as being prepared for a future (which we sometimes can't even envision), requires open-mindedness, commitment and action. We can't compete w/Santa Rosa, Ukiah, Sacramento or San Francisco, but we can be really good at who we decide to be. We're going to have to break out of some molds.
- Overall it's a pleasure to work, live, and own in Lakeport
- This survey is a great idea. Lakeport obviously needs help.
- **THE MAIN ATTRACTION TO LAKEPORT IS THE LAKE. IT MUST BE CLEANED UP AT ONCE.**

• Surveys, surveys, surveys. Let's have some implementation!! Without growth and vitality the community will falter. We are dangerously close, look at all the empty shops in Lakeport.

Appendix B

Report 2-Retail Market Analysis and Opportunities





City of Lakeport

Business Retention and Recruitment Strategy

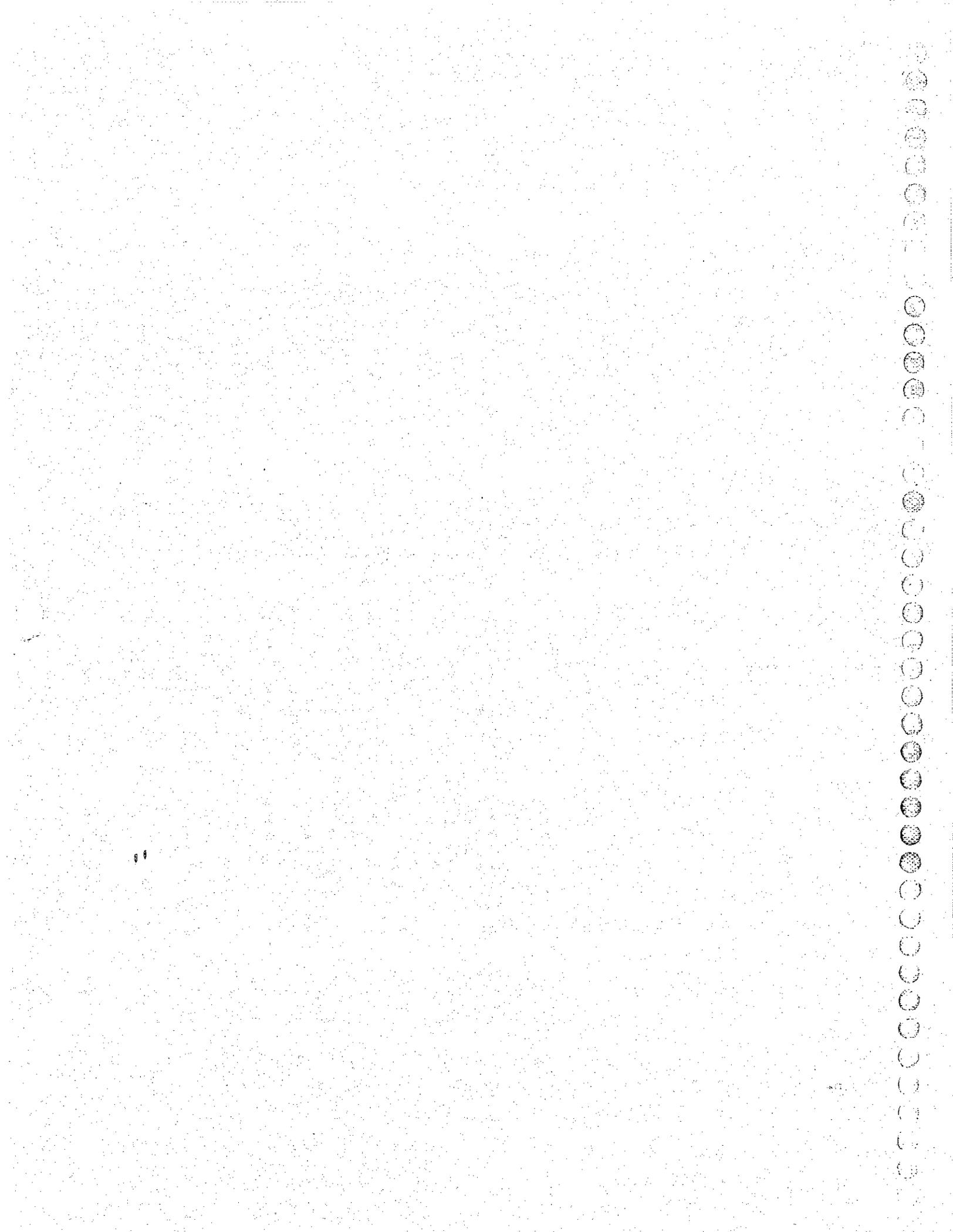
Report 2 – Retail Market Analysis & Business Development Research

February 2003

Funded by State of California
Department of Housing & Community Development
Planning and Technical Assistance Grant

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I. Introduction

In the summer of 2002, the City of Lakeport received a Planning and Technical Assistance grant from the California Department of Housing and Community Development's Community Development Block Grant Program to prepare a business retention and recruitment strategy. This initiative is part of ongoing efforts to enhance and expand Lakeport's business base.

Through a competitive proposal process, the City of Lakeport contracted with Chabin Concepts to undertake this project. Chabin assembled a team of professionals with extensive experience in providing business assistance, marketing and industry recruitment, program development, downtown development, and economic development strategies. The team consisted of Mary Bosch, Marketek; Barbara Potts, The Catalyst Group; and Audrey Taylor and Victoria Doll of Chabin Concepts.

The first of three reports – the *City of Lakeport Business Climate and Commercial Assessment* – was completed in December of 2002. This initial report provided an assessment of the existing conditions and included: a general market assessment, an analysis of a business owner survey, and an analysis of the existing business base.

This second report – *The City of Lakeport Retail Market Analysis and Opportunities* – includes: (1) an analysis of the existing retail market; (2) identification of the current business mix; and (3) research and case studies on successful business development programs.

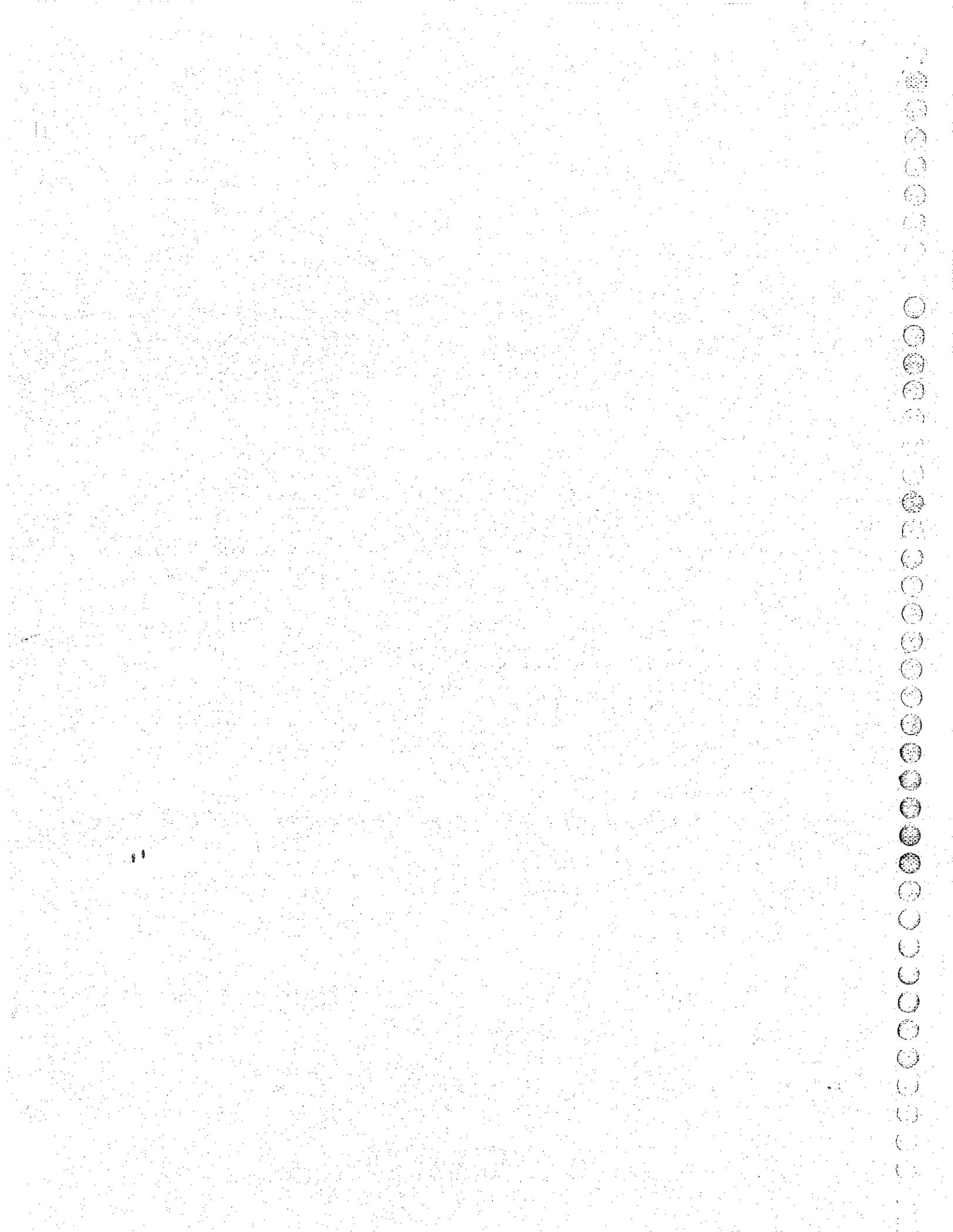
The third and final report – *The City of Lakeport Business Retention and Recruitment Action Plan* – will present strategies and specific actions to enhance the commercial business environment and support a successful business development program.

The information in this report is designed to supply readers with a picture of the Lakeport market area based on data collected during our research. Information provided on the market area includes socioeconomic trends such as population age, household income, education attainment, and lifestyle characteristics.

Additionally, critical information is provided on the current business mix, area employees and visitors, and projections of the amount of retail sales and the amount of retail space that could be supported.

The business development program case studies were presented to area business owners and residents at a public meeting held February 20, 2003. These particular case studies were chosen based on Lakeport's market advantages, disadvantages, and opportunities. The focus group attendees discussed the program highlights and determined the features that would best meet their needs.

The final programs designed for Lakeport (Report 3) will take advantage of the Lakeport market opportunities, mitigate the disadvantages, and will take into consideration the human and financial resources necessary for implementation.



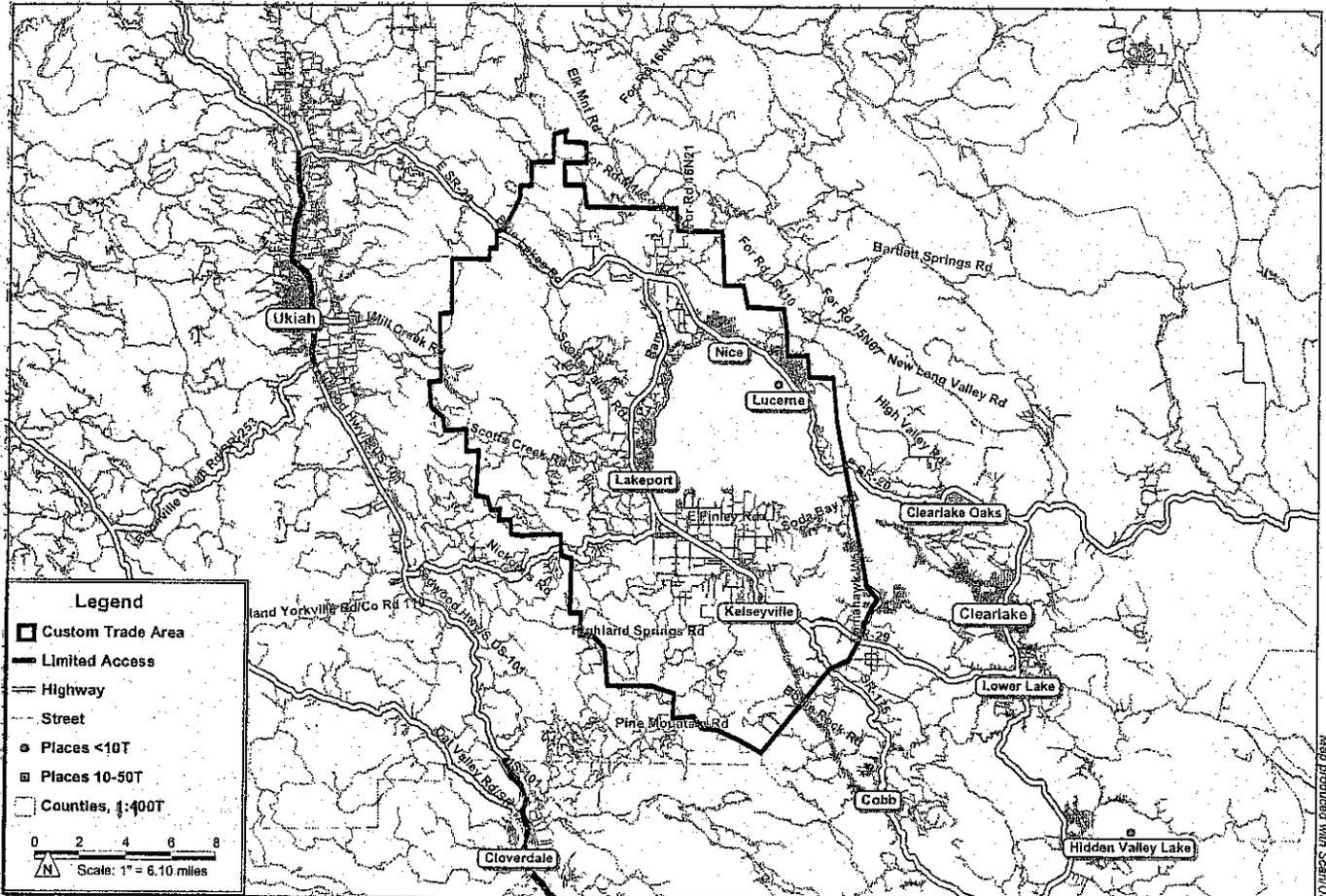
II. Socioeconomic Trends

Knowing the socioeconomic characteristics of the Lakeport market area provides valuable background about the local customer base. The trade or market area is the geographic area from which the great majority, approximately 75-80 percent, of customers originates. The delineation of the market area is based on business owner surveys and interviews, drive time estimates, transportation networks and the location of existing commercial developments. Over time, as Lakeport grows and strengthens its commercial base, the trade area from which it pulls shoppers will expand as well.

The market area for Lakeport retail and service businesses is depicted on the map on the following page. The socioeconomic data, retail spending potential, business data, lifestyle data and all other data presented in this report pertain to residents of the trade area unless otherwise indicated.

Lakeport, CA Trade Area

Scan/US, Inc.



1-800-394-3690

01/20/03

A. Population and Household Growth

Figure 1 presents primary market area population and household growth estimates for the time period of 1990-2000 and forecasts for 2001-2006. Population estimates for 2001 are based upon 2000 census data.

The Lakeport trade area population has grown only modestly based on annual growth statistics for the period between 1990 and 2000. During that time, total population increased by a total of 2,643 people or at a rate of a little over 1 percent annual growth. Over the next five years the population in this area is expected to add another 2,000 residents with an average annual growth rate diminishing to 0.77 percent. This is just over half the average annual rate for the entire State of California, which is calculated to grow at a rate of 1.51 percent.

Figure 1 – Population/Household Growth – Lakeport Market Area							
	Change Over Time 1990 – 2000				Average Annual Change 2001 – 2006 Forecast		
	1990	2000	No. Inc.	Avg Annual % Chg	2001	2006	Avg Annual % Chg
Population	23,641	26,284	2,643	1.1%	26,726	27,778	0.77%
Households	9,475	10,653	1,178	1.2%	10,822	11,169	0.63%
Avg Hshld Size	2.42	2.40		-0.1%	2.40	2.42	
Source: U.S. Census and ESRI BIS							

B. Housing Occupancy

Housing occupancy reveals information about the nature of Lakeport area householders. Between 1990 and 2000, housing units increased by 1,600 from 12,206 to 13,806. Occupied housing units in 2000 comprised over 77 percent, with the remainder of the homes being unoccupied. Of the total housing units, in 2000 53.5 percent were owner-occupied and 23.6 percent were renter-occupied. A relatively high proportion (22.8 percent) of homes are vacant, with the majority of vacant property being used seasonally or recreationally on an occasional basis. The average home value is \$158,348 within the Lakeport trade area; the median home value is \$129,694.

Figure 2 – Housing Characteristics – Lakeport Market Area

	1990	2000
Occupied	77.6%	77.2%
<i>Owner-occupied units</i>	54.5%	53.5%
<i>Renter-occupied units</i>	23.1%	23.6%
Vacant housing units	22.4%	22.8%
<i>Seasonal, Recreational, Occasional use</i>	14.4%	15.3%
Total Housing Units	12,206	13,806
Average Home Value	\$117,673	\$158,348
Median Home Value	\$97,320	\$129,694
Source: U.S. Census Bureau		

C. Racial Composition

Of the Lakeport market area's total 2001 population, 85.3 percent are White, 3.9 percent are American Indian, 1.1 percent is African-American, 0.8 percent is Asian/Pacific Islander, and 5.8 percent are Other Races. In 2001, the Hispanic population comprises 14.8 percent of the market area, and will grow to over 17.8 percent by 2006. (See Figure 3.) This projection is half the percentage forecast for the entire State of California, which is anticipated to reach 35.9 percent.

Figure 3 – Population by Race 2001-2006 – Lakeport Market Area

	2001		2006	
	No.	% of Total	No.	% of Total
White	22,789	85.3%	23,195	83.5%
African-American	286	1.1%	313	1.1%
American Indian	1,050	3.9%	1,248	4.5%
Asian/Pacific Islander	224	0.8%	238	0.9%
Some Other Race Alone	1,562	5.8%	1,937	7.0%
2 or More Races	816	3.1%	847	3.0%
Hispanic (any race)	3,957	14.8%	4,980	17.9%
Total	26,726	100%	27,778	100%

Source: U.S. Census and ESRI BIS

D. Age Distribution of Population

The age distribution of the Lakeport area's 2001 population is depicted in Figure 4 below. Lakeport's population can be characterized as 'older,' with the median age at 42.7 years in 2001 compared to the median age of 33.6 years for the State of California as a whole. Lakeport area residents 65 years of age and older comprise 19.6 percent of the total population, well above the average when compared to 10.6 percent for California and 12.4 percent for the U.S. as a whole. People age 20 years or younger comprise 25.8 percent of its population, also below the state average of 30 percent in this category. Twenty-seven percent are between the ages of 25 and 44, considered to be prime years for retail consumption.

Figure 4 – Population by Age 2001-2006 – Lakeport Market Area

Age Category	2001		2006	
	No.	% of total	No.	% of total
Under 5	1,376	5.1%	1,411	5.1%
5-14	3,777	14.1%	3,685	13.3%
15-19	1,771	6.6%	1,818	6.5%
20-24	1,179	4.4%	1,250	4.5%
25-34	2,452	9.2%	2,439	8.8%
35-44	3,738	14.0%	3,458	12.4%
45-64	7,208	27.0%	8,142	29.3%
65-74	2,687	10.1%	2,920	10.5%
75-84	1,892	7.1%	1,921	6.9%
85+	645	2.4%	733	2.6%
Total	26,725	100%	27,777	100%

Source: U.S. Census and ESRI BIS

Too low, lacked opportunity

E. Household Income Distribution

Median household income levels in the Lakeport market area grew by 44 percent between 1990 and 2001, from \$22,878 to \$32,833. Incomes are projected to rise rapidly over the next five years, growing to \$37,113 by 2006. However, Lakeport area median incomes are only at 70 percent of the median income for all California residents, \$46,532. They are also considerably below the median for the United States, as a whole, \$41,994. Figure 5 shows changes in the distribution of income over time for Lakeport market area households.

Figure 5 – Household Income 1990-2006 – Lakeport Market Area						
	1990		2001		2006	
Less than \$15,000	2,995	31.5%	1,896	17.5%	1,654	14.8%
\$15,000 to \$24,999	2,059	21.6%	2,153	19.9%	1,888	16.9%
\$25,000 to \$34,999	1,443	15.2%	1,607	14.8%	1,754	15.7%
\$35,000 to \$49,999	1,536	16.1%	1,778	16.4%	1,766	15.8%
\$50,000 to \$74,999	1,030	10.8%	1,712	15.8%	1,902	17.0%
\$75,000 to \$99,999	252	2.6%	803	7.4%	890	8.2%
\$100,000 to \$149,999	142	1.5%	574	5.3%	915	8.2%
\$150,000 and more	60	.6%	300	2.8%	400	3.6%
Total Households	100%		100%		100%	
Median Household Income	\$22,878		\$32,833		\$37,113	
Average Household Income	\$30,090		\$46,599		\$53,516	
Per Capita Income	\$12,276		\$19,081		\$21,751	

F. Educational Attainment

Estimates of educational attainment for Lakeport's 2001 population age 25 and older are presented in Figure 6. Nearly 22.4 percent of Lakeport adults are not high school graduates. Twenty-nine percent have attained a high school diploma as their highest level of educational achievement. Just over 20 percent have an associate, bachelor or graduate degree. An additional 28.4 percent have some college education.

**Figure 6 – Educational Attainment – Lakeport Market Area
2000 Population 25 Years and Older**

Educational Attainment	Number	Percent
Elementary (0-8)	1,368	7.5%
Some High School (9-11)	2,710	14.9%
High School Graduate (12)	5,293	29.0%
Some College (13-15) no degree	5,179	28.4%
Associate Degree Only	1,381	7.6%
Bachelor Degree Only	1,425	7.8%
Graduate Degree	887	4.9%
Total	18,243	100%

Source: ESRI BIS, based upon 1990 census distributions to estimated totals for 2001

*Too low, no incentive
to return*

G. Lifestyle Characteristics

Lifestyle descriptions provide highly valuable insights about the local market for existing and prospective small business owners. They add dimension to demographic data about the needs, habits and interests of the local population and can be used as one of many pieces of information to gauge the feasibility of specific retail or service activities.

Lifestyle or geo-demographic data for the Lakeport market area population were analyzed to add dimension to the above demographic information. People who share the same demographic characteristics may actually have widely divergent desires, interests and consumer preferences. In this analysis, individuals within the market are grouped into clusters or segments that bear descriptive names meant to convey a type of lifestyle.

ACORN – A Classification of Residential Neighborhoods – categorizes neighborhoods throughout the nation into specific consumer groups or market segments. Neighborhoods are geographically defined by Census Blocks, which are analyzed and sorted by over 60 characteristics including income, occupation, household type, age and other determinants of consumer behavior. People who share the same demographic characteristics may have widely divergent desires and preferences.

Individuals within the Lakeport trade area have been grouped into clusters or segments that bear descriptive names meant to convey a type of neighborhood or lifestyle. The characteristics of each of these groups are ESRI BIS. The lifestyle profiles for Lakeport are presented in Figure 7, followed by a description of each profiles.

