



Resource Management Agency COUNTY OF TULARE AGENDA ITEM

BOARD OF SUPERVISORS

KUYLER CROCKER
District One

PETE VANDER POEL
District Two

AMY SHUKLIAN
District Three

EDDIE VALERO
District Four

DENNIS TOWNSEND
District Five

AGENDA DATE: April 30, 2019

Public Hearing Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Scheduled Public Hearing w/Clerk	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Published Notice Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Advertised Published Notice	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Meet & Confer Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Electronic file(s) has been sent	Yes <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
Budget Transfer (Aud 308) attached	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Personnel Resolution attached	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Agreements are attached and signature line for Chairman is marked with tab(s)/flag(s)	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>

CONTACT PERSON: Celeste Perez PHONE: (559) 624-7010

SUBJECT: Tulare County Economic Development Corporation Full Membership

REQUEST(S):

That the Board of Supervisors:

Approve a two-year commitment to full membership in the Tulare County Economic Development Corporation subject to the annual performance metrics as specified in Attachment 1 and scope of services listed in Attachment 2.

SUMMARY:

The Board of Supervisors held an afternoon economic development study session on March 19, 2019, to receive the Economic Development Study prepared by Kosmont, Inc. During the open session, Paul Saldana, President & CEO of the Tulare County Economic Development Corporation (EDC), spoke about the new business plan (Attachment 1) that provides the opportunity for the EDC to align services to local jurisdictions economic development needs. At the conclusion of the study session, the Board directed staff to return with an agenda item to consider full membership status in the Tulare County EDC.

Since 2017, the County has participated under a "limited membership" of \$10,000 annually. The \$10,000 for FY 2018/19 has yet to be paid as the County has been considering full membership.

On August 23, 2018, the EDC conducted a special board workshop to have an in depth planning session on how to move the organization forward, given the recent losses in membership, including the County, and specific changes in structure and accountability requested by cities. The main focus of the discussion was looking at specific expectations of the work program for both public and private entities,

SUBJECT: Tulare County Economic Development Corporation Full Membership
DATE: April 30, 2019

exploring performance metrics as well as developing strategies for improving communication and trust. Minutes from that meeting are included as Attachment 3. That meeting led to a new EDC business plan that includes service performance metrics that help ensure value and quality service. In addition, it calls for improved communication through quarterly reporting that will provide more information on past and upcoming activities. Finally, the EDC business plan allows individual tailoring of performance measures by each member agency and has been well received by our partner cities.


FISCAL IMPACT/FINANCING:

No additional net County cost to the General Fund. The \$44,212 cost for FY 2018/19 will be covered within the Resource Management Agency (RMA) Economic Development Office adopted budget. The \$44,212 cost for next year will be included in the proposed budget for the RMA Economic Development Office Business Opportunities Work Program for FY 2019/20 and approved through the regular budget adoption process.

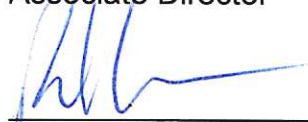
LINKAGE TO THE COUNTY OF TULARE STRATEGIC BUSINESS PLAN:

The County's five-year strategic plan includes the Economic Well Being Initiative to promote economic development opportunities, effective growth management and a quality standard of living. Specifically, participation in EDC activities will enhance and promote economic development within Tulare County.

ADMINISTRATIVE SIGN-OFF:



Michael Washam
Associate Director



Reed Schenke P.E.
Director

cc: County Administrative Office

Attachment(s)

Attachment 1 – EDC Business Plan (including County Performance Metrics)

Attachment 2 – EDC County Scope of Services

Attachment 3 – EDC Board Minutes of August 23, 2018 (including Jason Hopper report)

**BEFORE THE BOARD OF SUPERVISORS
COUNTY OF TULARE, STATE OF CALIFORNIA**

IN THE MATTER OF TULARE COUNTY)
ECONOMIC DEVELOPMENT CORPORATION) Resolution No. _____
FULL MEMBERSHIP)

UPON MOTION OF SUPERVISOR _____, SECONDED BY
SUPERVISOR _____, THE FOLLOWING WAS ADOPTED BY THE
BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD APRIL 30, 2019, BY
THE FOLLOWING VOTE:

AYES:
NOES:
ABSTAIN:
ABSENT:

ATTEST: JASON T. BRITT
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: _____
Deputy Clerk

* * * * *

Approved a two-year commitment to full membership in the Tulare County Economic Development Corporation subject to the annual performance metrics as specified in Attachment 1 and scope of services listed in Attachment 2.

