



The California Academy for Economic Development

Academy Board 2015 - 2016

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Gurbax Sahota
Executive Director

March 7, 2016

Jacque Atchison, Chair
Pacific Grove Economic Development Commission
c/o City of Pacific Grove
300 Forest Avenue
Pacific Grove, CA 93950

Dear Jacque:

Thank you for the opportunity to provide a proposal for a Local Economic Advisory Program (LEAP) for the City of Pacific Grove. We are looking forward to the opportunity to work with you in meeting your economic development needs.

We understand you wish to focus primarily on retail and downtown revitalization, and seek a better understanding of ways to enhance the experience for visitors and residents. You are also interested in the City's overall economic development potential and specific opportunities in your five designated business districts. See below for an initial Statement of the Problem.

To meet these needs, we will organize and deliver a one-day LEAP forum in Pacific Grove – or if you prefer we can deliver a 2-day LEAP event. In concert with Academy staff, I will work with you to refine your specific needs, and will then identify a team of three to four practicing economic development professionals with relevant expertise (e.g. retail and downtown development). The Academy will then solicit their participation. The advisory team will donate their time and professional expertise for the day(s) to assist your community in moving forward with its economic development efforts.

The cost of the 1-day forum is a \$5,000 honorarium to the California Academy for Local Development plus travel expenses for participating staff and the advisory team members. A 2-day event will cost \$5,600 plus expenses. A written summary report to you is included in this cost. Through a grant from Wells Fargo, we will contribute \$2,500 to the cost of this program.

The Academy will work with you to schedule the event and define the specific work agenda. Typically, the day starts with a briefing of the LEAP team by local staff. Next it is common to tour the site(s). The LEAP then often includes confidential interviews with key decision-makers and stakeholders (individually and in groups) to obtain a clear understanding

of any underlying (sometimes hidden) forces at work shaping the issue. The Advisory Team will then spend some time in one or more closed meetings to pull together their notes, thoughts, observations, findings and recommendations. Finally our observations, findings and recommendations will be presented to the appropriate audience (staff, elected officials, community leaders or the community at large depending on your interests). A written report will be provided within thirty days of the LEAP event.

The City/ED Commission will be responsible for providing in advance any relevant background material including strategic plans, studies, and any other documents or other information. The City/ED Commission will be responsible for securing adequate facilities (including a meeting place and interview rooms), scheduling interviews, hosting tours, and providing any required working meals or refreshments. You will also be responsible for handling invites and RSVPs for the local participants in the day's events. If you elect to have us report back to a larger audience we will need a flip chart, markers, and tape, a projection screen, a speaker's podium, water, and a sound system if required for the room acoustics.

Once again, thank you for the opportunity to work with you to further your economic development efforts. I will act as your LEAP manager for this event. If you have any questions, please don't hesitate to call me at 916-216-9141.

Sincerely,



Gurbax Sahota
President and CEO
CALED

Cc: Wes Ervin
Carol Nickning

Encl: Statement of Problem
Sample agendas

**LEAP – LOCAL ECONOMIC ADVISORY PROJECT
CITY OF PACIFIC GROVE, CA
Spring 2016**

DRAFT STATEMENT OF THE PROBLEM

Pacific Grove is a small built-out Monterey Peninsula city with a population of about 15,000¹. Since Pacific Grove is adjacent to Monterey, Cannery Row, Carmel and 17-Mile Drive, it enjoys significant tourism revenue. The City's finances are therefore heavily dependent on retail and TOT tax. In addition, because of proximity to larger more upscale tourist destinations, it is increasingly difficult for less well-known Pacific Grove to sustain quality shopping and lodging opportunities. Lighthouse Avenue and the downtown may have too many antique stores and not enough grocery, variety stores, restaurants and bars. The City's population is aging and affluent.

Nevertheless, city officials and members of the Economic Development Commission are optimistic about Pacific Grove's future. They conduct business walks and other business support activities, and actively seek downtown and retail development to better meet the needs of local residents and visitors. However, more revitalization and strategizing are needed.

This project is intended to provide City officials and Economic Development Commission members a better understanding of the area's economic future. Specific information being sought includes:

1. A better understanding of the city's economic development potential within the context of today's economy and growth, competing communities, retail and downtown revitalization trends, and other factors.
2. A profile of the typical shopper in Pacific Grove and whether the City has the proper business mix to serve those tastes.
3. A suggested prioritized and practical strategy for the City and each of its 5 business districts, which can be implemented over the next 1-2 years.
4. A review of the City's small industrial park and its potential.
5. The Downtown, including identifying retail and revitalization opportunities.

QUESTIONS TO BE ADDRESSED BY PANEL MEMBERS

1. What economic development priorities could and should the city undertake given their limited resources?
2. How does the city's retail and business mix fit in to the region and how well does it serve local residents?