Figure 7 – Population Lifestyle Characteristics – Lakeport Market Area 2001			
Segment	Description	# Households	Percentage
Upscale Households:	Urban Professional Couples	502	4.6%
Retirement Styles:	Wealthiest Seniors	1,685	15.5%
	Rural Resort Dwellers	155	1.4%
	Senior Sun Seekers	4,483	41.3%
City Dwellers:	Newly Formed Households	685	6.3%
	Southwestern Families	355	3.3%
Factory/Farm Community:	Middle America	1,054	9.7%
	Prairie Farmers	297	2.7%
	Small Town Working Families	389	3.6%
	Heartland Communities	1,248	11.5%
Total Households		10,853	100%
Source: ESRI BIS			

1. Senior Sun Seekers – 41.3 Percent of Trade Area Households

Socioeconomic

- Median age of 59.2, 24 years older than the U.S. median
- Over 45 percent are married without children; 35 percent are single
- Earn less than \$30,000 annually, but much of their income is disposable
- One of the top-ranked markets for investments and savings
- Also one of the top markets for buying lottery tickets

Residential

- Live mostly in mobile and single-family homes in newer areas
- Median home value is \$86,200, well below the national average of \$131,500
- Neighborhoods also include seasonal housing

Preferences

- Spend their income and time golfing, traveling (home and abroad), playing cards, doing needlework, gambling in casinos and playing the lottery
- Health-conscious; on diets and taking vitamins
- Enjoy reading senior, health and science magazines and watching news programs and situation comedies on TV

2. Wealthiest Seniors – 15.5 Percent of Trade Area Households

Socioeconomic

- Median age of 53.5; more than 30 percent are 65 or older
- 50 percent are married couples with no children at home, 25 percent are single
- Median net worth is \$125,900, more than 3 times the U.S. median
- Top financial market for investments and savings
- Although median household income is only \$44,700, one in seven households have an income over \$100,000

Residential

- Usually own their single-family homes or condominiums
- Newer housing with a median home value is \$144,500.
- Approximately 30 percent of the housing inventory is seasonal.

Preferences

- Rank among top markets for long-term investments, travel, luxury cars, credit card use, and jewelry purchases.
- Go bicycling, play golf, and walk for fitness.
- Enjoy reading books, newspapers and senior lifestyle and business magazines.
- Watch news programs and dramas on TV.

3. Heartland Communities – 11.5 Percent of Trade Area Households

Socioeconomic

- Median age of 41
- As population ages, dependency of young and old on working age population is increasing
- Median household income is \$27,000; over 40 percent receive social security income
- Nearly one-third of the adults did not finish high school

Residential

- Live in older, single-family, owner-occupied homes
- Median home value is \$54,900, 45 percent lower than national average

Preferences

- Enjoy camping, hunting, fishing and growing flowers and vegetables
- Active in personal financial affairs with investments, savings, and loans
- Do needlework, read country, home and outdoor magazines
- Listen to country music and spend time with their pets
- Buy larger model American-made cars, campers, satellite dishes, outboard motors, chainsaws and other tools

4. Middle America – 9.7 Percent of Trade Area Households

Socioeconomic

- Middle America' households are representative of the nation – just a little older, more family-oriented and predominately white.
- Large group, representing almost 8 percent of the U.S. population.
- Over two-thirds (70 percent) are married couples – compared to 55 percent nationwide – but children are fewer in number as household size is equal to the rest of the nation (3.1 persons per household).
- The median age is 36.8 years, slightly above the national median, with more households age 45 to 64 than under 35 years old.
- Income is slightly above the national average, \$40,400 compared to \$39,800.
- Average labor force participation with many working in the manufacturing or farming sectors.

Residential

- Typically live in single family homes, 15 percent of which are mobile homes – twice the national proportion.
- Most of the homes were built after 1970.
- Homes are valued at an average of \$82,500 approximately 20 percent below the national average.

Preferences

- This group tends to center their purchases and entertainment activities on the home and outdoors.
- Outdoor activities include hunting, fishing and gardening.
- Indoor activities include reading (especially country, family and hunting magazines), needlework and listening to country music.
- Own pets, powerboats, satellite dishes, campers, chain saws and other tools.

5. Newly Formed Households – 6.3 Percent of Trade Area Households	
Socioeconomic	
<ul style="list-style-type: none"> • Median age is 33.9, many of them between 20 and 34 • Eighty-five percent of the market is white 	
Residential	
<ul style="list-style-type: none"> • Live in older single family homes and duplexes • Homes are valued at an average of \$73,500 approximately 26 percent below the national average. 	
Preferences	
<ul style="list-style-type: none"> • Visit zoos, use tobacco products, play cards, gamble at casinos, play the lottery and go camping • Media preferences are consistently near the U.S. average 	

6. Urban Professional Couples – 4.6 Percent of Trade Area Households	
Socioeconomic	
<ul style="list-style-type: none"> • Median age of 37.8 years • Predominately married-couple families, with few or no children • Also include single-person and shared households • Median household income is \$47,900, 25 percent above the U.S. average • Well-educated labor force, working in professional or managerial positions 	
Residential	
<ul style="list-style-type: none"> • Most homes are owner-occupied, including condominiums • Median home value is above average at \$142,700 	
Preferences	
<ul style="list-style-type: none"> • Rank near the top in consumption of imported wines, listening to classical music, traveling overseas and domestically, and visiting museums • Play tennis, golf, go bicycling, and jog • Join AAA, frequent flyer programs, and health clubs • Read two or more daily newspapers and gourmet, business, travel and lifestyle magazines 	

The six lifestyle groups summarized above account for 88.9 percent of trade area households. Within those lifestyle groups are a wide range of ages. It should be noted that groups such as Senior Sun Seekers and Wealthiest Seniors are represented at a much higher frequency than the national average.

Households within these lifestyle groups demand a range of products and services. They tend to share in common an interest in outdoors activities, and for the most part can be counted on to live in the homes they own, although vacancies are high owing to the a high rate of seasonal residents. Incomes of year-round residents tend to be well below the national average.

H. Economic Base and Employment Profile

Figure 8 provides an overview of the Lakeport market area's business base and workforce composition. Figure 9 depicts workforce commuting trends. The business employment data provided by ESRI is updated quarterly using a variety of sources. Sources include the Yellow Pages, business and telephone interviews, business license records, and county employment data by Standard Industry Classification. Figure 8 provides a sound representation of the Lakeport area's employment base.

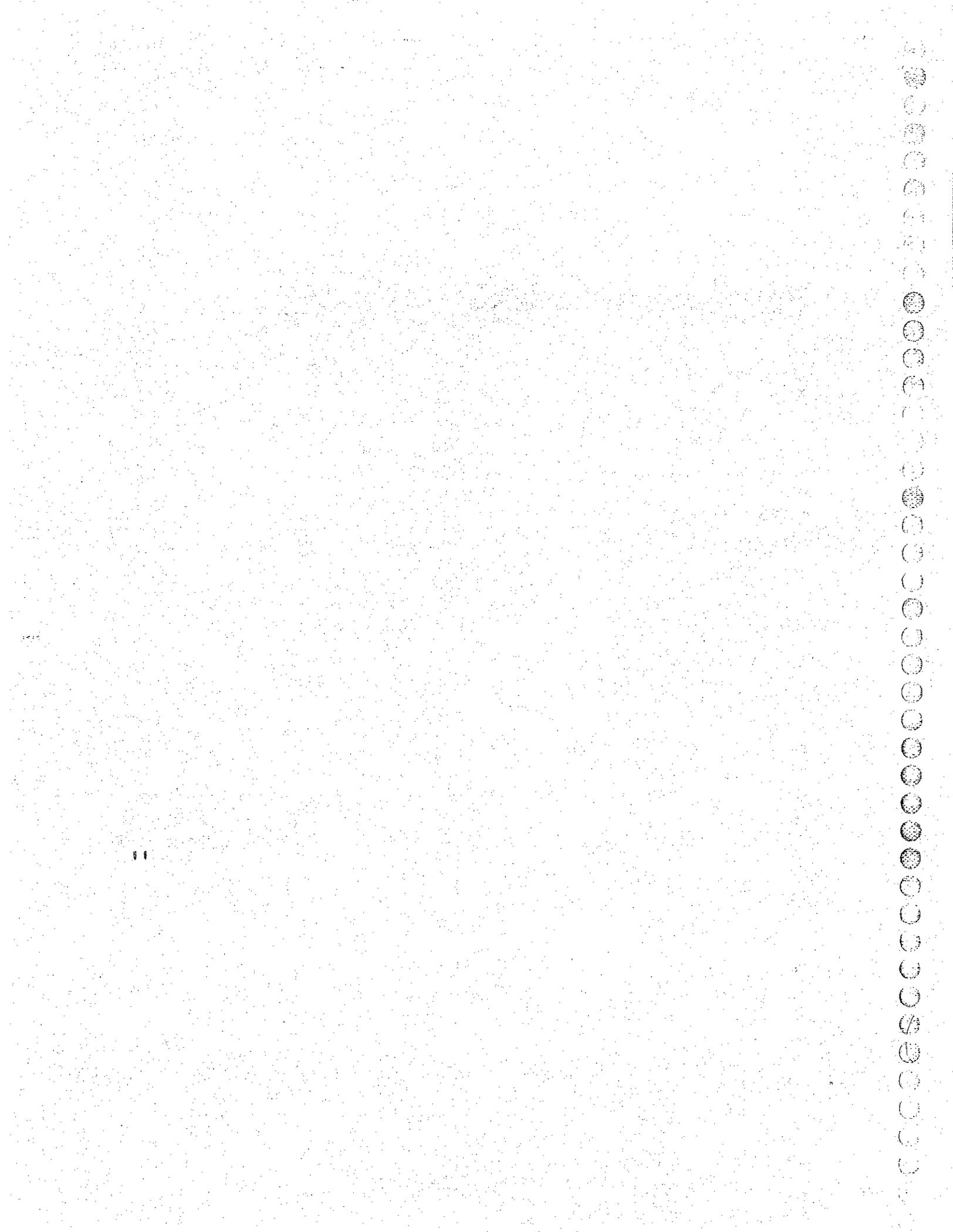
The services sector (including jobs from business, personal, and health services) has the highest proportion of workers in the Lakeport area (37 percent) followed by retail trade (18 percent). The total daytime employee population in the Lakeport trade area is 9,968 persons. These persons are an important target market for local business to draw from, particularly as they are in Lakeport day-in and day-out throughout the year.

Figure 8 – 2001 Business Employment by Type – Lakeport Market Area

Economic Sector	# Businesses	# Employees
Retail Trade	303	1,800
Miscellaneous Retail	90	216
Eating & Drinking Places	64	545
Home Furnishings and Equipment	34	96
Building Materials, Garden and Hardware	25	202
Food Stores	32	332
Auto Dealers/Gas Stations	45	249
Apparel & Accessory	9	16
Gen'l. Merchandise Stores	4	144
Finance-Insurance-Real Estate	93	258
Real Estate-Trust-Holding	48	134
Insurance Carriers & Agents	11	13
Banks, Savings & Loans	27	97
Securities Brokers & Invest.	7	14
Services	561	4,639
Personal Services	76	129
Business Services	66	135
Professional Services	28	123
Repair	77	201
Social Services	57	486
Health Services	39	1,049
Membership Organizations	83	390
Hotels & Lodging	48	720
Entertainment Related	40	577
Education Services	43	827
Legal Services	4	2
Construction	146	408
Transportation, Communication, Public Utility	70	406
Manufacturing	42	321
Agriculture	44	442
Mining	1	2
Wholesale Trade	65	881
Government (Legislative, Justice, Administrative, Public Finance, etc.)	92	811
Nonclassified establishments	81	77
Total Businesses/Employees	1,498	9,968
Source: Info USA and ESRI BIS		

A large proportion of the Lakeport workforce works locally, as is indicated in the commute times in Figure 9. Over 70 percent local workforce travels less than 25 minutes to their job, with the average travel time being 23.9 minutes one way.

Figure 9 – Travel Time to Work – Lakeport Market Area, 2000		
Travel Time	Number	Percent
Work at Home	596	6.1%
Under 10 minutes	2,125	21.8%
10 to 19 minutes	3,145	32.3%
20 to 24 minutes	1,064	10.9%
25 to 34 minutes	1,033	10.6%
35 to 44 minutes	429	4.4%
45 to 59 minutes	528	5.4%
60 to 89 minutes	426	4.4%
90+ minutes	394	4.0%
Total	9,740	100.0%
<i>Average travel time in minutes: 23.9 minutes</i>		
Source: 2000 Census		



III. Business Mix and Retail Market Analysis

Identifying the business voids or gaps in the local Lakeport marketplace is a function of understanding a variety of market factors and conditions. These include the socioeconomic characteristics of customers, their shopping needs and interests, the market potential based upon customer spending capacity, the existing business base and overall market trends.

In this section, information about Lakeport's target markets is revealed and the results of a statistical analysis of retail spending potential are shared. This information, combined with retail trend/opportunity information, guides the business opportunity analysis presented at the conclusion of this section.

A. Target Markets

Market segments represent the consumers who currently or potentially shop in a community's downtown. Understanding who these consumers are, and knowing each segment's shopping habits and needs can help drive promotional campaigns, business recruitment, and retention practices and business mix.

The primary target markets for retail sales in Lakeport include the following groups:

- Trade area residents (see map on page 3)
- Area employees
- Area visitors

1. Trade Area Residents

Section II of this report, *Socioeconomic Characteristics and Trends*, presented detailed demographic and lifestyle profile information of Lakeport area residents.

The local population is fairly balanced by age with young and old and working families and early retirees. Taken as a whole, local residents have incomes slightly below average, but enjoy a small friendly town and outdoor recreation activities. Yet, Lakeport's population is multi-dimensional. A range of incomes, ages and ethnicities is represented in the community.

2. Area Employees

The ESRI business and employee report estimates that the daytime employee population is 9,968 persons within the Lakeport trade area. This target group represents people who work at jobs located within the Lakeport market area. Those who work in Lakeport and live out of town comprise an important 'captive' market made up of customers who spend five days a week, 50 weeks a year in close proximity to retail, restaurant and service establishments. Market research conducted by the Building Owners and Managers Association of America demonstrated that office workers spend between 10 and 15 percent of their expendable incomes in and near their places of work.

Information on workday shopping behavior provided in a survey conducted by the International Council of Shopping Centers reveals that:

- The majority of downtown workers (76 percent) prefer to walk to lunch, up to three blocks.
- The most frequent items purchased by workers include cards, stationery, gifts, drugstore items, books and magazines.
- With lesser frequency, workers buy office supplies, jewelry, apparel/accessories, house ware, cosmetics, arts, crafts and items found in galleries.
- Many workers (28 percent) will stop for "after work" activities (drinks, dinner and shopping) when such opportunities are available. Forty-eight percent (48 percent) of these workers are inclined to come back to the downtown district to eat and shop on weekends.

3. Visitors

Visitors are an important market for most of Lakeport's retail and restaurant businesses. Travel spending within Lake County as a whole has grown dramatically in the 1990s, increasing from \$137 million in 1992 to \$220 million in 2000 according to the Dean Runyan Associates report to the California Travel and Tourism Commission. This represents an average annual growth rate of 6.2 percent, compared to 6.0 percent for the State of California as a whole. No doubt, a good portion of that spending is in Lakeport, tied to pass through visitor traffic, overnight visitors staying at motels or with friends and family, and the resulting convenience-oriented shopping.

Figure 10 depicts the distribution of Lake County travel spending by type of traveler accommodation. Figure 11 summarizes expenditures for selected business types. Fifty-four percent of all visitor spending is attributed to vital commercial businesses, including retail, grocery stores and eating and drinking establishments.

Figure 10 – Travel Spending by Traveler Accommodations – Lake County, 2000

Travel by Type of Accommodation	Spending Total (\$Millions)	Percent of Total
Hotel, Motel, B&B	\$31.3	14.2%
Private Campground	\$17.0	7.7%
Public Campground	\$2.8	1.3%
Private Home	\$23.0	10.4%
Vacation Home	\$100.7	45.7%
Day Travel	\$45.5	20.6%
TOTAL	\$220.3	100%

Source: California Travel and Tourism Commission, Dean Runyan Associates

Figure 11 – Travel Spending by Type of Business – Lake County, 2000

Travel by Type of Business	Spending Total (\$Millions)	Percent of Total
Accommodations	\$50.5	23%
Eating, Drinking	\$59.9	27%
Food Stores	\$11.2	5%
Ground Transportation	\$6.6	3%
Recreation	\$44.5	20.2%
Retail Sales	\$47.6	21.6%
TOTAL	\$220.3	100%

Source: California Travel and Tourism Commission, Dean Runyan Associates

B. Retail Potential and Supportable Space

The purpose of the retail market analysis for Lakeport is to identify business opportunities in the community and then to promote those opportunities to existing and prospective businesses. Quality information and analysis can help existing and prospective entrepreneurs prepare better business plans, thereby reducing the risk of business failure. Market analysis is both an art and a science. There are no ten equations that can be calculated that will show with certainty what kind of businesses will succeed in Lakeport. However, by taking a comprehensive and realistic approach to identifying business opportunities, the likelihood of success will greatly increase. Information and analysis from business owners, socioeconomic trends and estimates of potential retail sales, as is presented in this section, together will provide the foundation for identifying the best business opportunities.

The retail trade or market area designated for Lakeport is shown on the map in Section II, *Socioeconomic Characteristics and Trends*. Estimates of retail sales potential are directly linked to trade area household figures and average expenditures by type of merchandise for trade area households.

The methodology for estimating statistical market support for retail space in Lakeport is displayed in Figure 12, Figure 13, and Figure 14. Figure 12 calculates sales potential for 2001. Figure 13 uses population growth estimates from Figure 1 to calculate sales potential for 2006. Figure 14 is a synopsis of the growth in potential sales and supportable square feet over the 2001-2006 time frame. To summarize, expenditure potential measures how much trade area residents have to spend based upon data showing how much residents 'typically' spend on different types of goods and stores.

This approach applies average household expenditure by type of merchandise to trade area household figures to obtain potential sales volume. Especially important to note is the fact that the household expenditure figures are customized to Lakeport trade area households by ESRI Business Information Services based upon the U.S. Consumer Expenditure Survey. Note that not *every* category of retail/service expenditures is included. For example, automobile-related spending and financial services are not included.

Potential sales volume is adjusted to reflect the fact that for certain retail categories, business establishments can expect to attract additional sales from secondary markets such as visitors, Lakeport employees and other passers-through who do not live in the trade area. Accordingly, an import factor of 5 to 15 percent is estimated for various merchandise categories and restaurants, which almost always draw from a broader market area than other types of businesses. The estimates of 'imported sales' for these categories are considered to be *conservative* and could be higher. Over time as Lakeport develops a stronger retail base, spending will increase.

Estimates of sales per square foot of store space derived from the Urban Land Institute's *Dollars and Cents of Shopping Centers* are used to convert potential retail sales to estimates of supportable space (measured by square feet.) In Figure 12, for example, sales for apparel from trade area shoppers

Total supportable retail space
could reach nearly 778,000
square feet by 2006.

had the potential to reach nearly \$22 million in 2001, supporting nearly 112,000 square feet of commercial space for this type of merchandise.

Figure 12 shows that in 2001 there was potential for retail sales of approximately \$158.5 million based on the estimated expenditures of Lakeport trade area shoppers. This sales demand will in turn support approximately 659,328 square feet of retail space. A *large* portion of these expenditures by shoppers are occurring outside the Lakeport trade area. In some retail categories such as basic shopper's goods (apparel, household furnishings, etc.) the local retail offerings are quite limited. For more shopping choices, local shoppers must leave town.

Figure 13 displays projected retail expenditure potential and supportable square footage for the Lakeport trade area by the year 2006. Based on projected population growth for the years 2001-2006 and an adjustment for the influx of retail spending by shoppers from outside the trade area in selected retail categories, total supportable retail space demands in the trade area will increase by 124,123 square feet by the year 2006. This brings the total potential supportable retail space to nearly 778,000 square feet.

Figure 12 and Figure 13 distribute potential sales and supportable retail space (square feet or SF) among several broad retail categories for the Lakeport market area for the years 2001 and 2006. Figure 14 provides a summary of the increase in sales over this five-year period, as well as the projected increase in square footage space demand.

How much of the existing and new retail demand that Lakeport can realistically capture is dependent on numerous factors including having an attractive physical environment, the availability of quality commercial space, aggressive marketing and other factors identified in Chabin's first report on the business climate.

Figure 12 – 2001 Retail Expenditure Potential – Lakeport Market Area

Type of merchandise	Per Household Expenditure	Potential Sales Volume	Net Inflow (3)	Adjusted Potential Sales	Target Sales (4) (\$/SF)	Potential Supportable Space (SF)
Apparel	\$2,009	\$21,741,398	0%	\$21,741,398	\$194	112,069
Furniture/Home (1)	\$2,831	\$30,637,082	0%	\$30,637,082	\$189	162,101
Misc. Retail (2)	\$1,329	\$14,382,438	5%	\$15,101,560	\$179	84,366
Shoppers Goods	\$6,169	\$66,760,918		\$67,480,040		358,536
Grocery	\$3,903	\$42,238,266	12%	\$47,306,858	\$375	126,152
Alcoholic Beverages	\$328	\$3,549,616	12%	\$3,975,570	\$288	13,804
Drugs/Personal Care	\$1,285	\$13,906,270	12%	\$15,575,022	\$319	48,825
Convenience Goods	\$5,516	\$59,694,152	12%	\$66,857,450		188,780
Food & Beverage	\$1,860	\$20,128,920	20%	\$24,154,704	\$227	106,408
Total		\$146,583,990		\$158,492,194		653,725

Potential Supportable Retail Space: 653,725

- (1) Household furnishings such as appliances, electronics, furniture & housewares.
- (2) Selected shoppers goods such as reading material, camera equipment, luggage, optical goods, supporting goods, toys & hobbies, flowers & garden and pet & supplies.
- (3) Assuming a 5 percent to 15 percent net import of sales from buyers who live outside the trade area.
- (4) Urban Land Institute, "Dollars and Cents of Shopping Centers."

Source: Urban Land Institute; ESRI Business Info; Marketek

Figure 13 – 2006 Retail Expenditure Potential – Lakeport Market Area

Type of merchandise	Per Household Expenditure	Potential Sales Volume	Net Inflow (3)	Adjusted Potential Sales	Target Sales (4) (\$/SF)	Potential Supportable Space (SF)
Apparel	\$2,210	\$24,683,490	10%	\$27,151,839	\$194	139,958
Furniture/Home (1)	\$3,114	\$34,781,383	10%	\$38,259,521	\$189	202,431
Misc. Retail (2)	\$1,462	\$16,327,961	10%	\$17,960,757	\$179	100,339
Shoppers Goods	\$6,786	\$75,792,834		\$83,372,117		442,729
Grocery	\$4,293	\$47,951,868	12%	\$53,706,092	\$375	143,216
Alcoholic Beverages	\$361	\$4,029,775	12%	\$4,513,348	\$288	15,671
Drugs/Pers'l Care	\$1,414	\$15,787,382	12%	\$17,681,867	\$319	55,429
Convenience Goods	\$6,068	\$67,769,024	12%	\$75,901,307		214,317
Food & Beverage	\$2,046	\$22,851,774	20%	\$27,422,129	\$227	120,802
Total		\$166,413,632		\$186,695,554		777,848

Potential Supportable Retail Space 2006, Square Feet: 777,848

Potential Supportable Retail Space 2001, Square Feet: 653,725

Increase for 2001-2006: 124,123 Square Feet

- (1) Household furnishings such as appliances, electronics, furniture & housewares.
- (2) Selected shoppers goods such as reading material, camera equipment, luggage, optical goods, supporting goods, toys & hobbies, flowers & garden and pet & supplies.
- (3) Assuming a 5 percent to 15 percent net import of sales from buyers who live outside the trade area.
- (4) Urban Land Institute, "Dollars and Cents of Shopping Centers".