ATTACHMENT 1

TULARE COUNTY ECONOMIC DEVELOPMENT CORPORATION (EDC)

BUSINESS PLAN
INCLUDING COUNTY PERFORMANCE METRICS

OVERVIEW

The 2018-19 Business Plan for the Economic Development Corporation outlines strategic activities of the EDC to accomplish its mission while providing a return on investment to its investors.

The business plan provides the framework of agreement between the EDC Board of Directors and public-sector jurisdictions resulting from a facilitated strategic planning session held on August 23, 2018.

STRATEGIC DIRECTION

Our Vision

To be the premier location in California to live, work, learn and play

Our Mission

To be the regional leader of economic development by attracting and supporting business and industry for the communities of Tulare County.

Our Goals

- To maximize opportunities for economic growth and job creation
- To create a globally competitive environment for businesses
- To maintain a high performance, nationally acclaimed economic development organization

Our Guiding Principles

- Deliver high value and excellent service to clients in a timely manner.
- Leverage resources to effectively meet business needs.
- Provide clear knowledge and information
- Position the region and organization for short term success and long-term prosperity.
- Serve as a trusted voice for local, regional and state economic development strategies.

DEFINITIONS

The business plan makes reference to a number of terms that are defined below to ensure clarification.

Product: The EDC's product is the commercial, industrial, office, retail and service property located in the communities of Tulare County. Development of the product results in new jobs and new revenue for public and private sector.

Beneficiaries: The beneficiaries of the work of the EDC are the residents of Tulare County that are employed in the jobs the EDC helps to create.

Investors: Investors are public jurisdictions and private companies who provide financial support for the organization to accomplish its mission.

Clients: Clients are individuals who represent a company that has expressed an interest and have an active project considering a Tulare County location. Clients may sometimes be referred to as "prospects" and/or "customers".

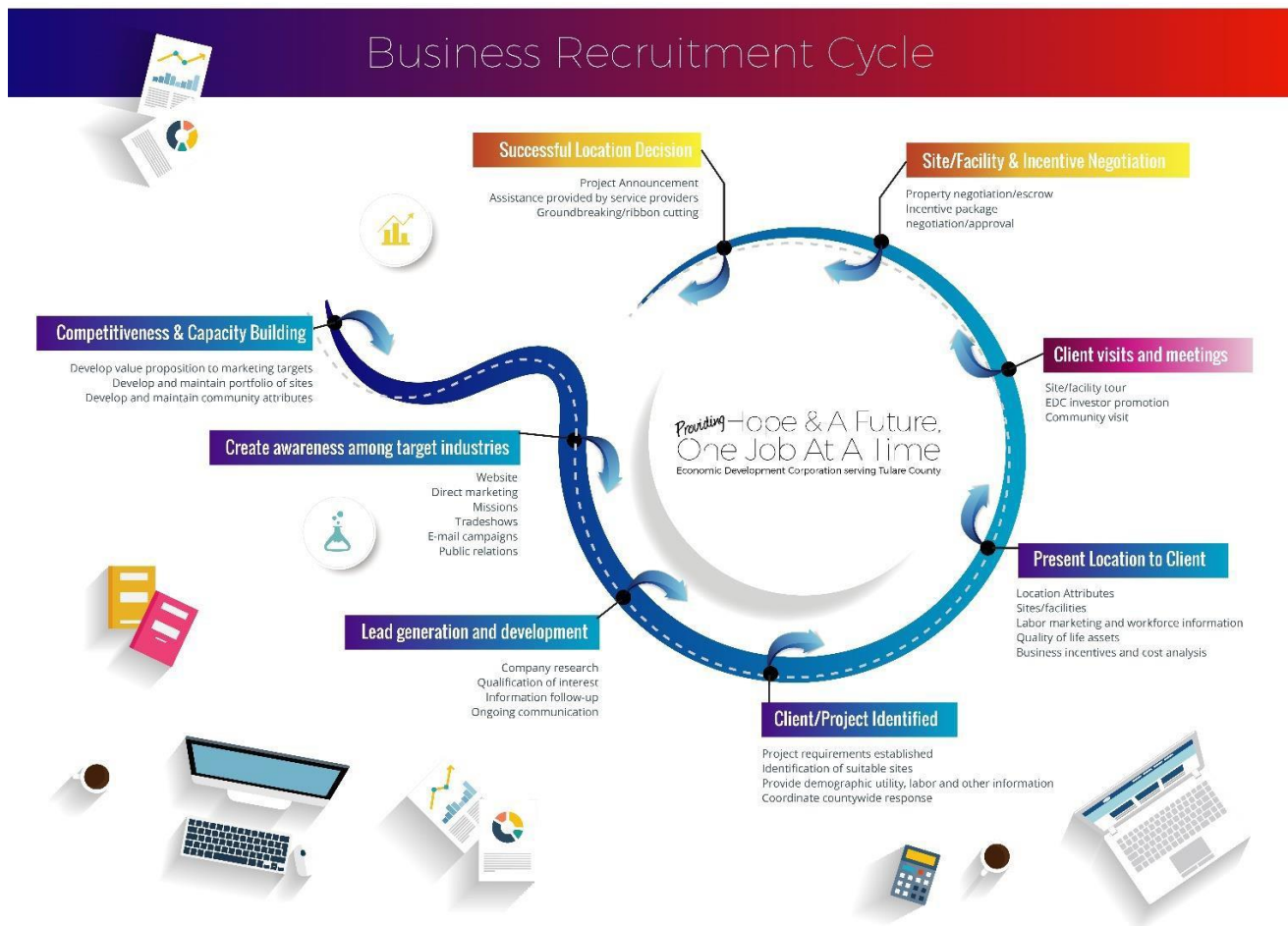
Projects: Projects are the specific building activity that the client is proposing. The project is reported as amount of acreage and/or square footage, capital investment and new jobs created.

