



**CALED**

**Economic Development  
Leadership Since 1980**

# CALIFORNIA ASSOCIATION FOR LOCAL ECONOMIC DEVELOPMENT

---

- ✓ Founded in 1980
- ✓ 800 Members – (280+ cities/counties)
- ✓ Dedicated to Economic Development – helping businesses thrive and expanding economic opportunity for residents, while growing the economy

# PANELISTS

---



Aaron Laurel  
City Manager/Port CEO  
City of West Sacramento



PJ Gagajena  
Assistant City Manager  
City of Moorpark


# HIGHLIGHTS FOR TODAY

---

- ✓ Defining Economic Development & Your Role
- ✓ Creating an Economic Development Culture
- ✓ Hiring the Right People & Investing in Them
- ✓ Model Practice Examples
- ✓ Tips, Tools, Tactics and Resources
- ✓ Q&A



*Economic Development is the creation  
of wealth through which community  
benefits are realized.*



*“From a public perspective, local economic development involves the **allocation of limited resources** – land, labor, capital and entrepreneurship in a way that has **positive effect on the level of business activity, employment, income distribution patterns, and fiscal solvency.**”*

# DISTINCTIONS

---

- **COMMUNITY DEVELOPMENT** is a capacity building process for making a community a better place to live and work.
- **ECONOMIC DEVELOPMENT** the creation of wealth in which community benefits are realized. It is more than a jobs program, its an investment in growing your economy and enhancing the quality of life for all residents.

# Benefits of Economic Development

---

- ✓ **Increased Revenue Base**

Additional revenue to support, maintain, and improve local services such as roads, parks, libraries, and emergency medical services.

- ✓ **Job Development**

To provide better wages, benefits, and opportunities for advancement.

- ✓ **Business Retention**

Businesses that feel appreciated by community, and in turn feel as if they are contributing to the economy, will stay in town.





✓ **Economic Diversification**

Helps expand the economy and reduces a community's vulnerability to a single business sector.

✓ **Self-sufficiency**

Public services would be less dependent on intergovernmental transfers that change with each election.

✓ **Productive Use of Property**

Property used for its “highest and best use” maximizes the productivity of that property.

# Business Case

---

- ✓ Rising Costs for Municipal Services
  - Population Growth
  - Rising Employee Costs
    - Pension Costs, Salaries and Benefits, Health Care Insurance, Workers compensation
  - Rising Expectations for Municipal Services
    - Quality of Life Issues
    - Public Safety
- ✓ Negative Impact of State Budget Actions

# QUALITY OF LIFE

---

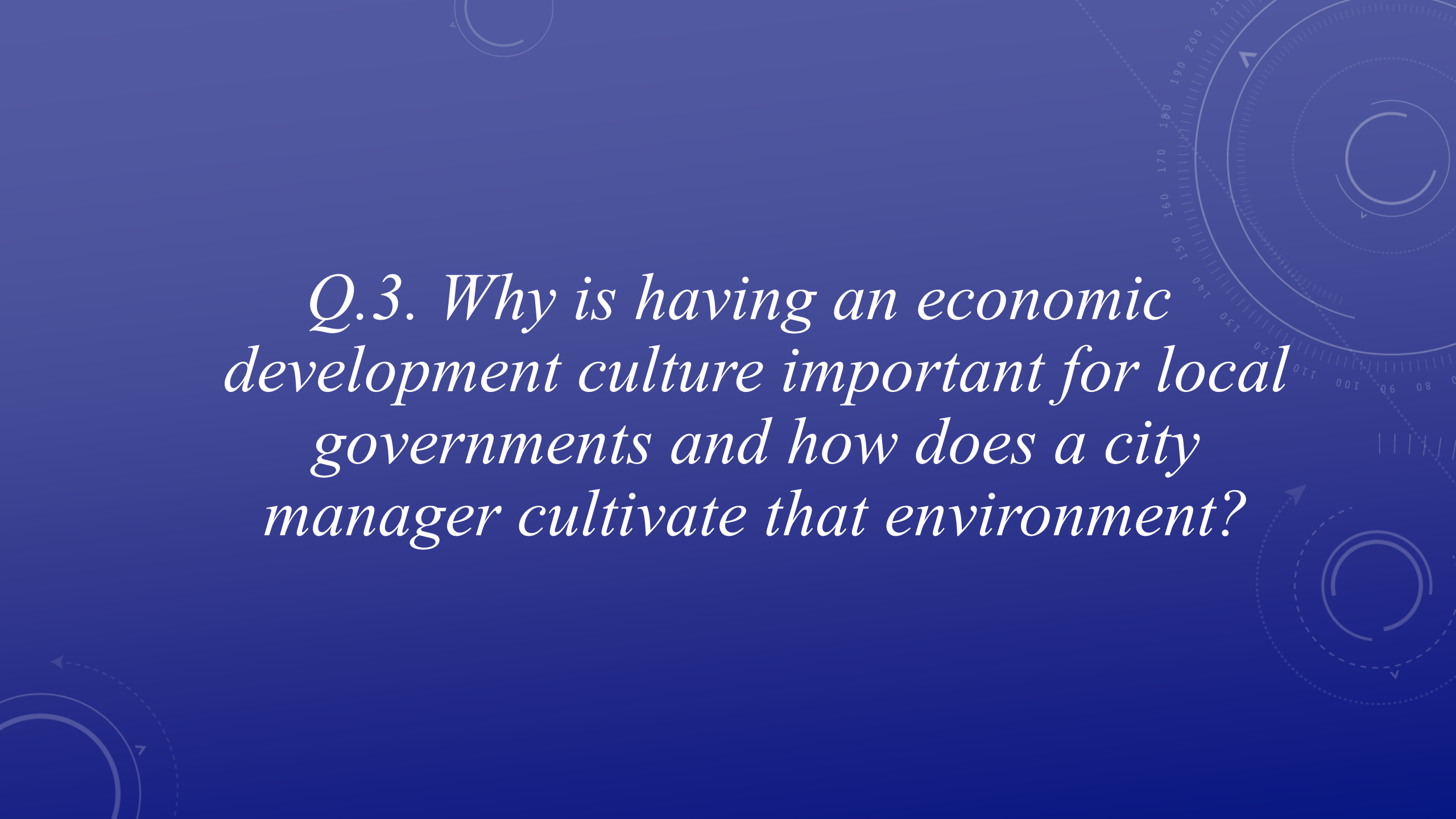
More local tax dollars and jobs raise the economic tide for the community, which generally increases the overall standard of living of the residents.