Source: Urban Land Institute; ESRI Business Info; Marketek

**Figure 14 – Potential Retail Sales (\$)/Space (SF)
Lakeport Market Area 2001-2006**

Type of Merchandise	2001 Trade Area	2006 Trade Area	Numeric Increase 2001-2006
Shopper's Goods			
Potential Sales	\$67,480,040	\$83,372,117	\$15,892,077
Supportable Square Feet (SF)	358,536	442,729	84,191
Convenience Goods			
Potential Sales	\$66,857,450	\$75,901,307	\$9,043,857
Supportable Square Feet (SF)	188,780	214,317	25,537
Food & Beverage			
Potential Sales	\$24,154,704	\$27,422,129	\$3,267,425
Supportable Square Feet (SF)	106,408	120,802	14,394
Total			
Potential Sales	\$158,492,194	\$186,695,554	\$28,203,350
Supportable Square Feet (SF)	653,725	777,848	124,123

C. Business Mix

A successful business district in virtually any size community will have a balance and mix of uses that includes retail shopping, professional, financial and government services, entertainment, housing and retail shopping.

1. Retail

The retail category includes grocery, pharmaceuticals, apparel, dry goods, hardware, cards and gifts, home furnishings, and any other category that provides goods with or without services. Successful commercial districts offer a mix of largely convenience and specialty goods. The most likely retailer for Lakeport's commercial centers will be a locally or regionally-owned, sole proprietorship, franchises, or small local businesses.

2. Professional and Financial Services

This category includes banks, savings & loans, physicians, insurance agencies, financial advisors, attorneys, certified public accountants, home designers, and any other office situation that provides professional services. Often within a business district, the employees of these firms play a critical role in supporting retail, restaurants and other goods and services. This category tends to pay higher rents and have fewer turnovers than the retail and entertainment categories.

3. Entertainment

This category is closely related to retail except that businesses function as attractors for customers seeking entertainment venues. Entertainment establishments include restaurants, video stores, movie theatres, live performance spaces, galleries, bars and taverns, coffee shops and any other business that attracts customers for social or entertainment purposes.

4. Government Services

Downtown has been the traditional location for government services such as the post office, city hall and the library. In Lakeport, government offices, such as the County Courthouse and City Hall directly contribute to the personality of the community through their scale, character and design. They also serve as meeting places for local residents to gather and exchange information. In addition, their workers contribute to retail spending activity in the downtown shopping district.

D. Opportunities

By virtue of its location and the size of its trade area, the Lakeport retail districts will not be able to compete with regional malls and big box centers in offering a large variety of retail goods, long and predictable shopping hours, and the image of low-cost retail items. However, the local customer will respond favorably when he or she feels that they are receiving good value for money spent, have a convenient, friendly and safe place to spend time, and consider the commercial area an interesting and attractive place to be. These are important values and realistic goals for the Lakeport downtown retail district.

Lakeport has the capability to serve local residents, area workers and visitors with a wide range of goods and services. The key to success will be attracting businesses that:

- provide excellent service;
- offer unique, quality merchandise at fair prices;
- target high dollar volumes per square foot (e.g. smaller spaces, in-depth merchandise and high turnover inventory);
- focus on the 'middle market' with moderately priced goods; and
- offer goods that complement those provided by Lakeport's existing business community.

The results of both the statistical market analysis and the business owner survey indicate Lakeport has good opportunity to grow its retail base and fill the voids and take advantage of certain niche opportunities in the local market. Identifying the

most appropriate business mix for Lakeport, as earlier noted, is a function of demographics and lifestyle characteristics, spending potential, survey research, the existing business base and retail trends.

Lakeport's best business opportunities are for specialty retail, restaurant and entertainment type businesses. Figure 15 lists the businesses and merchandise opportunities identified as appropriate for Lakeport. Combinations of these goods and services as well as many others that have unique appeal to area markets should be considered for business development efforts.

Report 3 – City of Lakeport Business Retention and Attraction Plan will provide information on the location requirements for a typical company in these industries and business attraction and development programs will be designed for these industries.

Primary goals for enhancing the business mix in Lakeport

1. *Retain, strengthen and expand the existing business base in Lakeport.*
2. *Recruit businesses that will complement and improve the existing commercial mix and will enhance downtown's attractiveness to its target markets.*

Figure 15 – Potential Business Opportunities for Lakeport Market Area

Specialty Merchandise	Women's apparel Infant and children's boutique Gifts Made in Lake County Artisan/Craft Gallery Antiques Shoes and Accessories Sporting goods with men's apparel Candy / Ice Cream Candles, Bath & Body Shop
Services	Meeting facilities Car wash
Restaurants / Food	Waterfront restaurant with outdoor seating Bakery, Coffee house Deli Steak house
Entertainment	Live entertainment Wine bar Coffee house Micro brewery Activity center or arcade for youth

E. Features of Successful Retail Businesses

Retail and general business standards are just as important as the types of businesses attracted to Lakeport. The focus should be on superior retail standards when qualifying and recruiting a prospective downtown business.

Figure 16 – Standards of Prospective Downtown Businesses		
Strong Business Values	Merchandising Elements	Superior Customer Service
<ul style="list-style-type: none">• Planning• Commitment• Passion• Tenacity• Understanding• Responsiveness to changing market	<ul style="list-style-type: none">• Up to date point-of-sale practices• Appropriate turnover of goods• Interesting visual displays• Emphasis on value over price	<ul style="list-style-type: none">• Developing human relationships• Determining customer needs• Servicing customer needs• After-sale contact

IV. Business Development Program Research

The following case studies were presented for discussion to area business owners and residents at a public meeting held February 20, 2003.¹ These particular case studies were chosen because consultants felt that elements of each program would be appropriate for Lakeport based on its market advantages, disadvantages, and opportunities.

The business development programs for Lakeport (Report 3) will be designed to take advantage of Lakeport's market opportunities, mitigate any disadvantages, and will take into consideration the human and financial resources necessary for implementation.

The case studies are grouped into three areas:

- Local Business Development (retention, expansion, and entrepreneurial support)
- Business Attraction
- Business-Friendly City Services

¹ Appendix A: February 20, 2003 public meeting agenda and Powerpoint™ presentation.

A. Local Business Development Programs

1. Business Facilitation – Sirolli Institute

Baker County, Oregon (population 16,741) established the Baker Enterprise Growth Initiative (BEGIN) based on the Sirolli Institute's business facilitation concept. Through the Sirolli Institute, a local facilitator received training to assist local entrepreneurs to transform their ideas into a plan and then into a successful business; help improve the management of their existing business; and help them expand their operations. Essentially, the objective of the program is to connect entrepreneurs with the resources and skills they may need to create a successful business.

The program, free to clients, is designed as a management coaching program. Business facilitation consists of helping the entrepreneur build a team through a network of professionals that can offer specific assistance to clients – accounting, production, finance, product design, etc. The type of assistance available from BEGIN includes:

- Business Concept/Dream Assistance – for those people who have an idea and want assistance in determining its feasibility.
- Financial Management Assistance – includes helping a start-up or an existing business find someone to do their accounting or tax preparation.
- Assistance with General Operations – includes production, marketing, etc.
- Exit Planning – for those who need help going out of business which includes steps to make the business attractive to a potential buyer.

During its first year, BEGIN met or exceeded each of its benchmarks: 83 businesses (employing 147) were helped; six entrepreneurs are continuing to work on their projects; 61 clients were helped with their business plans and another 14 have completed their business plans. The program's cost-per-job-created is averaging just \$2,400.

2. Economic Gardening

Economic gardening is a strategy employed by a number of communities across the nation to (1) create a more competitive environment; (2) support their entrepreneurs who will create jobs; and (3) serve businesses that are already in place and may be looking for expansion opportunities. This entrepreneurial support program can be implemented by cities, counties, economic development corporations, states, universities, etc.

Economic gardening offers, at low or no cost, research capabilities. Utilizing local libraries, regional colleges, commercial databases, etc. program managers can offer clients (local business):

- information on its competitors, industry trends, products, and technical developments
- market and competitor analysis
- marketing and prospect lists
- feasibility studies, business problem research
- customer and market demographic data mapped and plotted from a GIS system

3. Partners Network

Established in 1999 by the City of Porterville, CA (population 41,000), the Porterville Partners' Network is a group of professionals from education, government, economic development, and workforce preparation who work together and focus on meeting the needs of local businesses. Partners meet monthly to network and understand each organization's function in economic development, discuss training programs, workshops, job openings, and the needs of the business community.

The Partners' Network assists businesses by:

- Matching businesses looking for employees with individuals currently seeking assistance from the workforce preparation agencies;
- Holding a job fair for businesses undergoing a large recruitment;
- Locating or developing a customized training program (example: Porterville College established a Customer Service Academy to train workers in basic customer service, telephone, and sales skills)

4. Asset-Based Downtown Business Development

Walla Walla is a rural eastern Washington community with a population of 29,000. The community's decade-long commitment to preserving their historic 12-block downtown area has paid off in spades. Among the unique attributes of their downtown program is its Asset-Based approach to business development. The focus is first and foremost on serving existing businesses as the most critical community asset.

A staff of two is devoted to the success of the individual businesses within the district and organizing district-wide events to generate positive economic results. They refer to their role as "entrepreneurial facilitators." Their activities include:

1. Conducting ongoing market research, public relations and marketing including:
 - Shopper/visitor surveys and business owner surveys to determine economic health or increased sales
 - Retail sales trends
 - Auto and pedestrian traffic counts
 - Dollars invested in District (public and private)
 - Market niche opportunities to be filled
 - Quality space available and comparison of rent rates in downtown vs. other locations
 - Major infrastructure or other development projects recently completed or underway
 - Number and types of businesses opened in the last year
2. Providing active, one-on-one strategy development to help businesses identify ways to increase sales. For example, when Starbucks moved to town, the three existing coffee shops were helped to refocus and diversify their businesses to fill unique market needs.
3. Connecting business resources to individual business needs.
4. Helping to develop mentorship relationships among business owners.
5. Publicizing the results of everything they do.

Since 1992, the Downtown Foundation has helped generate a net increase of 73 new businesses and 418 jobs, of which only four were recruited from out of town. The majority were spawned locally.

5. Community Promotions

Atlantic, Iowa is an example of the little town that could, did and continues to succeed with their commercial business attraction activities. With a market area population of only 10,000 in an agricultural-based economy, Atlantic had actually lost population in the last decade. To help reframe the future as a positive one, the city, chamber and community leaders organized a Community Promotion Committee staffed through the chamber of commerce. The committee conducted a successful fundraising and grant writing campaign and organized to tackle business development efforts.

Their first step was to conduct a retail market study and identify business niches to fill, helping stem the tide of significant retail leakage. Following that, community visioning sessions helped identify an image and promotional theme for the community as the Coca-Cola Capital of the Midwest. This tag line builds upon the bottling plant, numerous historic murals and Coca-Cola museum under development in the community.

Specific actions undertaken included:

- Organizing and training target business subcommittees that were focused on recruiting: furniture, shoes, apparel, books and records, and sporting goods;
- Developing a recruitment brochure highlighting the results of the market study;
- Implementing direct mail campaigns that included aggressive follow-up; they purchased a mailing list of companies within a 100-mile radius, that had more than three employees and were in business more than five years;
- Established a cash incentive fund that offered \$5,000 for all new and expanding retail businesses;
- Implemented creative advertising campaigns to encourage local shopping.

Their results in year one included the attraction of five new businesses and key property redevelopment projects. The business recruitment team continues to be active.

6. Main Street

In the mid-1990s, Fort Pierce, Florida, a community of 70,000 on the east coast of Florida, was deeply concerned about the negative perceptions and economic decline of its downtown district ten years ago when it undertook an aggressive revitalization campaign. The downtown was plagued by a 30 to 40 percent vacancy rate, dependency on office users and reports of high crime and vandalism. This commercial district was just two short blocks from the waterfront where significant marina facilities and restaurants were located.

200 million dollars of public investment in the downtown from the city's redevelopment agency contributed to dramatic physical improvements including a new public library and city hall, streetscape beautification and transportation improvements.

Following this public investment, local investors and risk takers picked up the ball forming property investment groups, developing individual property and business improvement plans and supporting the downtown retail and residential market studies that demonstrated significant untapped market demand.

The Fort Pierce, Floridan Main Street Program spearheaded business attraction activities that included:

- Volunteer recruitment training
- Marketing and public relations packet development
- Property inventory
- Direct mail campaigns
- Realtor and broker events such as dinners and tours
- Image and identity campaigns that emphasize the arts and entertainment and feature the local Sunrise Theatre, Event Center and numerous restaurants as the focal points

Since 1996, the downtown has attracted over 70 new retail businesses and has an occupancy rate of 99 percent. Key to the success of downtown Fort Pierce has been the public-private partnership, the community's positive attitude, salesmanship and a clear vision of where they want to be.

*Organize event
at Soper-Reese*

B. Business-Friendly City Services

1. Business Service and Recognition Program

Established and implemented by the City of Porterville, a four-part business retention and expansion program supports local industry. The program has resulted in three major benefits: (1) businesses' confidence in the city's sincerity is raised; (2) communications between the city and business has improved; (3) business is more open about issues that are affecting their success. The program consists of:

- **Business Calls** – City staff has committed to meet with at least two businesses per month. By coordinating with the Partners' Network the city is able to utilize the expertise and resource of each agency to create a successful call and follow-up program.
- **Business Hot Line** – As a commitment to local business, a Business Hot Line was established to assist existing and prospective new businesses that require immediate assistance, need information, or would like to arrange for an appointment.
- **Promotion and Marketing** – A Porterville tourism brochure and "Doing Business in Porterville" guide were produced to attract visitors and businesses. This and other informational materials is distributed by city staff, chamber of commerce, and the Network Partners. Press conferences, news releases, and public service announcements are used on an ongoing basis to promote programs and services available to local businesses.
- **Business Recognition** – An annual "Excellence in Business" awards banquet provides an opportunity for the city to recognize those businesses that have made an exceptional contribution to the community. This is also used as a business attraction tool to illustrate the quality of existing businesses and the city's commitment to the business community.

An offshoot of the business recognition program is a Plant Managers' Group which acts as a forum for managers to advise the city on issues affecting manufacturing and distribution. The city has joined the California Manufacturers and Technology Association to keep abreast of pending legislation that could affect their local businesses and shares pertinent information with the Plant Managers' Group. The city meets quarterly with the group.

2. Economic Development Strategic Information Center

Implemented in Pierce County, Washington (586,203 population) in 1999. The Tacoma-Pierce County Economic Development Board (EDB) and Pierce County teamed together to design an Economic Development Strategic Information Center that contains all the resources and information requested on a regular basis. This allows the EDB and the County to prepare information packages for prospective businesses in 20 minutes allowing the staff to devote time to more complex projects and to better-serve clients.

The Strategic Information Center also provides business, demographic, and geographic information to citizens, existing businesses, and policy makers so that all can make informed decisions.

3. Business District Revitalization Program

The City of Tacoma, Washington has a highly successful Business District Revitalization Program that focuses on the 12 neighborhood commercial centers within the city. The website (<http://www.ci.tacoma.wa.gov.econdev/>) offers a creative and well-organized presentation of information and contacts to answer virtually any question a business or property owner might have.

Included in this program is one-on-one business coaching with one business coach on staff for each district, numerous financial assistance programs, a property-business matching database that has up-to-date information and photos of all available commercial properties (see *Tacomospace* and *Districtspace* links on the Web site).

4. Communicating Design Guidelines

Once a mining town, Telluride (population 2,000) has become a world-class resort area. Located in southwestern Colorado (county population 6,900), the whole town is just one mile long.

Telluride is a National Historic Landmark District and features Victorian-era architecture. The town's Web site has extensive information on the design guidelines put in place for building in Telluride, including:

- Design review applications
- Standards for rehabilitation of historic buildings
- Standards for historic residential, commercial, Main Street commercial, warehousing, and lodging

The county web site has, available for download, the following GIS maps: county relief map, area map, trails master plan, county road map, future land use maps, and a county street index.

5. Lighting Teams and On-line Permitting

To encourage economic development and establish itself as an attractive, business-friendly community Lake County, Florida (population 152,104) established a process to expedite development of industrial sites within the county. Lighting Teams are available at the request of developers to review proposed industrial site plans, make comment, and approve the plans if appropriate.

The Lake County, Florida on-line permitting Web site provides an easy to access and understand method of filing the necessary paperwork to apply for industrial, manufacturing, distribution permits. The site includes a detailed flowchart of the process, all application forms to download or print (with instructions), plan review and permit checklists, fees schedules, licensing, links to relevant state agencies, etc. (www.lakecountyfl.com/dreams/incentives_fastrack.html)

6. Virtual Business Incubator Project

Waushara County, Wisconsin (population 21,824) is an area with good recreational amenities, but it suffers from persistent poverty, high seasonal unemployment, and low-paying jobs (60 percent of all jobs pay under \$8.10/hour). To augment the county's business assistance services and to

ensure local entrepreneurs in rural locations receive the information and technical assistance they require and deserve, the local Community Development Corporation established an internet-based service that supplements the organizations' one-on-one support.

The Community Action Agency's Virtual Business Incubator project is a one-stop resource for comprehensive business start-up and expansion information that is available free 24 hours a day. The site provides information and guidance on: county resources, marketing, accounting, banking and finance, business tools, insurance, and legal issues.

Another service of the Virtual Business Incubator Project is the Entrepreneur's Exchange. This is a Web-based chat function that facilitates information exchange among entrepreneurs, small business owners and professionals. Chats are organized around specific topics and are held on a biweekly basis.

C. Business Attraction

This section summarizes how select communities market the location items most important to business, the development packages and incentives they are able to offer.

1. Grays Harbor, Washington

Grays Harbor County (population 67,194) is located on the coast, 110 miles southwest of Seattle and 140 miles northwest of Portland, Oregon. The major industries in Grays Harbor are forestry, fishing, farming, lumber and wood products, food processing, and ship building.

Workforce:	<ul style="list-style-type: none"> • Unemployment averages 9 percent • Unemployed/Underemployed skills study was completed in 2000 • Within a 30-mile radius of two major business parks, there is a population of 250,000 and a regional workforce of over 68,000
Training Programs:	<ul style="list-style-type: none"> • On-the-job or customized training companies from Grays Harbor College, Community Education and Lifelong Learning Center (CELL), and WorkSource Grays Harbor.
Real Estate:	<ul style="list-style-type: none"> • Port of Grays Harbor Commerce Park – 15-acre light industrial park • Port of Grays Harbor Terminal 3 – 150-acre park with a 200' x 600' concrete deck • Satsop Development Park – 440-acre mixed use business park with state-of-the-art telecommunications infrastructure • East County Industrial Park – 250-acre park minutes from Interstate-5 • Port Blakely Industrial Site – 216-acre park. • Industrial land prices range from \$30,000 (rural) to \$100,000 per acre (urban) • Construction costs are typically \$25 to \$35 per square foot plus site prep costs. • Lease rates range from \$0.20 to \$0.40 per square foot (existing) and \$0.35 to \$0.45 per square foot for a new build-to-suit.
Incentives:	<ul style="list-style-type: none"> • Industrial Revenue Bonds • County Sales & Use Tax Exemption on buildings, equipment and machinery used in manufacturing. Qualified manufacturers can have sales tax exempted on the entire amount invested in construction and installation. • Manufacturing and technology companies can claim a \$2,000 per new employee credit against the state's Business and Occupation tax (or \$4,000 per employee when employee's wages and benefits exceed \$40,000/year). • Manufacturers and technology companies can claim up to \$5,000 of Business and Occupation tax for job training to employees. • Fast track permitting – permits and licenses can usually be approved in 60 to 90 days from the time applications are submitted. • The Facility Fund (through Washington State Department of Community Trade and Economic Development) provides assistance for child care. Up to \$100,000 low interest loan, a \$25,000 grant, and operational costs for the first three months to a company that starts or expands a licensed child care facility.
Relocation Services:	<ul style="list-style-type: none"> • The EDC acts as an ombudsman for the company to move the project along the permitting process. Business start-up, financing and other business planning assistance is available at no cost.

2. Tupelo, Mississippi

Tupelo, the county seat of Lee County (population 75,755), is located in northeast Mississippi. It is probably best-known as the birth place of Elvis. This designation is a major factor in its \$46 million tourism industry which draws over 100,000 visitors a year.

Sixteen million dollars was invested in the Tupelo Coliseum, a 10,000 seat multi-use complex located downtown to support and expand the existing tourism and entertainment industry. This development has drawn over 400,000 to Tupelo who contributed \$20 million to the local economy.

Along with tourism, Tupelo's main industries include health care and furniture manufacturing which employs 4,400 countywide. Tupelo is home to over 40 Fortune 500 companies and averages 1,000 new manufacturing jobs each year.

Workforce:	<ul style="list-style-type: none"> • County's civilian labor force is 41,560 • Unemployment rate is approximately 5.5 percent • The majority of jobs are in non-manufacturing (38,670)
Training Programs:	<ul style="list-style-type: none"> • Three Rivers Planned Development District services the 27-county area • Three community colleges and the Mississippi Employment Security Commission serve as the four one-stop operators supplementing 22 affiliate sites • Fourteen schools and agencies were awarded funds to operation school and out-of-school youth programs
Financing Programs:	<p>Three Rivers Planned Development District provides the following financing programs:</p> <ul style="list-style-type: none"> • Revolving Loan Fund – fixed assets, inventory, and working capital loans up to \$200,000; requires one job per \$25,000 of project financing • Minority Business Loan Fund – fixed assets, inventory, working capital loans up to \$250,000 • Small Business Assistance Loan Fund – fixed assets, inventory, and working capital loans up to \$100,000 • Intermediary Relending Program - fixed assets, inventory, and working capital loans up to \$250,000

3. Belfast, Maine

The coastal town of Belfast, Maine (population 91,672) is located just 34 miles south of Bangor and is a day-trip from Boston. Largest area employers are: MBNA Marketing Systems (information processing center), Eastern Fine Paper, Lemforder Corporation, and Penobscot Frozen Foods. Marketing activities concentrate on financial services, call centers, and tourism.

The business community is actively involved in marketing the area. The Waldo County Marketing Association is a group of businesses that bring travel writers to the area to write about Waldo County's attractions. Note the effective wording on the county's home page:

The Businesses of Waldo County are proud to present the places and products that reflect the historic tradition of our county's craftsmen, purveyors and innkeepers when service was not a department and pride derives from the selling of fine products.