Leads: These are individuals representing companies that are contacted through one of the EDC's marketing tactics and have viewed or utilized one or more of the EDC's information portals.

PRIMARY PURPOSE

The primary focus of the EDC is to generate leads, convert them to clients and assist them in locating opportunities in Tulare County. The day to day work of the EDC is designed to facilitate the ultimate location of a new business to a local community. The graphic below demonstrates the business recruitment cycle and provides the foundation for the EDC business plan elements.

Each element has specific tasks and each task is designed to aid the client as further described in the plan. Performance metrics are identified for each step to provide a measurement for achievement of individual and collective tasks. **A majority of the EDC budget and staffing resources is devoted to these primary focus areas.**



MAXIMIZE OPPORTUNITIES FOR ECONOMIC GROWTH AND JOB CREATION

Competitiveness & capacity building

- Maintain website that demonstrates value proposition
- Maintain real estate sites database including all industrial, commercial, office and retail properties
- Maintain community pages that highlight attributes and provide demographic and consumer retail information

Create awareness among target industries

- Distribute direct e-mail campaign to target leads
- Generate leads/clients from corporate visitation mission
- Participate in targeted industry trade shows
- Generate media advisors and news items in target industry publications
- Generate retail trade demographic reports and assist communities in development retail recruitment marketing opportunities

Lead generation & development

- Research and monitor target industry trends
- Research and monitor individual company activity from lead or are self-identified
- Communicate to leads via e-mail, phone or other means
- Provide follow-up information as requested
- Identify potential retailers based on trade area and space availability in the community

Client/project identification

- Convert leads to clients through project requirements identification
- Provide response to state generated requests for information
- Identify sites and coordinate response to client project requirements

Presentation of location to client

- Prepare project proposal including suitable sites, location attributes, labor market, quality of life, summary of incentives and other topic areas as required by client
- Assist community in preparing for site visit by potential retail client including development of additional trade area demographic information.

Facilitation of client visits and meetings

- Organize and conduct virtual or actual site tour of sites chosen by the client
- Organize and conduct community tours
- Organize meetings with local jurisdictions, utilities, local businesses or others as required by client.

Support local jurisdiction during final site selection process

- Assist community in providing follow-up information when community has been short listed
- Develop final; incentive/financing package for consideration
- Refer client to local real estate broker (EDC Investor Only) for due diligence assistance on sites

CREATE A GLOBALLY COMPETITIVE ENVIRONMENT FOR BUSINESS

Business Capital Fund

- Implement launch of BizCapFund including marketing to local businesses
- Prepare and submit grant applications for additional capitalization of fund
- Identify and market for Opportunity Zone Funds

Business 211 Online Portal

- Provide online resource for EDC investors to connect with clients and leads
- Provide online resource for BizCapFund applicants to assist in their application preparation

Advocate for jobs & development

- Foster a pro-business environment through advocacy on issues that impact the economic growth including taxation, quality of life, education, employment issues, business regulation and infrastructure.
- Develop a pro-business Tulare County legislative/regulatory agenda for use in advocacy efforts.
- Conduct an annual infrastructure needs and opportunities assessment that identifies both short and long-term economic development infrastructure challenges
- Advocate for the approval of private development that results in the creation of new jobs and has positive economic and fiscal impact

Certified Sites Program

- Identify all certified site eligible properties and process certifications with reimbursement/funding agreements by local jurisdictions or property owners.
- Identify and apply for grant funds for the expansion of certified sites program.