*Q.1. Tell us about yourself and why you believe economic development is critical to a city manager's success?*



*Q.2. How do you manage city council  
and community expectations on  
economic development?*



*Q.3. Why is having an economic development culture important for local governments and how does a city manager cultivate that environment?*




*Q.4. What role do other city staff play to further economic development and how does a city manager encourage and inspire them to engage?*

The background is a solid blue color with several faint, light blue circular patterns. These patterns include concentric circles, dashed lines, and arrows, suggesting a technical or analytical theme. The text is centered in the middle of the image.

*Q.5. What advice do you have for a city manager who does not have an economic development background?*





*Q.6. Can you share an example or two  
for the audience to see how this looks in  
practice?*



*Audience Q&A*



*Q.6. Final tips, tools, or tactics to share  
with your peers?*

# PERSPECTIVES on Economic Development

## COMMUNITY

Local economic development translates the community vision into reality by integrating the needs of residents and business with municipal goals.

## ELECTED OFFICIALS

Local economic development is more than a jobs program - it focuses the community on a shared, long-term vision and creates policies to enhance business vitality and increase the standard of living.

## GOVERNMENT

Local economic development involves the allocation of resources that positively affect business activity, job creation, income generation, and fiscal sustainability.

## BUSINESS

Local economic development includes public and private sector stakeholders that work with existing and potential employers to help them thrive.

# **PUBLIC SECTOR ROLE**

---

To create certainty and foster a business-friendly environment to influence business investment and location decisions through:

- Taxes
- Spending
- Investment
- Regulations
- Incentives
- Marketing
- Quality Service
- Improving Community Assets

<b>Top 10 City Economic Development Activities (2008 Survey)</b>	<b>Number Ranking Activity Important</b>	<b>Average Rating for Each Activity</b>
1. Assuring consistency in development rules	196	4.2
2. Streamlining review of all applications for permits	190	4.1
3. Working with private promotional groups	178	4.1
4. Improving local amenities	193	4.1
5. Contracting/networking with businesses	184	4.0
6. Property site referrals	182	3.8
7. Joint collaboration with other jurisdictions	159	3.7
8. Public improvement to declining areas to stimulate investment	174	3.6
9. Working with area's COGs/regional governments	153	3.6
10. Participating in state funded grant programs	156	3.6

# 3 FORMS OF ECONOMIC DEVELOPMENT (PROGRAMS)

---

1. Retain & Expand Existing Business
2. Create Business
3. Attract New Business

80:20 Example

# WHERE TO BEGIN

---

What do you already have?  
plan, strategy, element, resolutions

Who is on your team?  
staff, county, EDC, chamber, business council,

What industries are already thriving?  
WDBs, Community Colleges, EDCs

What industries/retail can you support?



# WHERE TO BEGIN

---

- Where does your revenue come from?
  - Think long-term
- Ask the right budget questions?
  - Are you cutting revenue generators?
- Connect with businesses that have significant impact in your community – thank them.



Economic Development is not  
a one size fits all proposition –  
be true to your community &  
don't be led astray.

# CALED RESOURCES

---

- ✓ Accredited CA Economic Developer Certification
- ✓ Economic Development Leadership Briefing
- ✓ Networking with Peers
- ✓ Legislative Advocacy
- ✓ Current Information to Further Your Economic Development Efforts
- ✓ Financing Specific Economic Development Projects

**Gurbax Sahota**

President/CEO

California Association for

Local Economic Development

[gsahota@caled.org](mailto:gsahota@caled.org)

**Aaron Laurel**

City Manager, Port CEO

City of West Sacramento

[aaronl@cityofwestsacramento.org](mailto:aaronl@cityofwestsacramento.org)

**PJ Gagajena**

Assistant City Manager

City of Moorpark

[PJGagajena@moorparkca.gov](mailto:PJGagajena@moorparkca.gov)