Workforce:	<ul style="list-style-type: none"> • 53,000 in local workforce and 114,000 workers within 30 miles
Training Programs:	<ul style="list-style-type: none"> • University of Maine • Six colleges in area with total enrollment of over 4,300
Real Estate:	<ul style="list-style-type: none"> • Class A office space leases for \$10 to \$12/sq.ft. nnn • Light industrial and warehouse leases for \$4 to \$6/sq.ft. nnn
Financing Programs:	<ul style="list-style-type: none"> • Revolving Loan Fund – fixed assets, inventory, and working capital loans • Intermediary Relending Program - fixed assets, inventory, and working capital loans
Incentives:	<ul style="list-style-type: none"> • Tax Increment Financing (TIF) – partial property tax reimbursement for investments in real and personal property • State incentives specifically for call centers include: <ul style="list-style-type: none"> • Property tax reimbursements for investments in real and personal property • Income tax credits linked to capital investment and job creation • Grants tied to jobs that pay above the per capita personal income level • No taxes on interstate phone calls • No-cost, customized recruiting and training assistance
Features Marketed:	<ul style="list-style-type: none"> • Lower operating cost environment in the Northeast • A financial institution's corporate tax liability for operating a back office facility in Maine is 50 to 70 percent lower than any other northeast state • An advanced telecommunications infrastructure including (1) statewide ATM (Asynchronous Transfer Mode) fiber optic based network, (2) 100 percent digitally-switched network, (3) redundancy through statewide SONET ring deployment

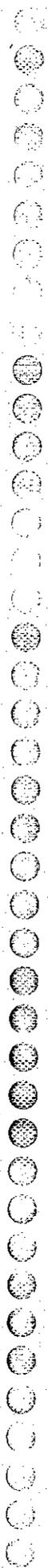


V. Recommendations

Based on the priorities expressed by focus group attendees and corroborated by our assessment of the market, real estate, and available human and financial resources, we recommend the following strategies for the City of Lakeport's business development program:

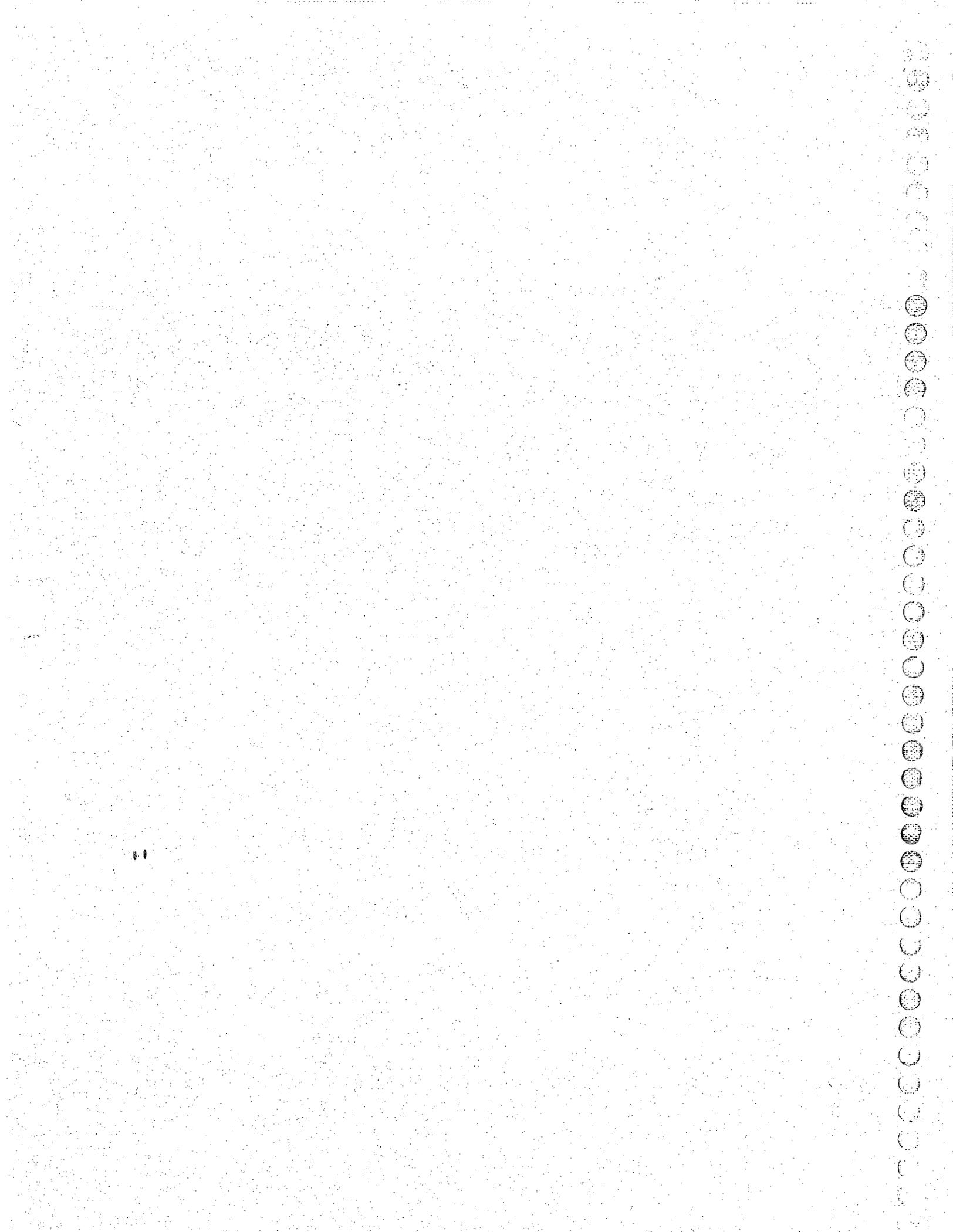
- Active marketing campaign to fill downtown retail and other commercial vacancies
- Communications program that includes city, businesses, and residents
- Programs and activities to increase trade within the current market area

Report 3 – *The City of Lakeport Business Retention and Recruitment Action Plan* – will contain detailed action plans for these strategies including roles and responsibilities for the implementing and supporting organizations, materials and tools required to support the programs, and an estimated budget for implementation.



Appendix C

"Taming the Downtown Parking Beast"



*Parking Management Made Easy: A guide to
taming the downtown parking beast*



Transportation and Growth Management (TGM) Program,
a joint program of the Oregon Department of Transportation (ODOT)
and the Oregon Department of Land Conservation and Development (DLCD)

This project was an outgrowth of discussions with local communities while
conducting workshops to introduce the award-winning "Main Street... when
a highway runs through it; A Handbook for Oregon Communities." TGM
outreach projects such as these are funded, in part, by federal Transportation
Equity Act for the 21st Century (TEA-21), local government partnerships, and
the State of Oregon. The contents of this document do not necessarily
reflect views or policies of the State of Oregon.

TGM Program Staff

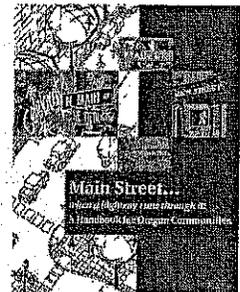
Pamela Kambur, TGM Outreach Coordinator
c/o DLCD Urban Division
635 Capitol St. NE, Suite 150
Salem, OR 97301
Tel: (503) 373-0050 ext. 286
Email: Pamela.Kambur@state.or.us

Consultants

Oregon Downtown Development Association
161 High St. SE, Suite 236
Salem, OR 97308
Tel: (503) 587-0574
Email: info@odda.org

Carol Landsman
Nelson\Nygaard Consulting Associates

Karen Swirsky & Nils Eddy
Main street consultants



June 2001

How to Assess if You Have a Downtown Parking Problem

You can analyze your downtown parking situation—it's not rocket science, it's not even traffic engineering. It's mostly interviewing and counting. However, if you'd like to hire a consultant, talk with your city engineer or public works department to see if they can recommend someone, or with another community that solved its downtown parking issues. Some consultants will just collect the data for you; other firms will conduct the entire parking study. These firms will likely be either engineering or land use/transportation planning consultants.

The cost of a parking study can range from a couple of thousand dollars for data collection to determine parking supply and demand, to upwards of \$25,000 for a complete study that includes parking management recommendations and implementation strategies, as well as projections for future needs. If you are considering adding more parking to your existing inventory, the study can get even more expensive. But remember, you can do all or part of this study yourself—especially if you have one or two people to help gather information.

Follow the steps in this handbook to achieve:

- An understanding of people's concerns about downtown parking.
- A mapped and listed inventory of existing on-street and off-street parking, both public and private.
- Parking inventory by block and block face at specific times of day. (A block face is one of the sides of a block. A square block has four block faces. A triangular block has three block faces. Every street has two block faces.)

- (Optional) An inventory of how long cars stay in parking spaces. This piece is more difficult without technical assistance.

Step One:

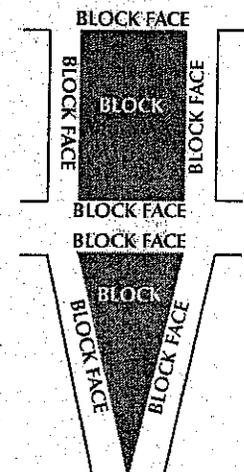
Find out what people (you can call them stakeholders) think is the downtown parking problem.

This is important because it will help you design the rest of the study. Interview:

- Employers and employees, professional, retail and service.
- Downtown residents and those who live next to the downtown.
- Commercial realtors.
- Downtown shoppers.
- City officials and staff.
- Chamber or downtown business association groups.
- ODOT regional planner or district staff, especially if the downtown area includes a state highway.

Ask them:

- Is there a parking problem downtown?
- Where is the biggest problem?
- What times of day is parking most limited?
- If there is parking enforcement, how well is it working? You will want to talk to the parking enforcement program staff to find out all about the program.
- What ideas do they have for solutions?
- Is one particular group contributing more than others to the parking problem?



- Are there conflicts between residential and business or retail parkers?
- What about long-term parkers, employees and employers; do they park on the street all day in front of or near downtown businesses?

Analyze the results of the interviews. List the primary issues that emerge.

Step Two:

Define the parking study area.

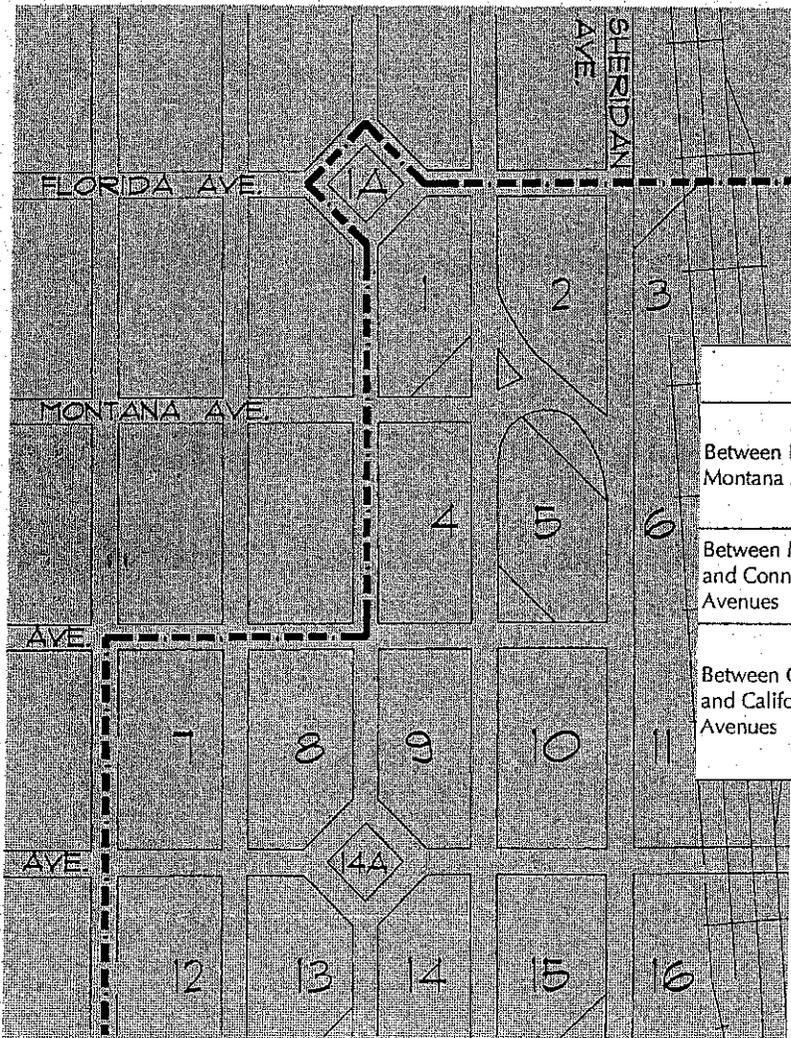
The study area should include all of the downtown business area plus at least one or two blocks on all sides of this area. If

stakeholders noted parking in neighboring residential areas is a problem, these areas, or at least the first block of these areas, should be included.

Figure 1 shows part of a study area for a downtown in a small Oregon city. Blocks one and two are outside the downtown but are included in the study area to fully understand parking use and patterns. Note that the blocks are numbered. This helps in identification and analysis and is much easier than calling something the Spruce Street, Elm Street, North Street, Main Street block.

List the blocks in a table where you will total the spaces in a later step.

Figure 1. Study Area



Parking Inventory by Block

Block	On-Street Capacity	Off-Street Capacity	Total Capacity	
1	24	26	50	
Between Florida and Montana Avenue	1A	15	0	15
2	20	29	49	
3	11	23	34	
Between Montana and Connecticut Avenues	4	20	50	70
5	22	37	59	
6	2	25	27	
Between Connecticut and California Avenues	7	29	70	99
8	32	58	90	
9	26	36	62	
10	18	52	70	
11	26	2	28	

Step Three:

Count and map the number of parking spaces in the study area.

This inventory includes on-street and off-street parking, both public and private.

Why, you wonder, should this inventory include private parking? The answer is that these private spaces can be an important part of the available parking in an area. It does not mean that someone is going to demand they be opened up for public use. However, an owner of underutilized parking may be willing to lease some of those spaces. More about that later.

How do you count parking spaces? If curbside parking (also called block face parking) has been striped, it is pretty easy; if not, measure the block face (exclude driveways) and apply the criteria in Figure 2, or other criteria your city public works department may use. This only applies to parallel parking; diagonal (angle) parking will most likely be striped. A measuring wheel is useful to measure block faces.

Figure 2. How to Measure On-Street Parking Spaces

Distance as Measured Along Curb (feet)	Number of Parking Spaces
<15	0
15-35	1
35-60	2
60-85	3
85-110	4
110-135	5
135-160	6
160-185	7
185-210	8
210-235	9
235-260	10
260-285	11
285-310	12

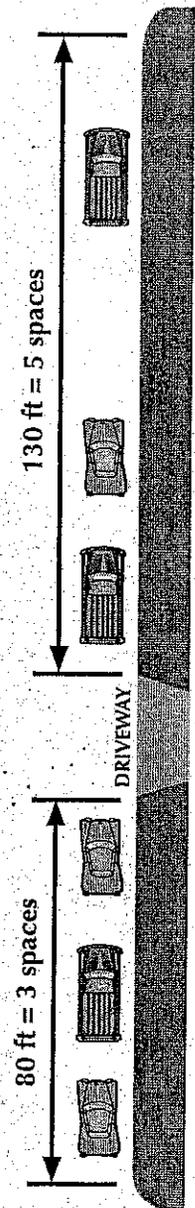
Criteria for parallel parking length can differ; compact-sized spaces were common in the seventies and early eighties. More people are driving large vehicles again, increasing the need for standard-sized spaces.

Off-street spaces may be more difficult to count. Again, if they are striped, it will be easy. If not, estimate how many parked cars can be accommodated. Remember that unless the parking area has an attendant or everybody works in the building next door, parkers cannot block one another and must have room to pull in and out. Your estimates should be fairly accurate. In these unstriped lots, some parkers use space more efficiently than others so it will vary in reality anyway. Analyze public and large private interior block lots individually. However, you don't have to track small lots of less than 10–15 spaces separately; these can be grouped together.

Step Four:

Gather information about parking as you conduct the inventory.

- Note areas that have parking restrictions such as two-hour parking or no-overnight parking.
- Locate disabled parking and loading areas (see page 10).
- Locate bicycle parking (see page 10).
- Identify diagonal parking, public parking lots and signage for those public-parking facilities.
- Keep an eye out for any potential problems and issues. Did a stakeholder note that crossing the street to a parking area is difficult for customers? Look at that crossing and see if it has a striped crosswalk or traffic signal. Do cars park on the sidewalk or block driveways?



Step Five:

Determine the times and days when you will check parking use.

Here is an instance when talking to stakeholders will come in handy. If parking on Saturday is considered a problem, you will want to count use on that day. If weekday parking is considered the problem, count on a Tuesday, Wednesday, or Thursday of a typical week. Don't count parking during spring break or the week before Thanksgiving or Christmas; obviously trip and parking patterns are different then. Try to count when school is in session UNLESS

summertime parking is the problem.

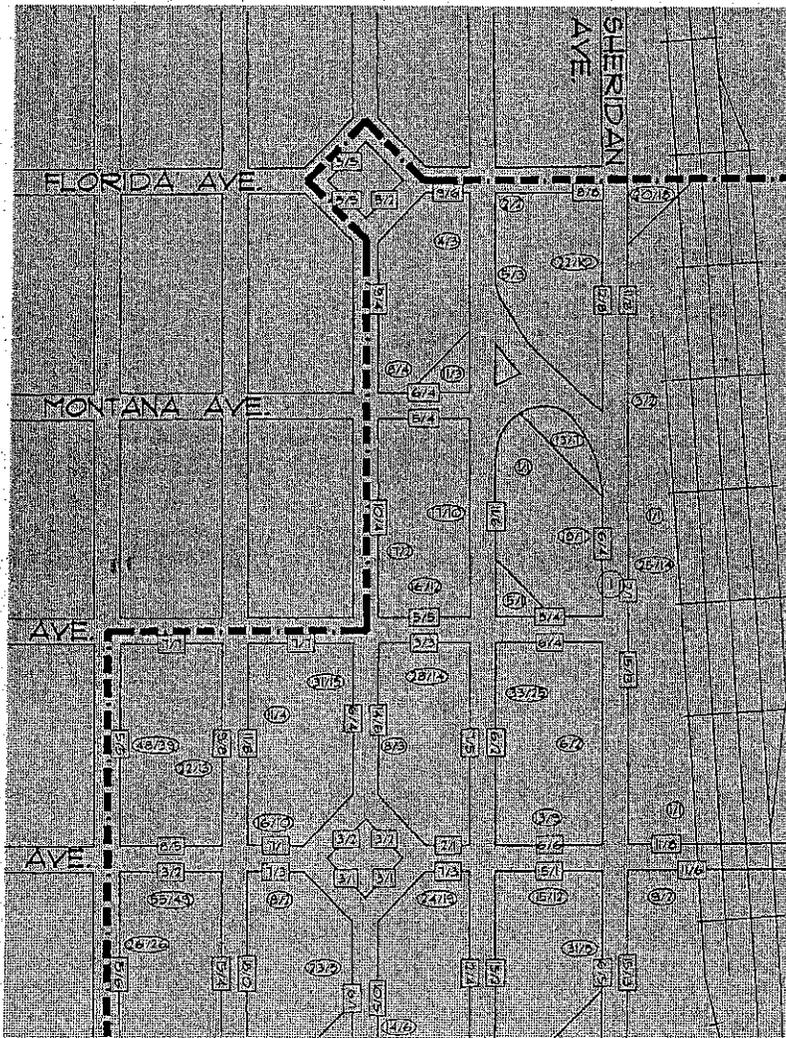
The times of the day you choose to count parking use will depend on two things: the times that people have identified as potential problems and the amount of energy and money available. Some studies count parking use every hour for a 12-hour or greater period. Unless there is a specific problem, such as overnight parking or special events in the evenings, or significant fluctuations during the day, counting three times a day will be adequate: 8 AM to 10 AM, 11:30 AM to 1:30 PM and 3 PM to 5 PM.

Step Six:

Count occupied parking spaces.

This step is exactly what it sounds like. First, make several copies of your inventory map or list. (A map may be most useful.) Then go out at the designated times and count occupied spaces. If you have chosen to count three times during the sample day, you will end up with three maps, each one showing how many of the inventoried spaces are filled during that time period. See Figure 3.

Figure 3. Occupied Parking Spaces



Notations in the figure use squares for on-street parking and ovals for off-street parking. The numbers are spaces available followed by vehicles parked. There should be one of these figures for each time period.

Step Seven:

Figure out what it all means.

After this study is complete, you will have all these maps with numbers. Now what?

First, add up all the available spaces and all the occupied spaces for each time period. Divide the number of occupied spaces by the number of available spaces to calculate the average occupancy rate. Figure 4 shows the results for one time period.

If the occupancy rate is more than 90 percent, you have parking congestion and have likely used up all your parking capacity. The standard of 90 percent is used because at around this occupancy rate parking spaces become difficult to spot and drivers either circle around looking or get frustrated and give up. Most likely the occupancy rate will be much less than 90 percent.

The next step is to look at parking rate by block or by block face for a particular street. It can be very useful to graph occupancy rate by time of day for each street. Figure 5 shows an example of a study that counted parking occupancy for each hour of the day. You will likely discover that certain areas have a higher occupancy rate than others. You may also find that on-street parking is more utilized than off-street parking.

You may discover that overall, one time of day has the highest parking rate, but certain areas have a higher parking rate at different times of day. For example, the afternoon time may have the highest average parking rate, but parking near several favorite restaurants may have the greatest occupancy rate during lunchtime.

Figure 4. Parking Occupancy by Block

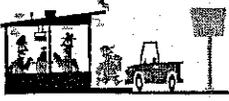
	Block	On-Street % Full	Off-Street % Full	Total % Full
	1	41.7	42.3	42.0
Between Florida and Montana Avenue	1A	20.0	0.0	20.0
	2	20.0	48.3	36.7
	3	27.3	13.0	17.6
Between Montana and Connecticut Avenues	4	35.0	52.0	47.1
	5	36.4	45.9	42.4
	6	50.0	44.0	44.4
Between Connecticut and California Avenues	7	13.8	25.7	22.2
	8	37.5	50.0	45.6
	9	42.3	52.8	48.4
	10	33.3	20.8	31.4
	11	19.2	100.0	25.0
Totals		43.2	44.7	44.6

You may see that parking on residential streets increases during the day from the morning count to the afternoon count. This suggests that people going downtown, not living in the residential area, are using this parking. Understanding your downtown parking patterns will help you determine the best solutions.

Figure 5. Parking At or Near Capacity by Time of Day and Street Segment

Street	Location	9AM	10AM	11AM	12AM	1PM	2PM	3PM	4PM	5PM
Second	Vine to Ash	◆	◆	◆						
Second	Ash to Sherman			◆						
Second	Sherman to Grant							◆		◆
Second	Grant to Maple				◆	◆	◆	◆		
Second	Maple to Oak					◆				
Second	Oak to A				◆	◆				
Main	Ash to Sherman						◆	◆		◆
Main	Sherman to Grant		◆				◆			
Park	Sherman to Grant	◆	◆		◆	◆		◆		◆
Maple	3 rd to 2 nd	◆		◆				◆	◆	
Maple	2 nd to Main			◆	◆	◆		◆		
Maple	Park to Grove	◆	◆		◆	◆	◆	◆		

Parking Turnover Study

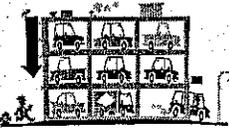


If you are concerned that long-term parkers—namely downtown workers, business owners and employees—are parking on-street in spaces best used by shoppers, customers and clients, you may want to conduct a parking turnover rate study.

In this data collection process, you record the license plates of all cars parked

on street or in public off-street parking every hour during the day. You then compare the license plate numbers to see how long a vehicle remains parked in a particular space. You can also use this information to see if parkers move their cars from one on-street space to another to avoid getting a ticket.