Business Incentive Zone Program

- Establish network of professional consultants to provide services to prospects with use of Business Incentive Funds (air quality, water quality, other permits).

Community SWOT Analysis

- Develop and provide a SWOT analysis for each community utilizing site selection factors and provide recommendations as warranted for enhancing competitiveness.

MAINTAIN A HIGH-PERFORMANCE ECONOMIC DEVELOPMENT ORGANIZATION

Governance & Leadership

- New private sector Board members will be recruited to fill vacancies.
- Board will fully implement Board member evaluation metrics and keep each other accountable for meeting attendance and participation
- Board will hold orientation session for new Board members.
- Status as an Accredited Economic Development Organization will be maintained.

Investor Relations & Communications

- Organizational support plan will be fully implemented, recruiting new private sector investors and/or funding for affiliated foundation
- Written quarterly updates will be prepared for local jurisdictions providing a status of year to date activity (outline of quarterly update attached).
- Monthly prospect reports will be provided to each EDC Board representative for distribution to their respective jurisdiction governing boards.
- E-mail communications will be sent to all investors, including all elected officials, highlighting news and activity
- EDC staff/officers will meet with local jurisdictions annually to review progress of work plan and identify opportunities for enhanced economic development activity in the community

Fiscal Stewardship

- New funding opportunities through program expansion, grants or other means will be identified and sought.
- Fiscal operations will be maintained within approved budget
- Opportunities to replenish EDC reserve fund will be identified and implemented to return fund to 100%

PERFORMANCE METRICS

A trademark of the EDC's status as an Accredited Economic Development Organization has been its long-term commitment to measuring and evaluating work activity through the use of performance metrics. The EDC has served as a model to other economic development groups of how performance metrics can be used to evaluate activity and respond to changes resulting from unforeseen influences.

These metrics have been expanded in the 2018-19 Business Plan to address community specific measures, which will be individually identified as determined by local jurisdiction and EDC Board of Directors. The performance metrics include an annual organizational goal and community specific goal that will be outlined for each participating community and status will be reported in quarterly report.

Performance Metric	Annual Target	County of Tulare Metrics
Client Services & Project Management		
New Clients/Projects	30	-
Total Clients/Projects Assisted	60	-
Number of visits (% of clients/projects)	10%	3
Lead Generation & Marketing		
Leads generated from marketing	150	-
Leads converted to clients/projects	20%	-
Real Estate Site Searches	1,500	150
Custom Demographic Reports	250	25
Direct County Marketing (Contacts)		100
Retail/Consumer Reports	25	10
Retail Lead/Contacts Identified	25	10
Community Competitiveness		
2019-23 Comprehensive Economic Development Strategy		1
Community Webpages		5
Small Business Assistance Activities (Unincorporated)		5

IDEAL OUTCOMES

The byproduct of the EDC's business plan activities is a company locating or expanding a facility within Tulare County. The EDC plays a support role in the final site selection process as the primary decision is made by the company, working in conjunction with the local jurisdiction whose site was selected by the company. An announced location brings new jobs, capital investment, real estate development, fiscal impact to local jurisdictions and economic impact throughout the community.

The Board has established the following as the ideal outcomes for fiscal year 2018-19:

- Number of locates and/or assisted projects: 8
- Number of new jobs created: 200
- Fiscal impact of new jobs created: \$1.4 million
- Economic impact of new jobs created: \$6.3 million

Note: Fiscal and economic impact based on historic data of prior company locations and is an average across primary industries. A fiscal and economic impact analysis will be conducted on each located project.

Ideally, it is the desire of the EDC and local jurisdictions for each community to experience a new company location or expansion as a result of the EDC's business plan at least once in every five years. For some cities, this may include retail, commercial or another non-industrial project that is identified and assisted by the EDC.

QUARTERLY REPORTING

The following outlines the quarterly report (commencing 2nd quarter) that will be provided to participating jurisdictions.

Client Services/Project Management

- List of all projects managed in FY including (as available) industry, source, number of jobs, facility needs, capital investment, estimated economic & fiscal impact, identification of sites submitted (by database number), status of project. For closed projects, information on reasons file was closed and/or another site selected.
- Percentage of projects by industry and marketing source. Number of site toured.
- For individual city: number of projects for which sites met qualification and the number of sites that were submitted for each project. If site were submitted and sites were not included in short list, why sites were not considered (if available from client).