RELATED DOCUMENTS to be provided by the city

¹ https://en.wikipedia.org/wiki/Pacific_Grove,_California

Sample Agendas

1-DAY LEAP EVENT:

1. Initial interview to confirm key areas of interest and need
2. Send proposal and cost Estimate to client, with travel costs included
3. Recruit advisory team members (3-4)
4. Schedule the day or days
5. Prepare basic community profile
6. Prepare optional community survey in advance of event (\$800 additional cost)
7. Client arranges stakeholder invites to meetings
8. Day of event:
 - a. Kickoff meeting at breakfast for staff, key community champions and team
 - b. Site tour 1-2 hours
 - c. 3-6 focus group or one-on-one meetings about key topics. Group meetings are 2-6 people with similar interests
 - d. Working lunch – checkup among team members
 - e. *5-8 focus group or one-on one meetings about key topics
 - f. *4pm – assessment team sequestered to prepare presentation
 - g. Working dinner
 - h. *Evening – oral presentation to community/Council
9. Written report of observations, findings and recommendations within 3 weeks
10. 3-month, 6-month and 1-year checkups

*2-DAY EVENT – SECOND DAY:

- 8e. Focus groups added during afternoon, evening and following morning;
- 8f. Assessment team meets in evening and early next morning
- 8h. Oral presentation at about 10:30 am second morning

Local Economic Advisory Program

Our Economic Development Experts Come to You!

The LEAP service is efficient. We are in and out in a day or two, and we leave you with a ton of ideas. We also suggest ways to implement those ideas. We won't leave you hanging, either. CALED offers a number of follow-up assistance programs. We also follow up later to see how you are doing.

We select from CALED's database of experienced economic development professionals from outside your community who understand your unique needs and will give you objective advice.

You can get specific advice on economic development strategies, recruiting new business, helping existing business expand, attracting visitors, downtown revitalization, small business growth, creative project financing, technology, incubators, and much more.

Results are not pre-determined, they are uniquely yours — grounded in sound economic development principles. Your LEAP team can include developers, economic development directors, city managers, realtors, marketing experts, utility representatives, bankers and others.

How LEAP Works

LEAP is a 1 or 2 day-long event that helps your community leaders and other stakeholders understand their local economy, learn about economic development, and identify and build consensus for action. Pricing is standardized and affordable.

When you schedule your event, we will jointly plan with you, help send invitations, and otherwise prepare for the event. As an added feature, we provide you with a basic community profile and offer an optional pre-event email stakeholder survey.

The day of the event is fast-paced and includes lots of observing and questioning via a site tour, focus groups, individual interviews, and a review of existing plans and other relevant literature. The LEAP team then sequesters itself to prepare an oral presentation to stakeholders or we can close by facilitating an action planning session. You'll then receive a written report of findings and recommendations within three weeks following your LEAP event.



Contact Us Today About LEAP!

The California Academy for Economic Development is excited to announce our new full-featured local advisory program — an excellent value!

It's customized for your project and needs — we help local governments and non-profits with their specific economic development needs, and help build momentum for local prosperity. It also provides a solid platform from which to “jump start” major economic development projects.

During the recession too many communities lost capacity to actively help their local economies. Now, as we all rebuild we can benefit from expert advice on how to revitalize.

A Typical LEAP Event



1-DAY LEAP:

1. Initial interview to determine key areas of interest and need
2. Recruit advisory team members (3–4)
3. Send proposal and cost Estimate to client, with travel costs included
4. Schedule the day or days
5. Prepare basic community profile
6. Prepare optional community survey
7. Client arranges stakeholder invites to meetings
8. Day of event:
 - a. Kickoff meeting at breakfast for staff, key community champions and team
 - b. Community tour 1–1.5 hours
 - c. 3–6 focus group or one-on-one meetings about key topics. Group meetings are 2–6 people with similar interests
 - d. Working lunch — checkup among team members
 - e. 5–8 focus group or one-on one meetings about key topics
 - f. 4 PM — assessment team sequestered to prepare presentation
 - g. Working dinner
 - h. Evening — oral presentation to community/Council

2-DAY LEAP — ADD:

9. Replace evening presentation (8h) with 4–6 evening focus groups & one-on-one meetings for those who cannot attend during the day.
10. Day #2 Working breakfast — checkup among team members, staff, finalize presentation.
11. Morning — oral presentation to community/council.
12. Working lunch.
13. 2–1/2 hour facilitated consensus building session to identify and prioritize next steps.

BOTH — AFTER THE EVENT

14. Final report provided 3 weeks after event drafted by your LEAP team.
15. 3-month, 6-month, 1-year follow up.

Your LEAP Managers:

- Wes Ervin, CEcD, 27 years varied economic development expertise.
- Gurbax Sahota, CALED and Academy President, organization management and economic development expertise.
- Your Academy and CALED staff:
 - My Kristy Nong
 - Michelle Stephens
 - Jillian Boyd

Talk to us about ways to fund your LEAP event!



The California Academy for Economic Development

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Sacramento, CA 95811

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