How to Handle Parking Demand Without Building More Parking



You've done your homework; now you know what actually is going on with your downtown parking. Most likely, you have discovered that while parking is not at capacity overall, you have some areas, or times, where demand is greater than others. You may have discovered that parking occupancy is at, or above, 90 percent at the peak time of the day.

Even if all your parking, both on-street and off-street is being used, you have some options that are less expensive than building either new off-street parking lots that cost about \$2,000–\$3,000 a space or a parking structure that costs \$12,000–\$15,000 a space, not including land costs and lost opportunities to develop that parcel of land for something else. You can:

- Negotiate opportunities for use of underutilized private lots (for example: is there a local church lot that could be used by downtown employees during typical weekday office hours?).

- Develop satellite parking lots with shuttle service for downtown workers.
- Work with employers and the city to provide incentives for carpooling, biking, walking and riding transit (if you have transit to your downtown).
- Develop diagonal (angle) parking on one side of the street if the pavement is at least 52 feet wide and not very busy, or on both sides of a 60-foot street; again, if it's not very busy or not a state highway. If it is a state highway, talk to ODOT about any planned changes. Diagonal parking will provide more spaces than standard parallel parking—potentially more than double. On the negative side, it takes road width that might be used for other purposes and can create safety problems, as cars have to back out into traffic. If you think adding diagonal parking is a viable option, check with the city engineer or a consulting engineer to move this idea forward.

- Convert existing untended parking lots into attended or valet parking lots for short-term parkers. This will automatically increase the capacity of the parking lot because more cars can be packed in less space.

Most downtowns will have available parking but it may not be where it is needed such as close to stores or other businesses. There are specific strategies that make better use of the existing parking supply:

1. **Convenient short-term parking.**

Ensure that on-street downtown parking is available for short-term parkers. Short-term parkers—customers, clients, visitors—are more sensitive to walking distance than are long-term parkers—employees and business owners. Implement two- or three-hour parking zones.

2. **Options for long-term parking.** Complement short-term parking restrictions with lots or areas for long-term parkers on the outskirts of the downtown area. Protect long-term parking from use by short-term parkers. You must enforce these restrictions with both frequent patrols and tickets that cost enough to make someone not want to get one.

Some, but probably not all, of cost of the parking enforcement program can be recovered from ticket fees. Some communities look to downtown businesses to cover the remaining costs.

This strategy makes convenient on-street parking available for shoppers, customers and clients and will instantly increase downtown parking capacity. This program should be complemented by employee incentives to carpool, bike, walk or use transit if available.

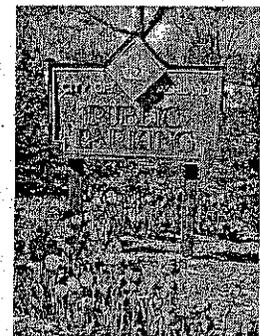
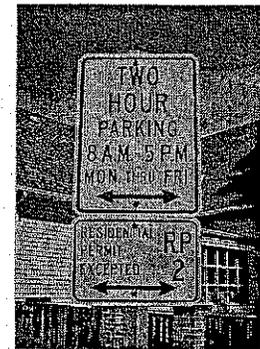
Some downtown parking programs require that employers register the names and license plate numbers of all those who work at their business. These vehicles are not allowed to park in the core downtown area during business hours.

3. **Special parking.** If you limit parking time in the downtown, make sure to supply 15 and 30 minute spaces as well as loading zones. Disabled parking and bicycle parking (discussed below) are also part of the mix.

4. **Good signage.** Make sure you have good signage pointing to public parking areas. Check pedestrian crossings near public off-street parking to ensure that people can cross streets easily and safely after they park their vehicles.

5. **Better use of existing off-street spaces.** Make better use of off-street spaces. This includes public and institutional buildings (such as churches and fraternal lodges) that may have excess parking as well as private businesses that may be willing to lease extra parking to the city to provide additional public parking. These spaces are best used for long-term parking (business owners, employees, etc.). Private businesses may be concerned about liability; check with your City Attorney to see if these spaces are, or can be, covered by the city's liability insurance.

6. **Anticipate customer needs.** Make sure you meet special needs. One community on the coast provided no parking for RVs, so these vehicles used regular parking spaces. If your downtown attracts RVs or tour buses, or would like to, make sure you provide appropriately sized parking for them.



Disabled Parking

While the Americans with Disabilities Act (ADA) does not require striped on-street disabled parking, it does require a parking program to meet the needs of ADA-eligible parkers. Different cities meet this requirement in different ways. Some provide a designated disabled parking space on the corner of every block or next to shopping and other daily services. For additional information about parking and ADA you can call the Federal Transit Administration Office of Civil Rights at 888-446-5411 or email them at ada.assistance@fta.dor.gov.

ADA requires that off-street private and public parking facilities provide a set number of handicapped spaces that are both marked and designed to allow people with disabilities to access them, as detailed in Figure 6.

Figure 6.

Minimum Number of Accessible Parking Spaces ADA Standards for Accessible Design 4.1.2(5)

Total Number of Parking Spaces Provided (per lot)	Total Minimum Number of Accessible Parking Spaces (60" & 96" aisles)	Van Accessible Parking Spaces with min. 96" wide access aisle	Accessible Parking Spaces with min. 60" wide access aisle
1 to 25	Column A	1	0
26 to 50	2	1	1
51 to 75	3	1	2
76 to 100	4	1	3
101 to 150	5	1	4
151 to 200	6	1	5
201 to 300	7	1	6
301 to 400	8	1	7
401 to 500	9	2	7
501 to 1000	2% of total parking provided in each lot	1/8 of Column A	*7/8 of Column A**
1001 and over	20 plus 1 for each 100 over 100	1/8 of Column A	*7/8 of Column A**

*one out of every 8 accessible spaces
 **7 out of every 8 accessible parking spaces

Bicycle Parking

The same consideration should be given to bicyclists as to motorists, who expect convenient and secure parking at all destinations. Downtown areas should generally have a bicycle rack within view of every building entrance. Racks are often shared by adjacent businesses. Popular destinations such as a library or park may have multiple racks.

Many cities specify the number, type and location of bicycle parking. Refer to your city's code or see the Oregon Bicycle

and Pedestrian Plan, Oregon Department of Transportation for details (available at <http://www.odot.state.or.us/techserv/bikewalk/planimag/parking.htm>).

You can count bicycle parking in the study area at the same time you count automobile parking or as a separate field trip with local bicyclists. Compare the total spaces in each block with the city requirements or state recommendations to determine how and where bicycle parking could be improved.

How to do All This and Pay for It

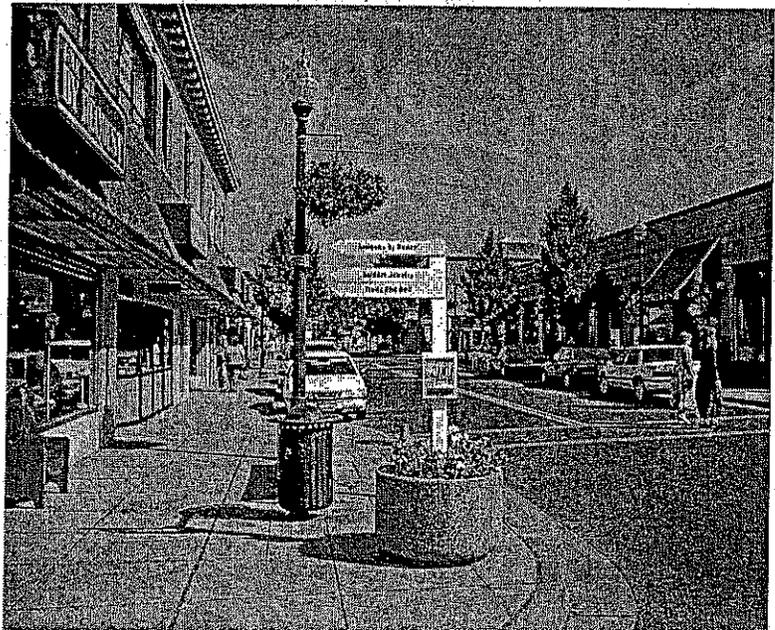
Some downtown groups, working with city officials, have developed formal downtown parking districts to manage parking use and creation. Some questions to consider when forming this district include:

- How should the city define the parking district?
- What are the board's responsibilities?
- Who should serve on the parking district board?
- What is the role of the downtown association in regards to the parking district?
- Should the city require downtown workers to register and prohibit them from parking downtown?
- Should the city charge for downtown long-term parking permits?
- How should this program be financed?

Conclusion

In most cases, communities will find they have adequate downtown parking capacity if they make the best possible use of that parking. That is where parking management programs come in; they are an inexpensive way to add parking opportunities to the downtown.

The first step is gaining a solid understanding of the use of the existing parking stock. This understanding of parking issues will enable a community to better use its available parking for downtown customers clients and workers. This is always a key element in comprehensive and thoughtful downtown revitalization.





You've heard it! We've all heard it.

"My customers have no place to park."

"Some people park downtown all day."

"There just is not enough parking downtown."

"I could sell/lease more property if there were more parking downtown."

"I could sell/lease more property if the city didn't require so much off-street parking."

"We can't expect our shoppers, employees, clients, visitors to walk more than a few yards in this weather."

"I won't locate my business downtown because there's no parking."

"I can never find a parking space on my street because employees park there."

You've heard you have a downtown parking problem. Now you can find out what to do and it won't cost a lot of money.

Sound too good to be true? Read on!

This guide tells you:

- How to analyze your downtown parking to see if you have a parking problem.
- How to analyze what, where, and when the problem(s) occur.
- How you can add to your parking supply through better management of the total space that you currently have (not always the individual number of spaces).

Appendix D

Sample agenda for *Breakfast with the Council*





Breakfast with the Council

The City of Lakeport and
the Lakeport Business Development Team invite you to

Breakfast with the Council

[DATE] [TIME]

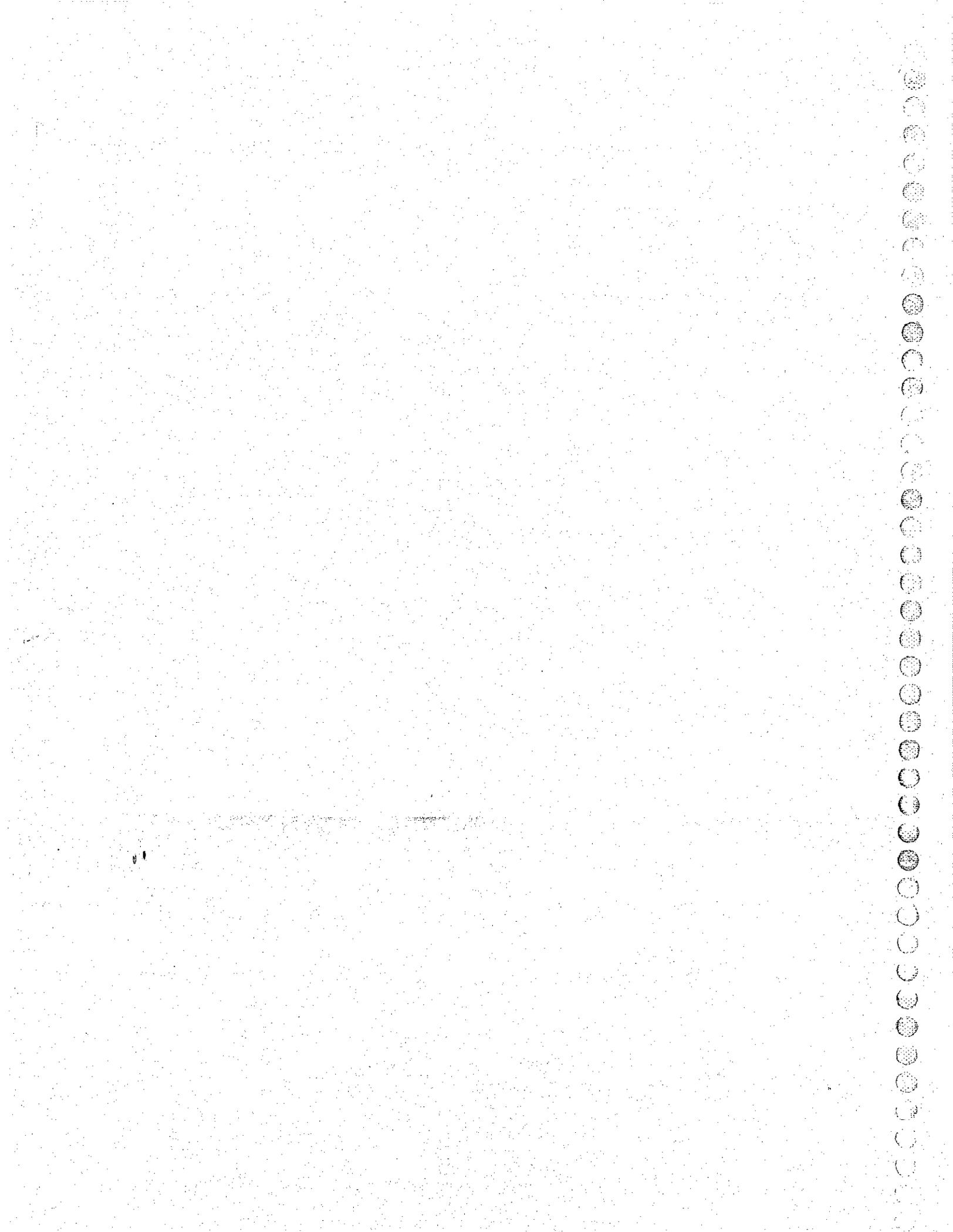
[LOCATION]

Take advantage of this opportunity to discuss important issues with
the council, city staff, and your business neighbors.

This weeks topic is: Expanding Business Opportunities

- 7:00 a.m. Registration and Networking
- 7:15 a.m. Introduction and Background on Topic for Discussion
- 7:30 a.m. Facilitated discussion with Questions from audience
- 8:30 a.m. Next meeting schedule and topic

Sponsored by:



Appendix E

Sample Development Fees Comparisons



The following information is available at: http://www.hcd.ca.gov/hpd/pay2play/pay_to_play.html

California Department of Housing and Community Development

Housing Policy Development

Return to [standard page version](#).

Pay to Play: Residential Development Fees in California Cities and Counties, 1999

Study Finds Residential Development Fees Proliferate

Residential development fees are being assessed by California cities and counties for a long and growing list of uses. Local governments typically assess more than two-dozen different types of residential development fees. These include planning fees, building permit and related fees, and capital facilities fees.

The report, "Pay to Play, Residential Development Fees in California, 1999," is the first to analyze California's residential development fees statewide. State of California Department of Housing and Community Development (HCD) commissioned the report from the Institute of Urban and Regional Planning (IURD) of the University of California, Berkeley. The report includes the findings of a 1999 survey of 89 California cities and counties prepared by HCD and IURD to identify typical fee amounts for homes in a 25-unit subdivision, for individual "infill" houses, and for a 45-unit apartment building.

The "Pay to Play" report provides examples of how local governments could improve administration of permit fees. The report also sets forth policy issues and options' relating to broader local development of long-term capital improvement plans and programs and improving financing mechanisms.

For questions about the "Pay to Play" report, or for more information about housing needs in California, contact HCD's Housing Policy Development Division at (916) 445-4728.

- [Pay to Play Report \(Adobe PDF\)](#)
- [Appendix of Fee 1999 Surveys \(Adobe PDF\)](#)
- [Appendix A: Survey Instrument \(Adobe PDF\)](#)
- [Appendix B: 1999 Fees by Type and Region \(Adobe PDF\)](#)
- [Appendix C: 1999 Fee Surveys by Jurisdiction Appendix of Fee Surveys for Pay to Play: Residential Development Fees in California Cities and Counties, 1999.](#)

To view the fee survey for a particular jurisdiction, click on the jurisdiction name. It is necessary to have Adobe Acrobat Reader to view these files.

- Arcadia (*Adobe PDF*)
- Bakersfield (*Adobe PDF*)
- Berkeley (*Adobe PDF*)
- Brentwood (*Adobe PDF*)
- Brisbane (*Adobe PDF*)
- Butte County (*Adobe PDF*)
- Carlsbad (*Adobe PDF*)
- Chico (*Adobe PDF*)
- Chino (*Adobe PDF*)
- Chula Vista (*Adobe PDF*)
- Clovis (*Adobe PDF*)
- Corona (*Adobe PDF*)
- Cupertino (*Adobe PDF*)
- Dana Point (*Adobe PDF*)
- Delano (*Adobe PDF*)
- El Dorado County (*Adobe PDF*)
- El Monte (*Adobe PDF*)
- Fairfield (*Adobe PDF*)
- Folsom (*Adobe PDF*)
- Fremont (*Adobe PDF*)
- Fresno (*Adobe PDF*)
- Gilroy (*Adobe PDF*)
- Grass Valley (*Adobe PDF*)
- Half Moon Bay (*Adobe PDF*)
- Hayward (*Adobe PDF*)
- Huntington Beach (*Adobe PDF*)
- Irvine (*Adobe PDF*)
- Kern County (*Adobe PDF*)
- Lincoln (*Adobe PDF*)
- Long Beach (*Adobe PDF*)
- Los Angeles (*Adobe PDF*)
- Los Angeles County (*Adobe PDF*)
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- Modesto (*Adobe PDF*)
- Monterey County (*Adobe PDF*)
- Moorpark (*Adobe PDF*)
- Moreno Valley (*Adobe PDF*)
- Napa (*Adobe PDF*)
- Norco (*Adobe PDF*)
- Oakland (*Adobe PDF*)
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- Pasadena (*Adobe PDF*)
- Placerville (*Adobe PDF*)
- Redding (*Adobe PDF*)
- Redwood City (*Adobe PDF*)
- Roseville (*Adobe PDF*)
- Sacramento (*Adobe PDF*)
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- San Mateo (*Adobe PDF*)
- Santa Ana (*Adobe PDF*)
- Santa Barbara (*Adobe PDF*)
- Santa Barbara County (*Adobe PDF*)
- Santa Clarita (*Adobe PDF*)
- Santa Cruz (*Adobe PDF*)
- Santa Maria (*Adobe PDF*)
- Santa Monica (*Adobe PDF*)
- Saratoga (*Adobe PDF*)
- Shasta Lake (*Adobe PDF*)
- Simi Valley (*Adobe PDF*)
- Soledad (*Adobe PDF*)
- Sonoma County (*Adobe PDF*)
- South Lake Tahoe (*Adobe PDF*)
- St. Helena (*Adobe PDF*)
- Stockton (*Adobe PDF*)
- Temecula (*Adobe PDF*)
- Tracy (*Adobe PDF*)
- Truckee (*Adobe PDF*)
- Tustin (*Adobe PDF*)
- Vacaville (*Adobe PDF*)
- Vallejo (*Adobe PDF*)
- Visalia (*Adobe PDF*)
- Walnut Creek (*Adobe PDF*)
- Wasco (*Adobe PDF*)
- Watsonville (*Adobe PDF*)
- Windsor (*Adobe PDF*)
- Yuba City (*Adobe PDF*)

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The following is an example of how this information can be presented.

CITY of GRASS VALLEY

A. GENERAL INFORMATION

i. Jurisdictional Information:

Population 1998:	9,475
Annual Single-Family Units Permitted (1996-98, Avg.):	41
Annual Multi-Family Units Permitted (1996-98, Avg.):	29
Total Annual Residential Units Permitted (1996-98, Avg.):	70

ii. General Fee Checklist

<i>fee used here</i>	<i>updated in 1998 or 1999?</i>	<i>fee used here</i>	<i>updated in 1998 or 1999?</i>
<input type="checkbox"/> 1. Planning Department Plan Check Fees	-	<input type="checkbox"/> 14. Watershed / Aquifer Fees	-
<input checked="" type="checkbox"/> 2. Environmental Assessment / Review Fees	Y	<input checked="" type="checkbox"/> 15. Local Traffic Mitigation Fees	Y
<input checked="" type="checkbox"/> 3. Building Department Plan Check Fees	Y	<input checked="" type="checkbox"/> 16. Reg'l Traffic / Highway Mit'n Fees	Y
<input checked="" type="checkbox"/> 4. Building Department Permit Fees	Y	<input checked="" type="checkbox"/> 17. Fire Service Fees	Y
<input checked="" type="checkbox"/> 5. Engineering / Public Works Dept. Fees	Y	<input checked="" type="checkbox"/> 18. Police Service Fees	Y
<input checked="" type="checkbox"/> 6. Grading Permit Fees	Y	<input checked="" type="checkbox"/> 19. Public Safety Fees	Y
<input checked="" type="checkbox"/> 7. Electrical Permit Fees	Y	<input checked="" type="checkbox"/> 20. School District Fees	N
<input checked="" type="checkbox"/> 8. Mechanical Permit Fees	Y	<input type="checkbox"/> 21. School District Mitigation Fees	-
<input checked="" type="checkbox"/> 9. Plumbing Permit Fees	Y	<input checked="" type="checkbox"/> 22. Community / Capital Facility Fees	Y
<input type="checkbox"/> 10. Electricity / Gas Connection Fees	-	<input checked="" type="checkbox"/> 23. Park Land Dedication / In-Lieu Fees	Y
<input checked="" type="checkbox"/> 11. Sanitary Sewer Connection Fees	Y	<input type="checkbox"/> 24. Open Space Dedication / In-Lieu Fees	-
<input checked="" type="checkbox"/> 12. Storm Drainage Connection Fees	Y	<input type="checkbox"/> 25. Afford. Hous'g Dedic'n / In-Lieu Fees	-
<input checked="" type="checkbox"/> 13. Water Connection Fees	N	<input checked="" type="checkbox"/> 26. Special Assessment District Fees	Y

iii. Possible Fee Reductions or Waivers?