Lead/Opportunity Generation

- Marketing and other lead generation activities held in quarter
- Number of leads generated by marketing activities
- Status of leads (e-mail, phone call, etc.)
- Planned marketing activities for next quarter

Marketing Tools

- Status of update on any new tools deployed or planned to be deployed in quarter.
- Identification of reports developed for marketing purposes during quarter.
- List of sites in real estate database and number of views for individual sites
- Number of views for individual city/community page on EDC website.

Governance/Organizational Management

- Board meeting attendance record of jurisdiction's primary representative
- Number of reports provided to jurisdiction's primary representative
- Number of reports provided to jurisdiction governing board and executive staff

Community Competitiveness

- Status of SWOT analysis for community
- Identification of "assisted" projects for community including retail or commercial projects, reports and marketing assistance.
- Business loans or incentive activity assistance for businesses located in jurisdiction (company names redacted if required).

COST ALLOCATION FOR PRIMARY SERVICES

The EDC Board, working with local jurisdictions, established a cost allocation plan that reduced the public sector contribution by 56% of the prior year's allocation. While the public sector allocation was reduced, the overall budget remained the same, with the EDC utilizing expending 100% of earnings from its investment fund, as well as approximately 50% of its allocated reserves. Budget shortfalls would continue to be drawn from the balance of reserves and then from reserve set-aside for business incentive and financing programs.

The following shows the allocation for FY 2018-19 and the status of the jurisdiction as of October 5, 2018.

Dinuba	12,066	Conditional waiver approved
Exeter	4,691	Paid
Farmersville	3,606	Paid
Lindsay	4,211	Paid
Porterville	27,590	Paid
Tulare	36,456	City withdrew in October 2017; no longer receiving services as of July 1, 2018
Visalia	92,440	Budgeted; not paid
Woodlake	2,434	Budgeted; not paid
County	44,212	To be considered

RESOLUTION OF ADOPTION

Approving the Business Plan for the Tulare County Economic Development Corporation

WHEREAS, the Tulare County Economic Development Corporation (EDC) Board of Directors and local jurisdictions held a facilitated planning session on August 23, 2018; and

WHEREAS, the planning session resulted in a plan to preserve the Economic Development Corporation through the development of a business plan that will quantify and qualify results for public jurisdictions; and

WHEREAS, the proposed business plan provides strategies for clear communication of expectations, results and reporting of EDC activity to public jurisdictions; and

WHEREAS, the business plan provides overall economic development strategies as well as individual community performance metrics; and

WHEREAS, public jurisdictions have identified the areas in which EDC services would be most optimal to achieve their individual economic development goals; and

WHEREAS, the EDC Board of Directors has adopted the business plan to incorporate individual economic development priorities of participating jurisdictions.

NOW, THEREFORE, BE IT RESOLVED that the (PUBLIC JURISDICTION) approves the EDC business plan and authorizes staff and designated EDC Board member to work cooperatively with the EDC to achieve the goals set forth in the plan.

PASSED AND ADOPTED this _____ day of _____, 2018 by the (PUBLIC JURISDICTION)

ATTACHMENT 2

TULARE COUNTY ECONOMIC DEVELOPMENT CORPORATION (EDC)

COUNTY SPECIFIC SCOPE OF SERVICES

Scope of Services

Remainder of FY 2019

Add five (5) communities as identified by Kosmont to the EDC's website with individual community landing pages, demographic info and opportunity sites

Post and maintain sites and information on OppSites™ and other opportunity zone data portals

Be tasked to complete certain elements of the County economic development plan such as directed recruitment for retailers for a particular site

Prepare new 5-year Comprehensive Economic Development Strategy (to meet EDA requirements).

EDC provide full recruitment services for industrial sites in unincorporated areas

Provide retail support to county staff for unincorporated communities

Provide small business expansion events in selected communities, highlighting business financing and other resources.

Full access to EDC's business loan program and business incentive fund, including coordination of state incentives

2019-20

Continued implementation of 2018-19 strategies and actions

Coordinate annual update of CEDS

Establish small business assistance portal to connect businesses in unincorporated areas to resources

Publish doing business in Tulare County guide to assist existing and future businesses with their expansion needs

ATTACHMENT 3

TULARE COUNTY ECONOMIC DEVELOPMENT CORPORATION (EDC)

BOARD MINUTES OF AUGUST 23, 2018

(including Jason Hopper Report)



Agenda Report – September 27, 2018

August 23, 2018

1. **Call to Order:** Chairman Reyes called the meeting to order at 7:35 AM.