Affordable Housing Fee Reduction	N
Affordable Housing Fee Waiver	N
Senior Housing Fee Reduction	N
Senior Housing Fee Waiver	N
Fee Types Reduced or Waived:	none

iv. Use of Mello-Roos in this Jurisdiction:

single-family	not used
multi-family	not used

v. Nexus Reports

-Dev't Fee Analysis & Capital Improvement Program (annually) - all fees

B. 25 UNIT SINGLE-FAMILY SUBDIVISION MODEL

- i. Project Typical for Jurisdiction? Yes
- ii. Expected Location of Model in this Jurisdiction: Northwest Grass Valley - Morgan Ranch Area
Ridge Road @ Morgan Ranch Road
- iii. Expected Environmental Assessment Determination: Mitigated Negative Declaration
- iv. Typical Jurisdictional Requirements for this Model:

-Off-Site Improvements:	-3/4 street, curbs, gutters, sidewalks, landscaping, street lights, street trees, undergrounding of utilities, bus stop, traffic lights with deferral agreement
-Internal Site Improvements:	-dedication of streets and infrastructure req'd; utility easements with full infrastructure, utility undergrounding, full street, curbs, gutters, sidewalks, landscaped front yards
-Common Amenities / Open Space:	-park and land dedication required; amenities negotiated with developer
-Project Management Requirements:	-Conditions of Approval; Home Owners Association; Dev't Agreement; Landscape, Lighting & Maintenance District participation; reimbursement - deferral agreement for infrastructure provision
-Typical Reporting:	-soils, seismic, hydrology, erosion control, biologic/native plant, wetlands, cultural resources, traffic

v. Model Valuation Information:

Single-Family Dwelling Unit Valuation Price per Sq. Ft.	70.00
Private Garage Valuation Price per Sq. Ft.	20.00
Total Valuation per Unit	183,000
Total Valuation per 25 Unit Subdivision Model	4,575,000

vi. Planning Fees:

	Type / Fee Calculation	Per Unit	Fee Amount
General Plan Amendment Fee	flat		1,200
Zoning Review Map Amendment Fee	flat		1,900
Planned Development Subdivision Fee	1500 flat + 100/unit		4,000
Design Review Board Fee	flat		100
Tentative Map Fee	1800 flat + 75/lot		3,675
Subdivision Final Map Fee	550 flat + 25/lot		1,175
Development Agreement Fee	300 flat + 5000 deposit ¹		5,300
Fish & Game Fee Administration	flat state fee (w/ Neg Dec)		1,250
Fish & Game Fee - county clerk	flat		25
Notice of Determination	flat		50
Environmental Assessment / Neg Dec Fee	flat		300
Subtotal Planning Fees			18,975

vii. Plan Check, Permit & Inspection Fees

	Type / Fee Calculation	Per Unit	Fee Amount
Building Permit Fee	(789 flat + .16/sf residence) + (315 flat + .13/sf garage) = 1556/unit		38,900
Building Plan Check Fee	50% of Building Permit	778	19,450
Strong Motion Instrumentation Fee (SMIP)	.0001 x val'n	18.30	458
Fire Dept Plan Check Fee	20% of Plan Check Fee	155.60	3,890
Fire Dept Subdivision Site Check Fee	flat		80
Grading Plan Review Fee	100 engr'g + 58 inspection + 253 for CY		411
Technical Report Review Fee	42 flat per report @ 8 reports		336
Improvement Plan Checking	4000 flat + 1% of val'n amount over 300,000		6,000
Improvements Inspection Fee	6500 flat + 1% of val'n amount over 300,000		8,500

Electrical Permit Fee	included in Bldg Permit	-
Plumbing Permit Fee	included in Bldg Permit	-
Mechanical Permit Fee	included in Bldg Permit	-
Subtotal Plan Check, Permit & Inspection Fees		78,025

viii. Infrastructure, Impact & District Fees	Type / Fee Calculation	Per Unit	Fee Amount
School District	1.84 / sf	4,600	115,000
Nevada Irrigation Dist. Water Capacity Charge	flat per unit	3,045	76,125
Nevada Irrigation District Water Meter Charge	flat per meter	645	16,125
Regional Circulation Fee	flat per unit	410.49	10,262
Regional Drainage Fee	flat per unit	116.63	2,916
City - Sewer Connection Fee + 30% overhead	6238 flat per unit (based on annual increases) = 8109/unit		202,725
City - Local Circulation Fee	flat per unit	250.10	6,253
City - Local Drainage Fee	flat per unit	121.25	3,031
City - Fire Services Fee	flat per unit	681.60	17,040
City - Police Services Fee	flat per unit	459.41	11,485
City - Administration / General Facilities Fee	flat per unit	308.33	7,708
City - Parks and Recreation Fee	flat per unit	107.59	2,690
City - Emergency Response Special Fire Tax	flat per unit	28.94	724
City - Park Land Dedication In-Lieu Fee	calculation based on formula ²		46,000
Subtotal Infrastructure, Impact & District Fees			518,084

ix. Totals

Total Fees for 25 Unit Single-Family Subdivision Model (total of subtotals above)	615,084
Total Fees per Unit (total from above / 25 units)	24,603

C. SINGLE-FAMILY INFILL UNIT MODEL

i. Project Typical for Jurisdiction? Yes

ii. Expected Location of Model in this Jurisdiction: Downtown Grass Valley
Townsend Street @ West Main Street

iii. Expected Environmental Assessment Determination: Categorical Exemption

iv. Typical Jurisdictional Requirements for this Model:

- | | |
|-----------------------------------|------------------------------------------------------|
| -Site Improvements | -match existing neighborhood infrastructure standard |
| -Project Management Requirements: | -Conditions of Approval |
| -Typical Reporting | -soils (depending on site location) |

v. Model Valuation Information:

Single-Family Dwelling Unit Valuation Price per Sq. Ft.	70.00
Private Garage Valuation Price per Sq. Ft.	20.00
Total Valuation per Model	183,000

vi. Planning Fees:	Type / Fee Calculation	Per Unit	Fee Amount
Staff Design Review - Minor	flat		50
County Filing Fee - Env't Exemption	flat		25
Environmental Assessment / Neg. Dec Fee	flat		300
Subtotal Planning Fees			375

vii. Plan Check, Permit & Inspection Fees	Type / Fee Calculation	Per Unit	Fee Amount
Building Permit Fee	(789 flat + .16/sf residence) + (315 flat + .13/sf garage) = 1556/unit		1,556
Building Plan Check Fee	50% of Building Permit	778	778
Strong Motion Instrumentation Fee (SMIP)	.0001 x val'n	18.30	18
Grading Plan Review Fee	100 engr'g + 58 inspection + 253 for CY		411
Technical Report Review Fee	42 flat per report @ 1 report		42
Electrical Permit Fee	included in Bldg Permit		-
Plumbing Permit Fee	included in Bldg Permit		-
Mechanical Permit Fee	included in Bldg Permit		-
Subtotal Plan Check, Permit & Inspection Fees			2,805

viii. Infrastructure, Impact & District Fees	Type / Fee Calculation	Per Unit	Fee Amount
School District	1.84 / sf	4,600	4,600
Regional Circulation Fee	flat per unit	410.49	410
Regional Drainage Fee	flat per unit	116.63	117
City - Sewer Connection Fee + 30% overhead	6238 flat per unit (based on annual increases) = 8109/unit		8,109
City - Water Connection / Capacity Fee	flat per meter	1,628	1,628
City - Local Circulation Fee	flat per unit	250.10	250
City - Local Drainage Fee	flat per unit	121.25	121
City - Fire Services Fee	flat per unit	681.60	682
City - Police Services Fee	flat per unit	459.41	459
City - Administration / General Facilities Fee	flat per unit	308.33	308
City - Parks and Recreation Fee	flat per unit	107.59	108
City - Emergency Response Special Fire Tax	flat per unit	28.94	29
Subtotal Infrastructure, Impact & District Fees			16,821

ix. Totals

Total Fees for Single-Family Infill Unit Model (total of subtotals above)	20,001
----------------------------------------------------------------------------------	---------------

D. 45 UNIT MULTI-FAMILY MODEL

- i. Project Typical for Jurisdiction? Yes
- ii. Expected Location of Model in this Jurisdiction: Northeast Grass Valley
Dorsay @ Sutton
- iii. Expected Environmental Assessment Determination: Full EIR

iv. Typical Jurisdictional Requirements for this Model:

-Off-Site Improvements:	-3/4 street, curbs, gutters, sidewalks, landscaping, street lights, street trees, undergrounding of utilities, bus stop, traffic lights with deferral agreement
-Internal Site Improvements:	-no dedication of streets and infrastructure req'd; utility easements with full infrastructure, utility undergrounding, full street, curbs, gutters, sidewalks, street trees, street lights
-Common Amenities / Open Space:	-20% of lot landscaped; other amenities through discretionary negotiation with developer; typical req'ts: tot lot, basketball, BBQ / picnic area
-Project Management Requirements:	-Conditions of Approval; 1 year maintenance guarantee; Dev't Agreement
-Typical Reporting:	-soils, seismic, hydrology, erosion control, biologic/native plant, wetlands, cultural resources, traffic.

v. Model Valuation Information:

Multi-Family Dwelling Unit Valuation Price per Sq. Ft.	70.00
Private Garage Valuation Price per Sq. Ft.	20.00
Total Valuation per Unit	74,000
Total Valuation per 45 Unit Multi-Family Development Model	3,330,000

vi. Planning Fees:

	Type / Fee Calculation	Per Unit	Fee Amount
General Plan Amendment Fee	flat		1,200
Zoning Review Map Amendment Fee	flat		1,900
Planned Development Subdivison Fee	1500 flat + 100/unit		6,000
Design Review Board Fee	flat		100
Development Agreement Fee	300 flat + 5000 deposit ¹		5,300
Fish & Game Fee Administration	flat state fee (w/ EIR)		850
Fish & Game Fee - county clerk	flat		25
Initial Study / Environmental Determination	300 flat		300
Full EIR (estimate)	300 flat + EIR cost @ 100,000 ³		100,300
Subtotal Planning Fees			115,975

vii. Plan Check, Permit & Inspection Fees

	Type / Fee Calculation	Per Unit	Fee Amount
Building Permit Fee	(789 flat + .16/sf residence) + (315 flat + .13/sf garage) = 1290/unit		58,050
Building Plan Check Fee	50% of Building Permit	645	29,025
Strong Motion Instrumentation Fee (SMIP)	.0001 x val'n	7.40	333
Fire Dept Plan Check Fee	20% of Plan Check Fee	129	5,805
Fire Dept Site Plan Check Fee	flat		80
Grading Plan Review Fee	100 engr'g + 58 inspection + 253 for CY		411
Technical Report Review Fee	42 flat per report @ 8 reports		336
Improvement Plan Checking	4000 flat + 1% of val'n amount over 300,000		6,000
Improvements Inspection Fee	6500 flat + 1% of val'n amount over 300,000		8,500
Electrical Permit Fee	included in Bldg Permit		-
Plumbing Permit Fee	included in Bldg Permit		-
Mechanical Permit Fee	included in Bldg Permit		-
Subtotal Plan Check, Permit & Inspection Fees			108,540

viii. Infrastructure, Impact & District Fees	Type / Fee Calculation	Per Unit	Fee Amount
School District	1.84 / sf	1,840	82,800
Nevada Irrigation Dist. Water Capacity Charge	flat per unit	1,895	85,275
Nevada Irrigation District Water Meter Charge	flat per meter	645	29,025
Regional Circulation Fee	flat per unit	248.97	11,204
Regional Drainage Fee	flat per unit	55.98	2,519
City - Sewer Connection Fee + 30% overhead	(6238 flat per unit x .71 MF multiplier) x 1.30 overhead =5758/unit		259,110
City - Local Drainage Fee	flat per unit	58.15	2,617
City - Fire Services Fee	flat per unit	557.57	25,091
City - Police Services Fee	flat per unit	375.81	16,911
City - Administration / General Facilities Fee	flat per unit	252.22	11,350
City - Parks and Recreation Fee	flat per unit	88.01	3,960
City - Emergency Response Special Fire Tax	flat per unit	15.00	675
Subtotal Infrastructure, Impact & District Fees			530,537

ix. Totals

Total Fees for 45 Unit Multi-Family Development Model (total of subtotals above)	755,052
Total Fees per Unit (total from above / 45 units)	16,779

Notes: ¹Planning Department deposits are applied against actual hourly staff costs for each application. Amounts listed herein are base deposits, and may not reflect actual costs.

²Quimby Fees are calculated by a formula based on land valuation w/ the following assumptions: 4 residents per dwelling unit, 2 acres required per 100 residents, land valuation @ 23,000 per acre. This valuation estimate is based on data from a project in the same area, as provided by the Planning Dept. Park Land Dedication In-Lieu Fees in Grass Valley are paid only for residential subdivisions of land and not for multi-family developments without subdivision. The Park Land Dedication In-Lieu Fee calculation formula is:

$$\left[2 \text{ acres} \times \frac{(\# \text{ Units} \times 4 \text{ persons per unit})}{100 \text{ persons per acre}} \right] \times \$23,000 \text{ per acre}$$

³The estimated cost for a full EIR has been provided by E.I.P., an environmental consulting firm located in Sacramento that frequently works with the city of Grass Valley. This cost estimate takes into account the typical reporting requirements mandated by the city for the initial assessment as reported above.

Development Fee Data

DESCRIPTION OF FEE	Contact - Phone - Email	Formula / Basis of Assessment	Timeline
SITE ACQUISITION COSTS			
Land/Building			
Building Construction			
Site Improvements Required			
Water lines			
Sewer lines			
Electrical service			
Natural gas service			
Telecommunications			
Roadway extensions			
Curbs, Gutters			
Grading			
Wetland Mitigation			
Rock Removal			
Set Backs			
Lighting			
Landscaping			
Rail Line Extension			
SITE PERMITS			
Land Use			
Use Permit			
Negative Declaration			
EIR			
Entitlement Fee			
Tentative Subdivision Map (Parcel Map)			
Environmental Initial Assessment			
Development Agreement			
Specific Plan			
Site Entitlements			
Site Plan Review Application			
Environmental Review			
Administrative Design Review			
Engineering On-Site Plan Check			
Public Works:Site Improvement Plan Check			
General Plan Maintenance Fee			
Special Planning Area Study Fee			

Development Fee Data

DESCRIPTION OF FEE	Contact - Phone - Email	Formula / Basis of Assessment	Timeline
Development Impact Fee			
Brownfield Redevelopment Fee			
PERMITS & DOCUMENTS REQUIRED			
Air Quality Application			
Wetland Mitigation			
Authorization to Construct			
Building Permit Application			
Building Permit: Metal			
Building Plan Check Fee			
Building Education Fund			
Engineering:			
Plumbing Permit			
Mechanical Permit			
Electrical Permit			
Strong Motion Instrumentation Program Fee			
Landscaping Plan Check			
Site Grading & Excavating Permit			
Fire Inspection Fee			
Fire Plan Check			
Inspection Fee			
Sign Permit			
Occupancy Permit			
Other:			
Other:			
INFRASTRUCTURE & CONNECTION FEES			
<i>Water</i>			
Water Distribution Fee			
Water Capacity Fee			
Fire Service Connection Fee			
<i>Sewer</i>			
Sewer Distribution Fee			
Sewer Capacity Fee			
Wastewater Discharge Permit			
<i>Waste Disposal</i>			
Refuse Collection			
<i>Storm Drainage</i>			

Development Fee Data

DESCRIPTION OF FEE	Contact - Phone - Email	Formula / Basis of Assessment	Timeline
Stormwater Discharge Permit			
Storm Drainage Assessment			
<i>Transportation</i>			
Traffic Impact Fees			
Regional Transportation Fee			
PUBLIC FACILITIES & IMPACT FEES			
City Office Space			
Fire Stations			
Libraries			
Police Facility			
Community Recreation			
Street Improvements			
Park Land			
School Fees			
Traffic Mitigation Fees			
Landscaping Fees			
Art in Public Places			
Administration			
Habitat/Open Space Conservation Fee			



Appendix: Development Process – Comparable Data

The Institute of Local Self Government (www.ilsg.org) has done some surveying to collect comparative info on planning fees, etc. The following table illustrates the responses to a survey of cities when asked: "What are the range of costs for design review for additions to single family residences, as well as sign review?"

CITY	RESPONSE
Kristi Bascom, City of Dublin	<p>In Dublin we charge a flat fee of \$105 for Sign Review and if the applicant is applying for a Master Sign Program (i.e. for a multi-tenant shopping center) the fee is \$105 plus a deposit of \$500-\$1000 from which we will draw on a time and materials basis. Any funds not used are returned to the applicant.</p> <p>We do not do design review for residential additions in our standard single-family district, but for larger projects our fee is \$140 plus a deposit to cover time and materials.</p>
<p>Sheila M. Powers Assistant Planner 23555 Civic Center Way Malibu, CA 90265 310.456.2489 x299 spowers@ci.malibu.ca.us</p>	<p>For additions at 499 sq ft and less: \$660 For additions at 500 sq ft and more: \$1365 For new single family residences: \$1365 For a new sign: \$120.00 (Individual) For a new sign: \$1020.00 (Master)</p>
<p>Jeff Zilm jzilm@ci.brentwood.ca.us City of Brentwood</p>	<p>The City of Brentwood does not charge for a design review on additions to a single family residence. We do charge \$597.00 for a design review on a new single family residence.</p> <p>We have two types of sign reviews. An administrative sign review costs \$181.00 and a sign requiring a CUP costs \$535.00.</p>
<p>Cathy Cain Assistant Planner ccain@ci.hanford.ca.us (559) 585-2578</p>	<p>The City of Hanford has a flat fee for planning sign review of \$42.00, except in the Historic District, which has a fee of \$40.00. The Building Department has a flat fee of \$46.00 for sign inspections.</p> <p>Hanford does not have design review for residences.</p>
<p>Bnewman@ci.claremont.ca.us</p>	<p>In most single family residential districts: For minor additions (500 sq. ft. or less) there is no charge. For major additions (more than 500 sq. ft.) the fee is \$400. In rural (estate) districts: For minor additions (500 sq. ft. or less) the fee is \$250. For major additions (more than 500 sq. ft.) the fee is \$550. In Historic District: Minor one-story additions, the fee is \$160. Second-story and/or major additions, the fee is \$400.</p>
<p>Craig A. Ewing, AICP Planning and Community Development Director City of Belmont (650) 637-2908</p>	<p>Just a caution on fee comparisons: Different cities will use the same name to describe very different processes. Therefore, fees for things like "design review" can vary significantly. In Belmont, we require a full Planning Commission public hearing on Single Family Design Review (additions over 400 square feet). Our fee for this privilege is \$2334. If another city does it at staff level or by some other simpler route, their fees will be lower. Sign Review for a single, permanent sign is \$527.</p>

Appendix: Development Process – Comparable Data

CITY	RESPONSE
<p>David Brantley Senior Planner City of Yorba Linda (714) 961-7134 dbrantley@yorba-linda.org</p>	<p>A Design Review in the City of Yorba Linda is \$250.00. A Sign Request (i.e., Planning Commission review of design of freestanding signs) is a free application. The only discretionary review required for a room addition to an existing home is a CUP for two-story construction (for two-story room additions or a new two-story home), when said two-story construction is within 70 feet of the nearest, neighboring single-family residence. Presently, the fee for a residential CUP is \$150.00. Commercial CUPs are \$300.00. The thought being that residents more often are the applicant for residential CUPs and should not have to pay as high a fee as a commercial business developer.</p>
<p>Arlene Andrew, Senior Planner</p>	<p>In La Verne, review of 2-story additions and additions visible from the street are \$0.30 per square foot. Minor additions, patios, additions to the back of a house can be reviewed and approved at the counter or if they're a little more involved can be charged a \$75 "miscellaneous review".</p>
<p>Jim Mackenzie, AICP Senior Planner City of Los Altos</p>	<p>Our fees for single-family design review are: \$252.00 for one-story homes and additions (staff action), and \$710.00 for two-story homes and second floor additions (PC Committee review & neighbor notice).</p> <p>Our sign review fees are: \$126.00 for individual properties, and \$238.00 for multi-tenant sign programs. Both are usually acted on by staff.</p>
<p>Linda Smith Development Services Assistant City of Diamond Bar 909 396 5676 x252</p>	<p>Development Review in the City of Diamond Bar is not a fee, but is based on a deposit account. Fees are charged at \$85 an hour for staff plus any actual costs for the specific project (ads, consultant review, etc.)</p> <p>Sign Review is \$50.</p> <p>We have the deposit amount noted in the fee resolution and have the following on all applications: An application fee in accordance with Section 22.44.040 of the Municipal Code must accompany this Application. The application fee is either a flat fee or a deposit plus payment of the City's processing costs computed on an hourly basis. The applicable fee or deposit amount for this application is indicated above. If it is a deposit, the applicant shall pay any processing costs that exceed the amount of the deposit prior to issuance of the permit; if processing costs are less than the deposit, a refund will be paid.</p>
<p>Virginia Eldred Permit Technician veldred@roseville.ca.us</p>	<p>The City of Roseville does not have formal design review for additions to single family residences unless the addition is larger than 700 square feet and therefore requires an Administrative Permit. Anything less than 700 SF is generally reviewed and the plot plan is stamped over the counter as long as it fits within standards for setbacks, zoning, site coverage, size, etc.</p> <p>There is a \$30 charge for the Planning Department review of Sign Permits.</p> <p>The Zoning Ordinance is available online at www.roseville.ca.us. Once you are on the home page, go to the SERVICES drop box and select MUNICIPAL CODE. Chapter 19 is the Zoning Ordinance. The Sign Ordinance is Chapter 17 of the Municipal Code.</p>

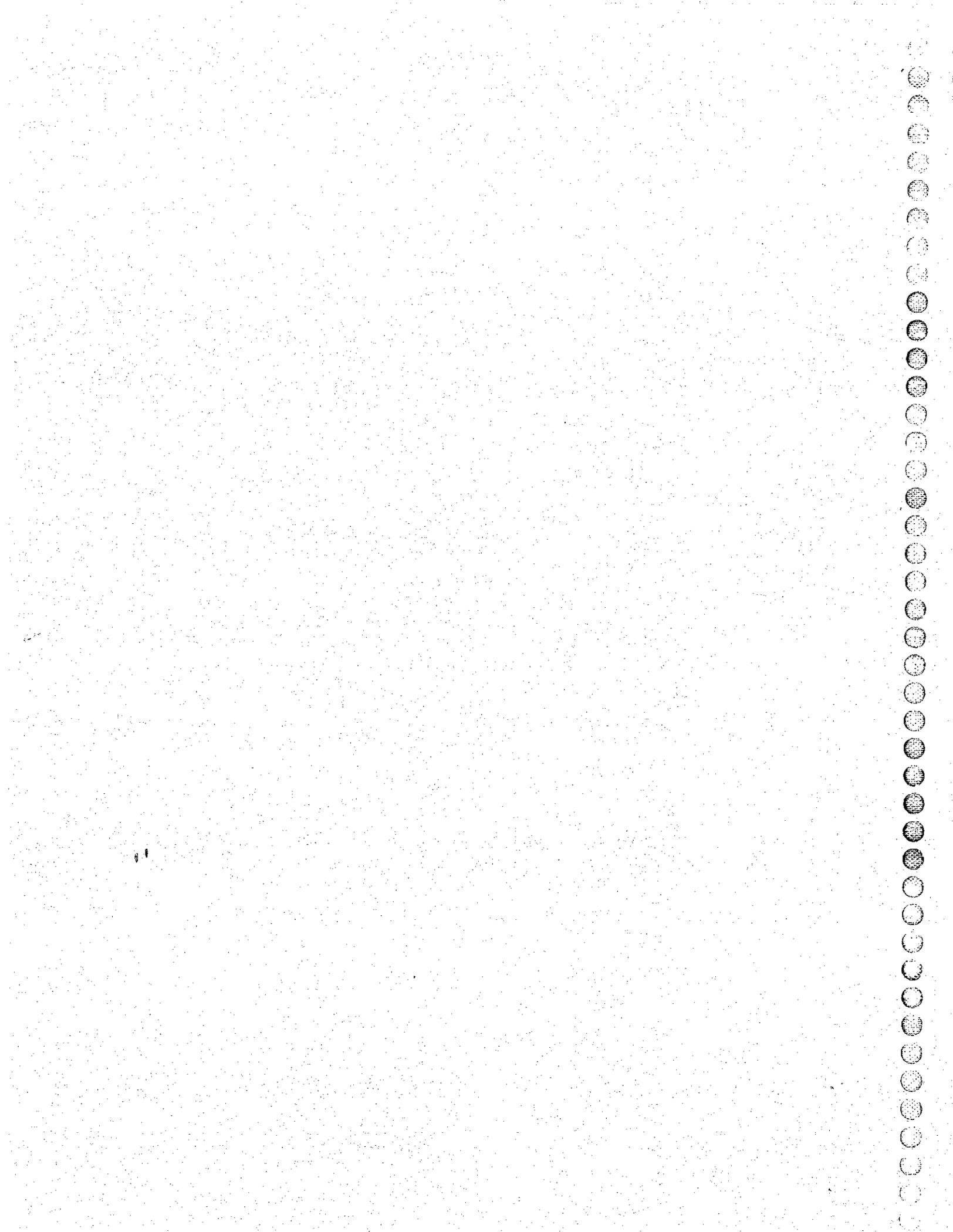
Appendix: Development Process – Comparable Data

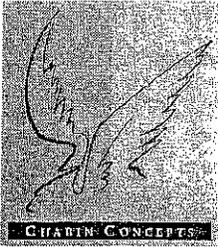
CITY	RESPONSE										
<p>John Erlich City of Albany</p>	<p>Albany's basic Design Review application fee is \$250.00. This fee is the typical charge for an addition or exterior alteration to an existing single-family home. In addition, many projects in Design Review require a Parking Exception or Parking Waiver (\$120.00) and/or a Conditional Use Permit to continue the line of an existing, non-conforming wall (i.e., with a existing non-conforming setback) (\$500). All application fees are non-refundable.</p> <p>The basic fee for a Sign Permit is \$150.00, but we charge the full \$250.00 if the sign needs to be reviewed by the Planning and Zoning Commission.</p>										
<p>Steve Lustro City Planner City of Montclair 5111 Benito Street, P.O. Box 2308 Montclair, CA 91763 909/625-9432 909/626-3691 FAX slustro@ci.montclair.ca.us</p>	<p>Our design review is done on a sliding scale. Following is an explanation as it would apply to single-family:</p> <table border="1" data-bbox="553 674 1071 898"> <thead> <tr> <th>Project Valuation</th> <th>Review Fee</th> </tr> </thead> <tbody> <tr> <td>\$1 - 25,000</td> <td>\$150</td> </tr> <tr> <td>\$25,001-50,000</td> <td>\$300</td> </tr> <tr> <td>\$50,001-75,000</td> <td>\$400</td> </tr> <tr> <td>\$75,001-100,000</td> <td>\$500</td> </tr> </tbody> </table> <p>For valuation over \$100,000, use this formula: (Total valuation minus \$100,000 X .0005 + \$500 = Design Review Fee)</p> <p>For signs, we have the following categories of fixed fees:</p> <p>PPD for multi-tenant sign program: \$980</p> <p>PPD for single-tenant sign program: \$515</p> <p>Administrative review for signs less than 50 square feet in area: \$206</p>	Project Valuation	Review Fee	\$1 - 25,000	\$150	\$25,001-50,000	\$300	\$50,001-75,000	\$400	\$75,001-100,000	\$500
Project Valuation	Review Fee										
\$1 - 25,000	\$150										
\$25,001-50,000	\$300										
\$50,001-75,000	\$400										
\$75,001-100,000	\$500										
<p>Larry Stevens City of San Dimas</p>	<p>San Dimas does not currently charge for design review for additions to residences. Depending on the size, design and specific zoning they may be approved as Director review (i.e. counter review and written conditions) or by the Design review Board.</p> <p>Individual signs are charged at \$50/sign and sign programs (within shopping and industrial centers) are charged at \$150.</p> <p>The City Council has made a conscious decision to not reciver full costs for most planning and zoning applications. Our fees in general should be considered as low and not achieving cost recovery.</p>										
<p>Christine Ewing-Rodrigues Assistant Planner City of Sonoma #1 The Plaza Sonoma, CA 94576 Phone: (707) 933-2204 Fax: (707) 938-8775 E-Mail: christiner@sonomacity.org</p>	<p>We charge \$50 for sign review.</p> <p>Design review major \$250. A major design review would be subdivision over 5 units</p> <p>Design review minor \$100. Minor would entail exterior modifications to commercial development</p> <p>Design review (alteration) \$50. Alteration would be a return for a change to previously approved plan.</p> <p>Design review (landscaping plan only) \$50</p> <p>Design review (demo or relocation only) \$125</p>										

CITY	RESPONSE
<p>Tom Passanisi Principal Planner City of Redwood City 650-780-7237 tpassanisi@redwoodcity.org</p>	<p>For design review of single family homes, new single family home or second story addition: \$50.00 (We don't charge to review first story additions)</p> <p>Signs: \$35</p> <p>Comprehensive Sign Program: \$150</p> <p>Because we are so cheap, we are looking at revising our fees. More like a time and material basis with the applicant submitting a deposit up front.</p>
<p>Kathy Ikari City of Gardena</p>	<p>The "design fee" is assumed to be in the building permit fees. We hadn't thought about a planning review fee. Thanks for the idea.</p>
<p>Christopher A. Pine Senior Planner City of Beverly Hills Dept. of Planning & Community Development cpine@ci.beverly-hills.ca.us</p>	<p>Rather than to simply throw out a number, it may be better for Hercules to assess, in general, what it charges for professional services, such as building permit plan review. Under State law, the formula for fees should reflect some assessment of time spent, level of expertise involved, office overhead, etc., and not be based on "what the market will bear". That being said, the actual cost of review may exceed the benefit so derived. If, for instance, you require a public design review board meeting to consider sign design and installation, the cost of holding the board review is likely to substantially exceed the cost of any given small business sign. Then, the administrative cost of any design review may well have to be some token "recovery fee" that is merely a percentage of the actual cost.</p> <p>On the other hand, if the fee is supposed to be some kind of toll-keeping trigger (such as a bridge-crossing fee to discourage too much traffic over the bridge) to discourage frivolous designs, bad taste is priceless.</p>
<p>Debbie Hill Assistant Planner City of Brentwood</p>	<p>The City of Brentwood does not currently charge any design review fees for "additions" to single family residences. We do charge a design review fee of \$631.59 for one new single family residence.</p> <p>Our sign review fees are as follows:</p> <p>\$191.52 for administrative sign review. These are routine sign applications that we process at a staff level.</p> <p>\$566.08 for signs requiring a Conditional Use Permit. These are typically master sign programs that need to be processed and then approved by the Planning Commission.</p> <p>No charge for temporary signs and/or banners.</p>

Appendix F

Website Review and Content Checklist





Web Site Review and Content Checklist

Introduction

Your website is the most important communication tool you have to reach your customers. The content must be kept fresh and information must be relevant and easy to locate.

Remember the three-click rule – lead them to the information as quickly as possible.

The following is an overview of a quality Web site and the information that, when provided, is a value to your customer.

Overview - what to look for and what is important

1. Getting Found

- Can the site be found relatively easily through a search engine?

2. Navigation

- Does your site have the customer in mind? Who is the target audience(s) and how will they find the info they need?
- Are there pull downs that can lead the customer to the right area for information?
- Is there always an identifying label to tell the user where they are in the site?
- Can the user get to the home page from any other page?
- Can the user get where they need to go in three clicks or less?
- Are all pages laid out consistently (e.g., links appear in the same spot on every page)?
- Are text links used appropriately (i.e., hyperlinked words are unambiguous; "click here" wording is avoided)
- Can pages be accessed via more than one route to accommodate different user needs (e.g., can population data be reached from both the labor and community overview sections)?
- If the site is large (e.g., 20 pages or more), is there a site map to help the user locate information?¹

¹ McEnroe, Kate (1999). *The Economic Development Series: Web Sites*. Dubuque, Iowa: Kendall/Hunt Publishing Company, p. 8.

- Have hyperlinks been added to narrative text wherever possible? A major advantage of web text is that words and phrases can be linked to related information, yet interactivity is rarely used to its full potential.²
- Do you have appropriate links to other resources?
- Have you limited visitor registration components to the "request more information" stage?³
- General Navigation (how user-friendly is the site?)

3. Appearance

- What is the general impression one gets from looking at the site:
 - Professional or Amateurish?
 - Flashy or Mellow?
 - Bureaucratic or Business-like?
 - Customer-oriented or Self-promoting?
- Do animated gifs (images) enhance or distract from the message? (9 times out of 10 they distract)
- Do colors and/or background patterns enhance or interfere with readability?
- If the site will be viewed by a large number of males, are all important elements distinguishable to someone who is color blind? (red/green/brown/gray/purple may not be distinguishable from each other; use strong light/dark contrast)⁴
- Will a visitor be enticed to look beyond the home page?
- Are fonts large enough to read?
- Are a limited number of fonts used?
- Is contrast used in font sizes to enhance readability?
- Are related items grouped together to establish logical relationships (proximity)?

4. Content

General Content:

- On a website, the saying "more is less" is very true. Is text brief? Does content contain valuable information?
- Are exit links used appropriately?
- Is objective information presented, rather than marketing hype?^{5, 6}

² Nielsen, Jakob (May 2000). "Eyetracking Study of Web Readers" online document downloaded 4/12/01: www.useit.com/alertbox/20000514.html.

³ Nielsen, Jakob (July 1999). "Web Research: Believe the Data" online document downloaded 4/16/01: www.useit.com/alertbox/990711.html.

⁴ — (2001). "Colour Blindness: Colour Blind Design Hints and Tips" www.delamare.unr.edu/cb/design.html (3/24/02).

⁵ Nielsen, Jakob (Oct. 1997). "How users read on the web," online document downloaded 3/20/01: www.useit.com/alertbox/9701a.html. Use of objective language improved usability by 27% in a controlled test.

⁶ Nielsen, Jakob (May 2000). "Eyetracking Study of Web Readers" online document downloaded 4/12/01: www.useit.com/alertbox/20000514.html.

- Is scannable text used where possible (i.e., use of bullets and subheads, highlighted keywords, one idea per paragraph, that allow reader to quickly grasp the content of the page)?⁷
- Is text as concise as possible?⁸
- Does the home page contain a succinct (i.e., 1-2 sentences) summary of the your position and purpose, phrased in terms of user benefits? (Mission statements do not belong in home pages. In some cases, a photo or illustration may say it all, but some search engines look at the words used in the home page, so this is an argument for including some minimal text.)
- Is there an appropriate balance of text and graphics? At least one eye tracking study (of news related sites) found that of users' first three eye fixations, 78 percent were on text, and only 22 percent were on graphics. Some users didn't even look at graphics until their second or third visit to a page.⁹

Economic Development Content:

- Regarding Web site content for economic development customers, Chabin Concepts recommends the following tools for data management and presentation:
 - DataFast
 - GIS Planning searchable real estate database
 - Resource Guide

5. Response System

- Is there an email contact on each page?
- Can customers request additional information from the site directly to a person?
- Can the customer submit information and request a Proposal for Siting?
- Can the customer order information via the Web site?
- Is the response time to questions less than 4 hours?

⁷Nielsen, Jacob (Oct. 1997). "How users read on the web," online document downloaded 3/20/01: www.useit.com/alertbox/9701a.html. Use of scannable text improved usability by 47% in a controlled test.

⁸Nielsen, Jacob (Oct. 1997). "How users read on the web," online document downloaded 3/20/01: www.useit.com/alertbox/9701a.html. Use of concise text improved usability by 58% in a test (in this case, a paragraph was reduced to about half the length of the original with no loss in meaning).

⁹Nielsen, Jakob (May 2000). "Eyetracking Study of Web Readers" online document downloaded 4/12/01: www.useit.com/alertbox/20000514.html.

The following information is reprinted from http://www.lakecountyfl.com/dreams/incentive_fastrack.html the Lake County, Florida Web site. All relevant information for the development process has been included on this site including: Application Forms, Application Information Requirements, Plan Review Checklist, Permitting Checklist, Fee Schedule, etc.

Lake County's Office of Economic Development has a business friendly reputation, acting as a liaison between companies and government. Our primary goal is to create quality jobs for the citizens of Lake County, thereby increasing wages, diversifying the economy, and increasing the tax base. These constant goals strengthen the economy and improve the quality of life for our citizens.

The County's Fast Track permitting process for industrial and manufacturing projects expedites the planning and review method for site plan and building permits. It saves companies time and money in getting projects off the ground. Permits have been issued in a matter of hours. Fast Track permitting has been very well received and was recently recognized with an award from the National Association of Counties.

On-Line Permitting

The on-line permitting procedure is an initiative of the Office of Economic Development. It is designed to allow for expedited permitting in conjunction with the Fast Track Permitting Process. This site is available for developers of industrial, manufacturing or distribution facilities looking to relocate or expand here in Lake County. Residential, retail or commercial development is ineligible to utilize this site for permitting purposes.

With the cooperation of the Department of Growth Management, the Department of Public Works, the Lake County Health Department and additional Agencies, we hope this on-line permitting provides a simple, easy to understand method of filing the necessary paperwork to apply for building permits in Lake County. To understand how Fast Track works, use the Flow Chart provided.

We recommend you contact the Office of Economic Development at (352) 343-9668 to insure your proposed project receives the proper attention as one eligible for Fast Track Permitting. It is yet another aspect of Lake County's desire to become more attractive as a business friendly community. We will be happy to further explain the process or answer any questions you may have. We look forward to working with you!

Additional development-friendly sites to review are:

<http://www.ci.long-beach.ca.us/plan/permit/RegistrationInfo.html>

<http://www.co.pierce.wa.us/cfapps/dcis/index.htm>

<http://ecityhall.ci.sunnyvale.ca.us/cd/>

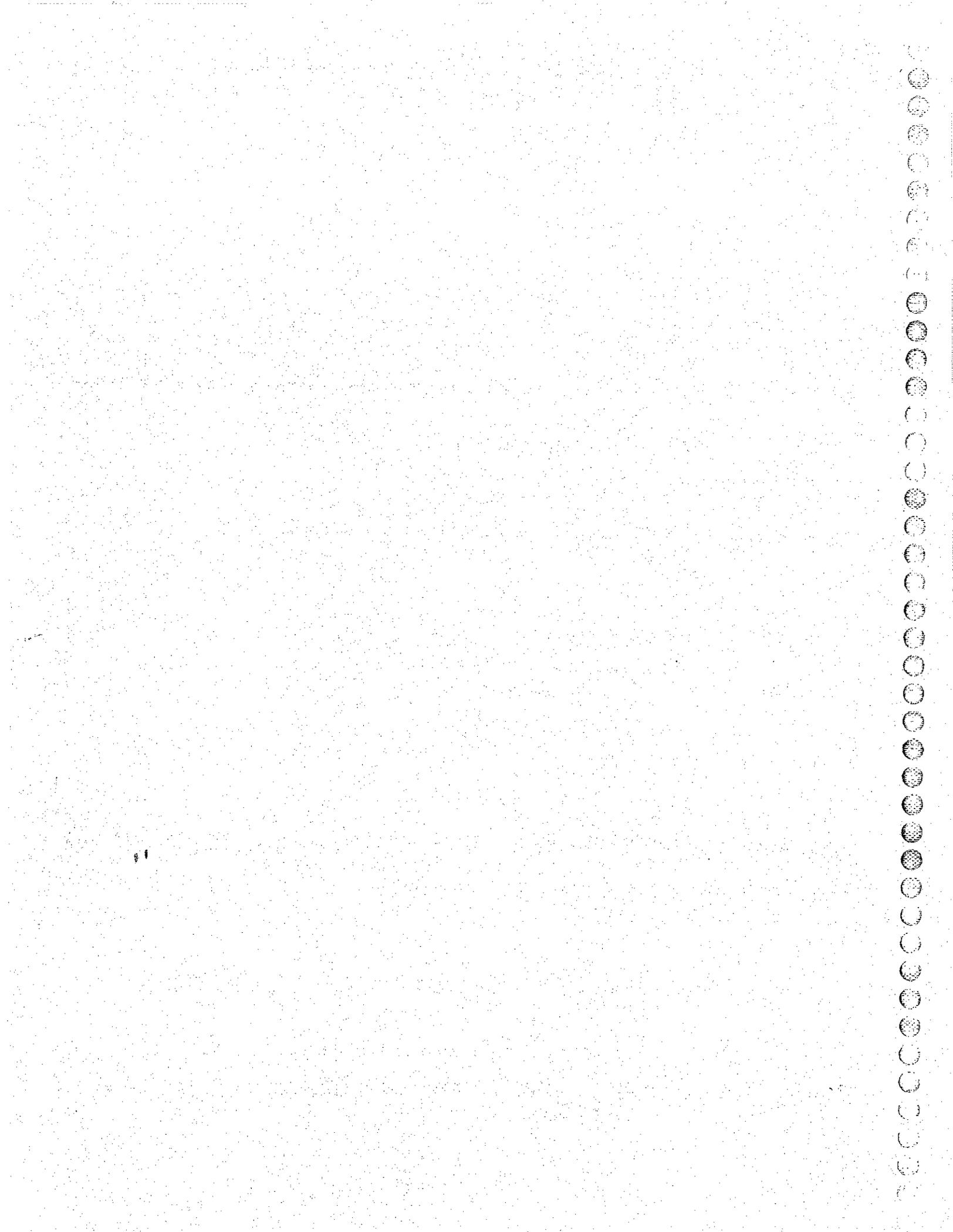
<http://www.ci.indianapolis.in.us/egov.htm>

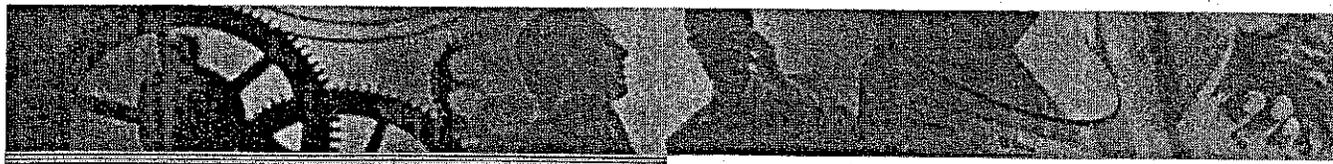
<http://houston.onlinepermits.com/>

<http://ww1.solanocounty.com/commerce/>

Appendix G

Golden Capital Network program information





HOME ABOUT US EVENTS ENTREPRENEURS INVESTORS SPONSORS & PARTNERS PRESS

MISSION & SERVICES

Vision

Golden State Capital Network's vision is to enhance the economic vitality with promising economic growth attributes.

Mission

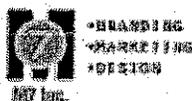
Golden State Capital Network's mission is to facilitate an environment where promising early-stage growth companies succeed.

Method

Golden State Capital Network's method is to identify, organize, and connect business segments that are the components of a successful business environment, including entrepreneurs, accredited investors, professional service providers and the communities themselves. We do not take an equity position in the companies we serve, relying rather on a competitive fee-for-service model that we believe offers the best value-proposition in the industry.

President's Club Sponsors

GRAYCARY.
TECHNOLOGY'S LEGAL EDGE™



T-P-R

 **GCN Email List**

RECEIVE UPDATES ON
GCN EVENTS, SERVICES,
NEWS, AND SPECIAL
PROMOTIONS

Join Now!

Value for Entrepreneurs—

- Presentations and introductions with potential angel or venture capitalists;
- Investor presentation development;
- Strategic relationship building;
- Referrals to professional service firms;
- Business plan assessment and development;
- Educational forums and programs.

Value for Accredited Investors—

- Introduction to screened and coached deal-flow from a broad range of industry segments;
- Introduction to fellow investors from both within and beyond their geographic regions;
- Opportunity to market the fund to leading CEOs, CFOs, Partner and decision-makers;
- Opportunity to speak on panels and participate in other special investor/entrepreneur networking activities;
- Opportunity to attend exclusive investor-only networking events;
- Education forums and programs on trends and practices in venture capital and angel investing.

Value for Professional Service Providers—

- Visibility among the fast-growth, high-technology entrepreneurs;
- Visibility to a highly active venture capital and angel investment community;
- Opportunity to participate in company coaching processes and previews of the most promising ventures;
- Opportunity to speak and exhibit at premier events.

Value for Communities—

- Accelerate job growth by identifying the promising fast-growth ventures in the community and assisting them with critical technology relationship resources;
- Cultivate an ongoing investment culture by identifying investment investors and connecting them with educational resources and
- Heighten awareness of the community within the investment community by identifying and highlighting promising investment opportunities
- Amplify the positive business attributes of the region to the entrepreneurial investment and professional service provider business segments

Activities

- Venture Capital Conferences
- Entrepreneur's Grill...Where Hot Entrepreneurs Cook or Go Do
- GSCN Two-Minute Drill
- Virtual Venture Lab
- Angel Summit

Achievements

Entrepreneurs involved in the network have already secured at least one million in angel investments and venture capital funding since working with GSCN. Alumni entrepreneurs say our process is extremely valuable. Read a [Success Stories And Entrepreneur Testimonials](#).

Recognition

GSCN or its alumni companies have been featured in such prominent publications as the *Wall Street Journal*, *Venture Capital Journal*, *Entrepreneur Magazine*, *San Francisco Chronicle*, *Los Angeles Times*, *Oakland Tribune*, *Orange County Journal*, *Start-Up Magazine*, *San Francisco Business Times*, *Sacramento Business Journal*, *Comstock's Magazine* and the *Sacramento Business Journal*, among

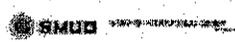
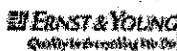
Who We Are

GSCN has an extensive network of expertise and resources that are our [Board of Directors](#), [Investor Advisory Council](#), [Sponsors](#), [Partners](#) and others who share a common objective of assisting early-stage companies to become sustainable, durable companies of the future.

Disclaimer

GSCN is neither an investment advisor nor a broker-dealer of securities. GSCN provides only education and networking service for entrepreneurs and accredited investors. GSCN neither endorses the merits of investment opportunities presented through its services. GSCN does not conduct investigation or due diligence to verify either the accuracy or completeness of information presented by entrepreneurs and investors.

Charter Sponsors



[MEMBER LOGIN](#) | [GSCN SITE MAP](#) | [Email: INFO@GOLDENCAPITAL.NET](mailto:INFO@GOLDENCAPITAL.NET)



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• MARKETING
• DESIGN
M7 Inc.



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Join Now!

Jon Gregory
President and CEO

Dan Nguyen-Tan
VP of Business Development

Jim Mikles
*Director, Venture Events, Technology &
V3 Entrepreneur Program*

Alan Chamberlain
VP Sales & Marketing

Karen McHenry
Manager, Business Operations

Mailing Address:
Golden Capital Network
155 E. Third Ave.
Chico, CA 95926

Phone and Fax Numbers:
Phone: 530-893-8828 in Chico
Fax: 530-893-8927 in Chico
Phone: 916-648-2632 in Sacram

Entrepreneurs should send inquiries to
entrepreneur@goldencapital.net

If you would like to know more about our services, please fill out the form below and hit "contact you within one working day.

Contact Information

Name *

Address

City, State ,

Zip Code

Day Phone

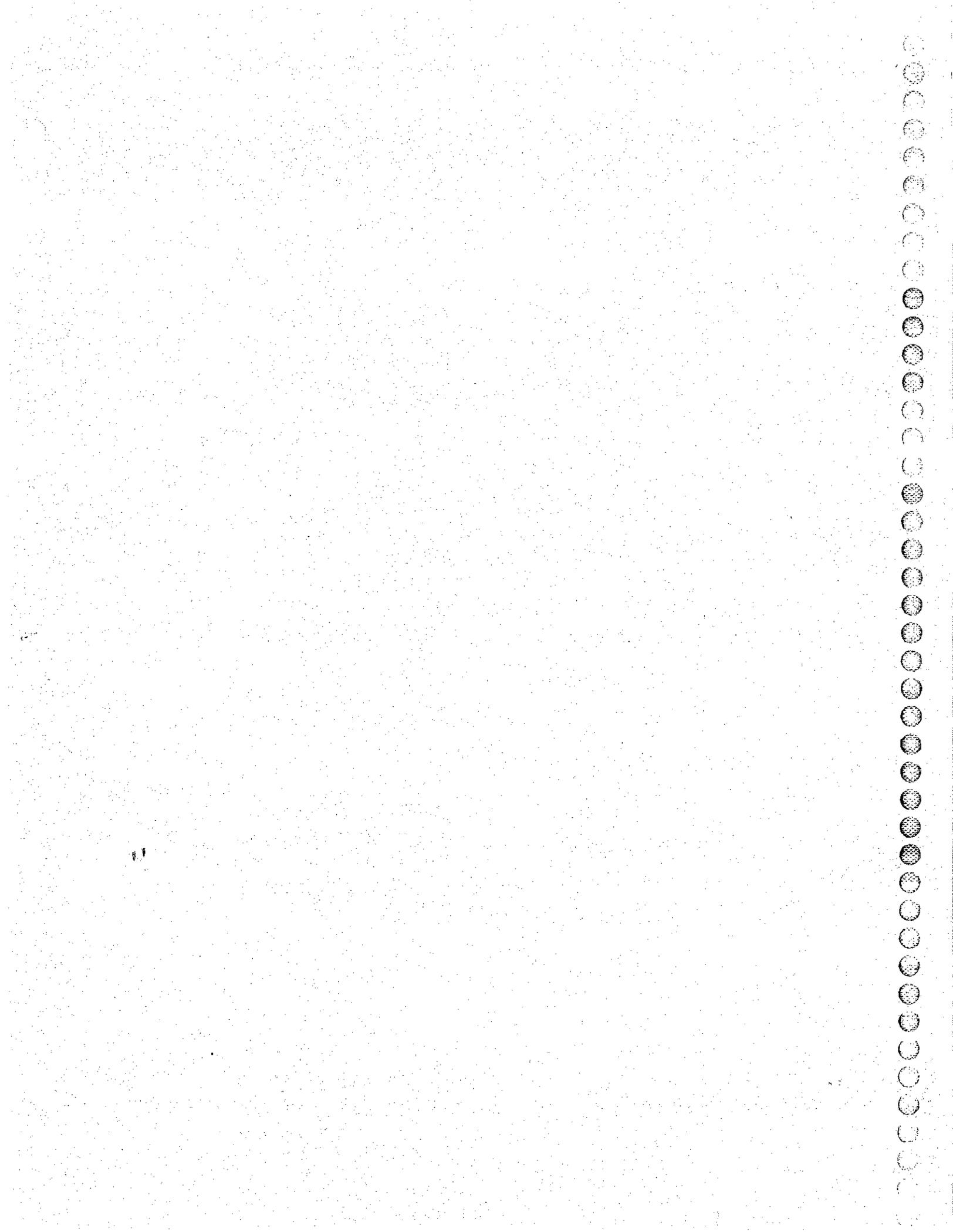
Evening Phone

E-Mail *

Fax

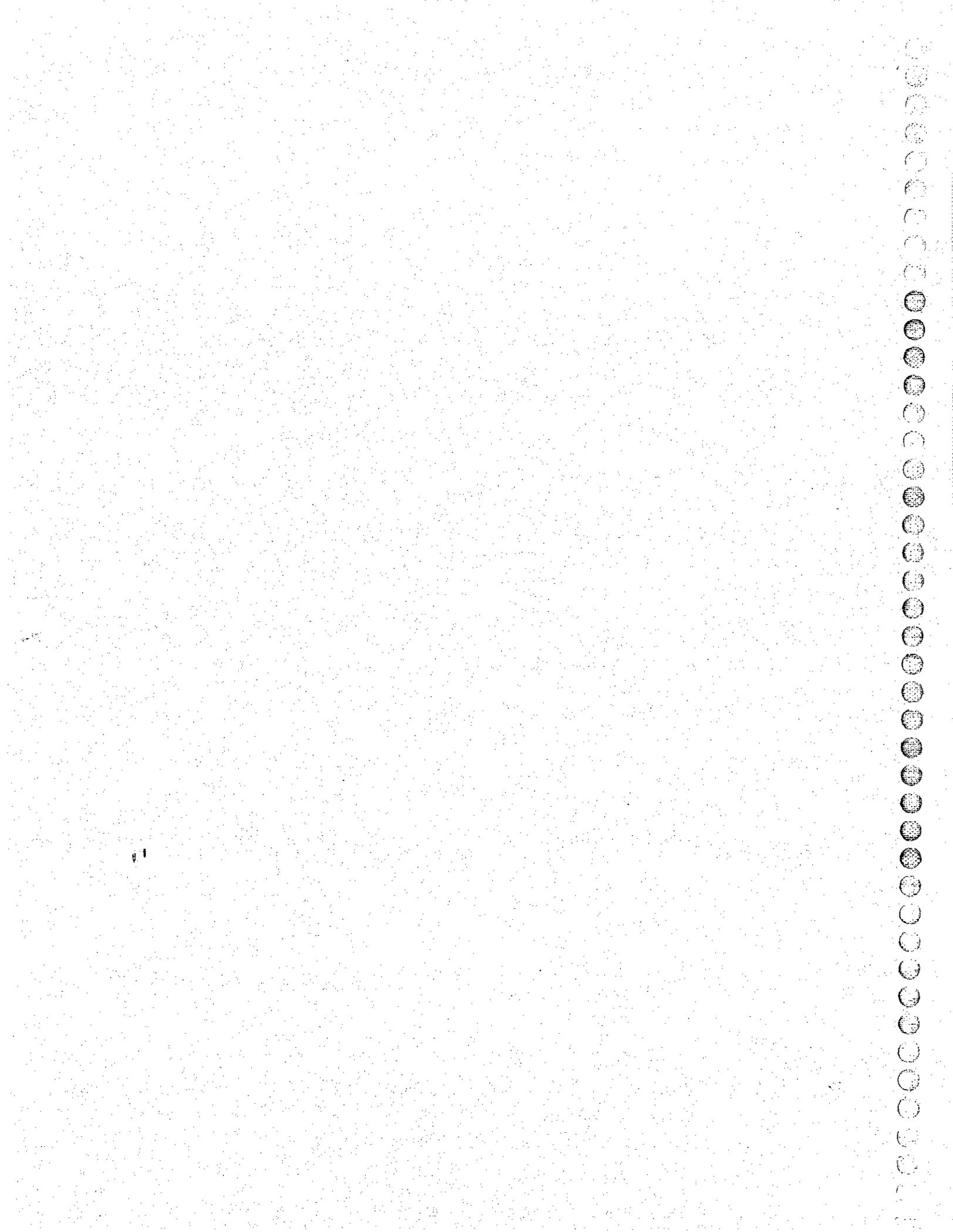
Comments

Submit



Appendix H

Business Visitation sample supporting documents



City of Lakeport 2003 Business Visitation Program Guide

Sample Introduction Letter

[Date]

[Name]

[Company]

[Address]

[City, State, Zip]

The economic well being of our city depends on the success of firms like yours. Because of your importance to our community, the City of Lakeport has established a business visitation program designed to learn more about the issues facing local businesses. This is a joint effort which is being led by the newly formed Business Development Team and involves the city, the Chamber of Commerce, and the business community.

The city's goal is to meet with local business owners, listen to their concerns, address questions and troubleshoot problems. This will help keep the city up-to-date with your plans, your level of satisfaction with Lakeport's business climate and, in turn, will give us an opportunity to let you know about the services available to you.

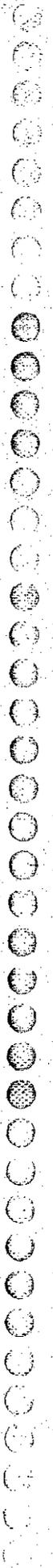
In the next couple of days, I will contact you to set up an appointment with [Business Development Team member] and [Business Development Team member]. We hope you will agree to spend an hour with us to working towards the continued well-being of Lakeport.

If you have any questions, please feel free to call me at ###-####.

Sincerely,

[Business Development Manager]

cc: [Business Development Team]



City of Lakeport 2003 Business Visitation Program Guide

Interview guide

Company _____ Interviewer 1 _____
 Contact _____ Interviewer 2 _____
 Address _____ Appt Date / Time _____
 Phone _____ Referrals _____ Yes _____ No _____

Company Background	Response / Notes:	
1. How long has the company been established in Lakeport?		
2. What is the nature of your business?	<input type="checkbox"/> Retail <input type="checkbox"/> Restaurant <input type="checkbox"/> Recreational <input type="checkbox"/> Personal Service <input type="checkbox"/> Business Service	<input type="checkbox"/> Manufacturing <input type="checkbox"/> Institutional (bank, church, nonprofit, etc) <input type="checkbox"/> Other:
3. What is the primary product or service?		
4. Have you recently, or are you planning, to expand into new markets or products?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
5. If so, what products / markets?		
6. Is this a significant change from your current product/service?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
7. What is the reason / motivation for the change?		
8. What resources might you need to help you with this expansion?	<input type="checkbox"/> Financing <input type="checkbox"/> Technical assistance <input type="checkbox"/> <input type="checkbox"/>	

City of Lakeport 2003 Business Visitation Program Guide

Facility / Operations	Response / Notes:
9. What is your operating schedule?	<input type="checkbox"/> ___ Hours per day <input type="checkbox"/> ___ Days per week <input type="checkbox"/> ___ Shifts
10. What is the size of your current facility? (square feet)	
11. Do you own or lease?	<input type="checkbox"/> Own <input type="checkbox"/> Lease
12. If leased, when does it expire?	
13. Do you have plans, or would you like to expand your facility?	<input type="checkbox"/> Yes <input type="checkbox"/> No
14. How satisfied are you with your current location?	
15. Have you, or do you intend to purchase equipment or make capital improvements?	<input type="checkbox"/> Yes <input type="checkbox"/> No
16. Are you interested in receiving information on financing programs to assist with this purchase/	<input type="checkbox"/> Yes <input type="checkbox"/> No
17. What percentage of your inventory or raw materials do you purchase locally? (county)	
18. What type of suppliers would benefit your business if they were available locally?	

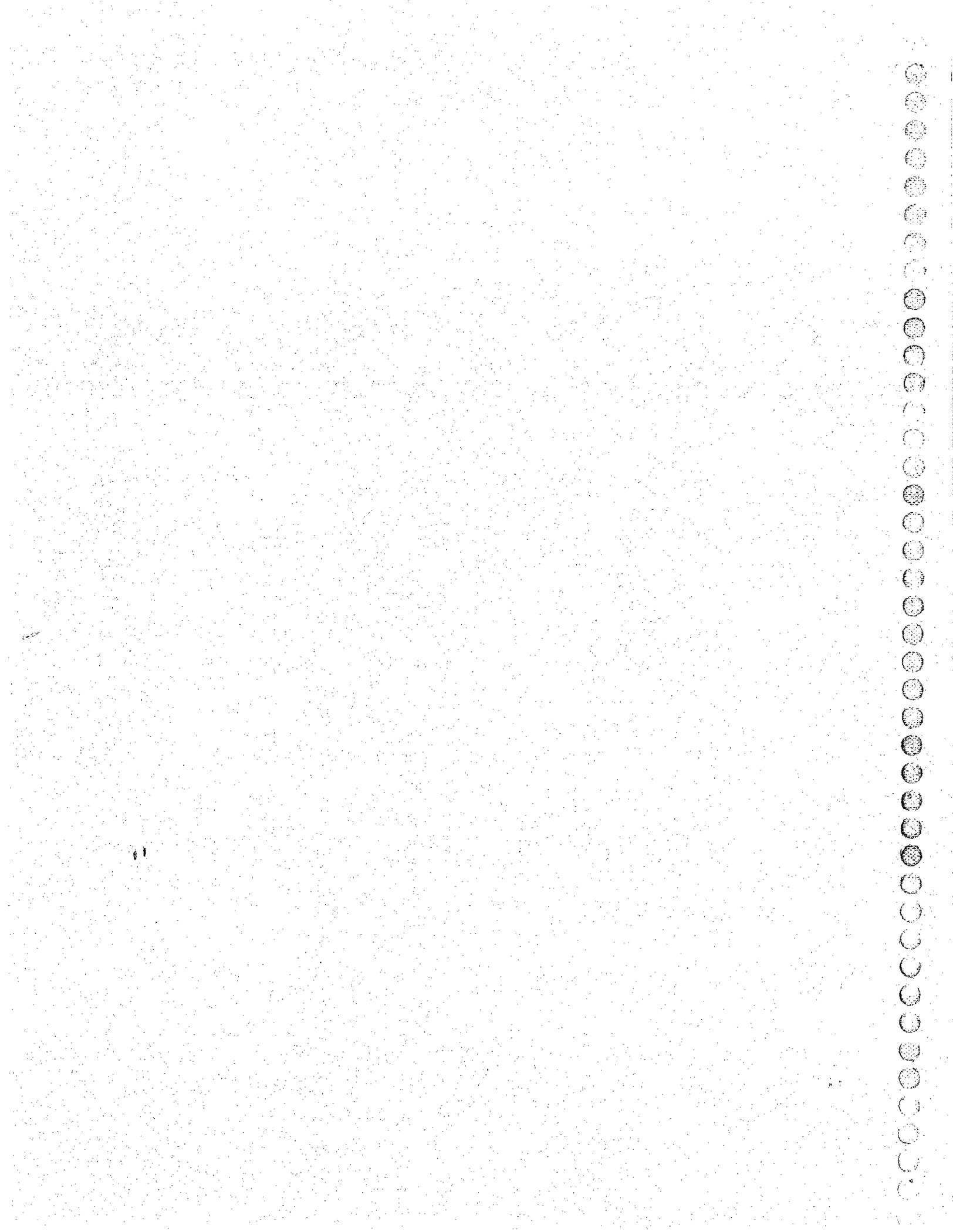
City of Lakeport 2003 Business Visitation Program Guide

Business Climate	Response / Notes:
19. What are the major challenges facing your business today?	
20. What local issues are affecting your business?	
21. How would you rate your overall confidence in the economic future or vitality of Lakeport, and why?	

Employment	Response / Notes:
22. How many full time employees do you have?	
23. How many part time or seasonal workers do you have, on average?	
24. Over the past three years, has your employment level:	<input type="checkbox"/> Increased <input type="checkbox"/> Decreased <input type="checkbox"/> Remained Stable
25. Over the next five years, do you expect your employment level to:	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain Same
26. Do you have problems finding qualified workers?	<input type="checkbox"/> Yes <input type="checkbox"/> No
27. How significant a problem is employee turnover?	
28. What percent of your workers would you consider are specialized or skilled?	
29. What is the specialization?	
30. Do you currently provide training for your employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
31. What is the nature of the training?	

Appendix I

Site and Building Data Collection Sheets



GENERAL COMMERCIAL BUILDING/SITE DATA

LOCATION

Location:
Address:
City, State, Zip:
Building/Site Name:

BUILDING/SITE ATTRIBUTES

Gross Lot Size:
Gross Building Size:
Net Building Size:
Year Built:
Zoning:
Parking: Number of Spaces:

CONSTRUCTION

Building Type:
Construction Material:
Roof Construction:
Floor:
Doors/Entrances:

UTILITIES

Electrical Service Provider:
Voltage: Amperage:
Gas Provider:
Water/Sewer Service Provider:
Line Size: Peak Gallons per Day:
Telecommunications: Service Provider(s):
Infrastructure Available:

SITE CONTACT

Owner (Name):
Broker (Company, Contact, Address):
Phone: Fax:
E-mail:

GENERAL COMMERCIAL BUILDING/SITE DATA

TERMS

Sales Price: Total Sale: \$

Cost/Square Foot:

Leasing Cost

Cost per Square Foot:

Lease Term:

Other:

UNIQUE FEATURES/ADVANTAGES

CONSTRAINTS/DISADVANTAGES

INFORMATION AVAILABLE FOR REVIEW

- | | | |
|-----------------------------------------------------------------|----------------------------------------------------|-------------------------------------|
| <input type="checkbox"/> Location Map | <input type="checkbox"/> Aerial Photo | <input type="checkbox"/> Zoning Map |
| <input type="checkbox"/> Plot Map - Dimensions | <input type="checkbox"/> Topography Map | |
| <input type="checkbox"/> Infrastructure - Location of Utilities | <input type="checkbox"/> Transportation Access Map | |
| <input type="checkbox"/> Environmental Analysis | <input type="checkbox"/> FEMA Map | |

Building Data Completed By:

Date:

Data provided is based on recent data made available and believed to be reliable. No warranty can be made to current accuracy.

GENERAL COMMERCIAL BUILDING/SITE DATA

TRANSPORTATION SYSTEMS

Roads, Highways, Interstates

Access Road to Building:

Name of Road(s) Entrance:

Delivery:

Highway/Interstate:

Name(s):

Distance from building:

Rail

Rail Service Provider:

Airports

Local Airport:

Closest Commercial Metro Airport:

Scheduled Commercial Flights:

Distance to Airport:

Port

Public Transit

SERVICES

Fire Protection Provider:

Fire Insurance Classification/Rating:

Miles to Fire Station:

Miles to Storage Tank:

Police Protection Provider:

24-Hour Patrol Yes

No, description of service:

Solid Waste Provider:

GENERAL COMMERCIAL BUILDING/SITE DATA

PERMIT/REVIEW REQUIREMENTS

- Air Quality: Permit to Operate:
- Business Operation: Local Business License:
- Building: Occupancy Permit:
- Site: Landscape & Architectural Review:
- Other:

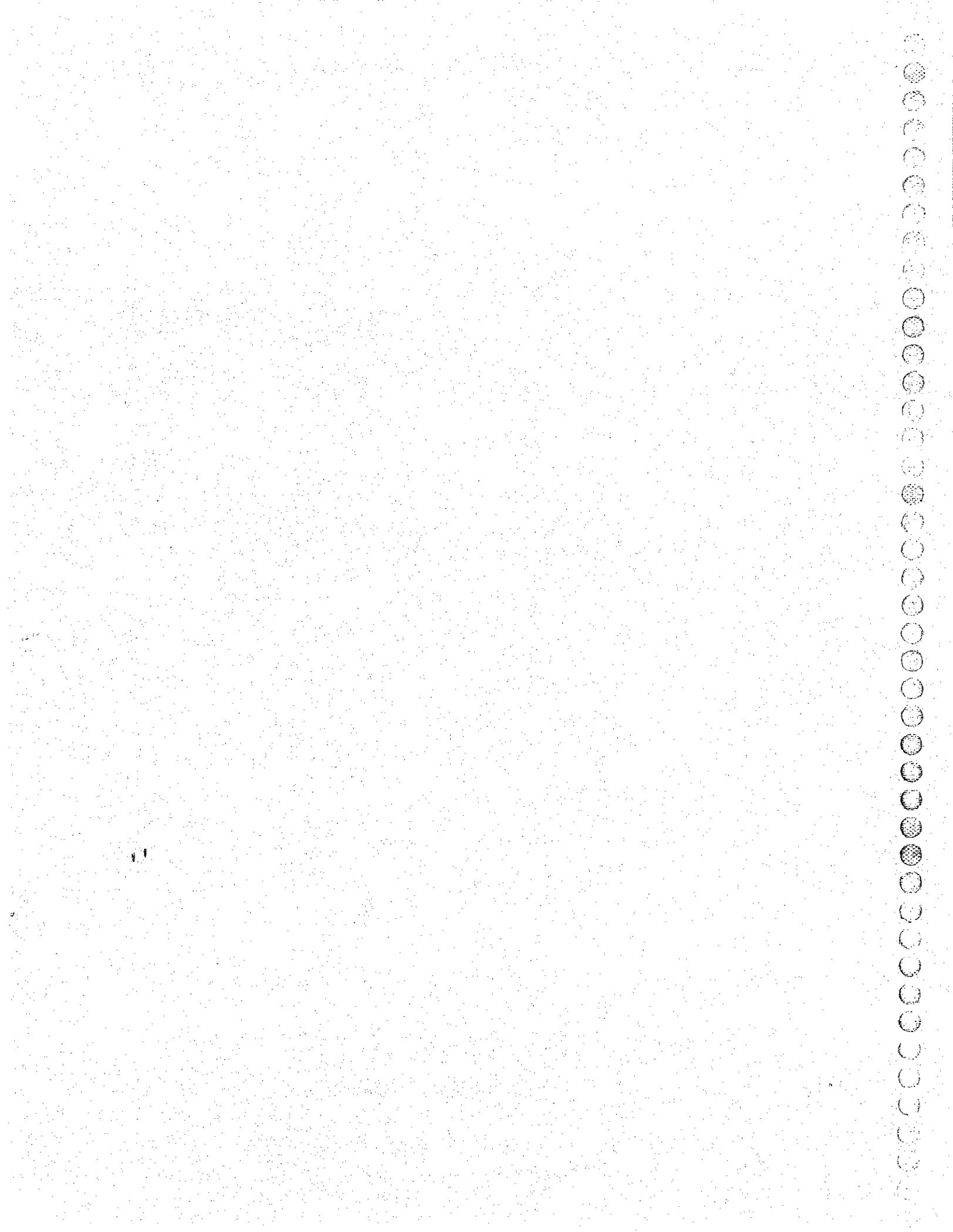
SPECIAL DESIGNATIONS

PROPERTY TAX RATE

- Effective Property Tax Rate:
- State Rate:
- City/County Rate:
- School:
- Special District(s):
- Assessment District(s):
- Other:

Appendix J

Industry Location Factors





Industry Location Factors

Introduction

No decision to expand or relocate is ever made in a vacuum. Facts are an essential part of the decision-making process. A company needs to determine operational costs and business environment. The decision to open a retail business is generally based on strictly-defined financial criteria. Retail site selection is determined by the sales the retailer can expect to make which, in turn, is based on population demographics such as age and income levels.

Retail Information Requirements

- Population demographics of the trade area
- Population density
- Income level
- Educational level
- Area growth trends and forecasts
- Residential development trends and forecasts
- Commercial construction activity
- Employment trends
- Sites visible from highways to well-travelled surface streets
- Traffic counts for major arterials
- Location of competitors
- Listing of existing retailers
- Photographs and maps (local, regional, and aerial if available)
- Specifics on the proposed site (size, age, past uses, permitted uses, availability, sale price or lease cost, operational costs, etc.)

Commercial/Industrial Information Requirements

Real Estate

- Land
- Buildings
- Sale price
- Lease rate
- Construction costs
- Incentives

Labor Quality and Availability

- Size of available labor force
- Educational attainment
- Wage and salary levels, benefits
- Access to continuing education
- Labor relations (unionization)
- Industry-specific skills
- Recruitment, assessment and training programs

Market Accessibility

- Primary consumer markets
- Raw materials
- Transportation (highways, airports, rail, port, trucking)
- Location of suppliers
- Technical support

Infrastructure

- Mail, UPS, Federal Express and other special delivery services
- Utilities (electrical, gas, sewer, water)
- Telecommunications
- Access roads

Operational Costs and Environment

- Community and local government attitude towards business
- Corporate, business, personal and property tax structure
- Local taxes, fees and assessments
- Availability of capital financing
- Start-up incentives and assistance
- Operational cost analysis

Existing Businesses

- Size of each industry sector
- Number of employees
- Unionization
- Number of start-ups over three years
- Recent (three years) closures or major lay-offs

Quality of Life

- Housing mix and affordability
- Cost of living
- Recreational and cultural amenities
- Climate
- Ease of commute
- Crime rate
- School systems