Board Member	Present (8)	Absent (5)	Alternate (3)
George Vasquez	X		
Monte Reyes	X		
Colby Wells	X		
Teresa Boyce			X
Leonel Benavides		X	
Brent Calvin	X		
Warren Gubler			X
Scott Harness		X	
Frances Ortiz		X	
Mike Porte	X		
Bob Riding		X	
Nick Seals	X		
Amy Shuklian		X	
Donnette Silva-Carter	X		
Esteban Velasquez			X
Harroll Wiley	X		

Staff Present: P. Saldana, K Ford, S. Herrera.

- a. **Self-Introductions:** Self-introductions were made.
- b. **Public Comment:** None.
2. **Facilitated Discussion:** Chairman Reyes introduced Jason Hopper as the facilitator of the meeting. Mr. Hopper facilitated the Board in several discussion areas. A copy of Mr. Hopper's report of the outcomes of the meeting is attached and incorporated into these minutes.
3. **Adjournment:** There being no further business, the Chairman adjourned the meeting at 11:40 AM.

TCEDC Meeting Report

8/23/2018

Prepared by Jason Hopper

A facilitated planning meeting of the Economic Development Corporation Board was called on August 23, 2018, in response issues raised on August 10, 2018. The purpose of this special meeting was to provide EDC Staff clear direction and definitions so that a plan of action can be drafted in the following areas:

- Expectations of the Work Program for public and private entities
- Performance metrics
- Governance structure
- Finance structure
- Strategies for improving communication and trust

Goals and Objectives

In addition to the five areas identified above, the following goals and objectives for the meeting were identified by members of the board representing public and private entities as driving interests:

- A plan to preserve the Economic Development Corporation is developed.
- Strategies for Economic Development in Tulare County are identified.
- Means to quantify and qualify results are clearly defined.
- Strategies for clear channels of communication are identified.
- Clear direction will be given to EDC Staff, public entities, and private partners.
- Expectations from public and private entities will be clearly communicated.

Prioritization of Agenda Items

Reviewing the five content areas identified as the purpose of meeting, the board identified two areas in which a majority of discussion should be held, defining performance metrics and developing strategies for improving communication and trust. The three remaining areas were identified as important matters that would likely be resolved as a result of progress in the first two areas. As a result of this decision, a broader effort was made on defining performance metrics and communication strategies.

Performance Metrics

A discrepancy was identified between the interests of public and private entities, revealing a need to not only measure results at a far more local level but allow public entities to negotiate and “tailor” performance goals on an individual level. While county level performance continues to bear impact at the municipal level, promoting a “rising tides floats all ships” philosophy, public entity stakeholders are requesting performance goals that meet their communities specific growth needs. To this extent, in addition to monitoring solicitations, leads, and landings on a city level, public entities are requesting the ability to customize EDC attraction efforts for their jurisdiction. For instance while one municipality’s growth strategy may include heavy industrial development and job creation, another’s might focus more on retail and increased tax revenue.

Suggested Metrics

- 5 year trend report for each public entity identifying solicitations, leads, and landings.
- Custom weighted goals negotiated by municipality.
- Measure jobs created and tax dollars generated at the local level

In addition to changes in the way EDC measures attraction efforts, public entities have requested additional support at the local level. New metrics have been suggested for community engagement efforts including the provision of lead-loss analysis, SWOT analysis, city responsiveness to leads, and advocacy at the local level for economic development readiness.

Suggested Metrics

- Lead-loss analysis identifying possible causes and suggested improvements for each failed attritional effort.
- Reoccurring SWOT analysis at a municipal level recommending local improvements for attraction.
- City responsiveness to leads generated by EDC.
- Advocacy efforts by the EDC to inform city councils and other governing agents, promoting local coordination with EDC attraction efforts.

Communication and Trust

In response to the needs identified by public entities, the board discussed a variety of solutions to improve communication with partners. The highest priority identified by the board is developing a mutual understanding of objectives, priorities, and expectations which should be affirmed by all parties. The softest approach to resolving this need is to develop a community covenant for communications prescribing responsiveness behaviors and norms for EDC staff, public entities, and private entities. A firmer and more restrictive approach of developing a MOU which would include responsiveness behaviors as well as performance goals and other contractual terms has been requested by the City of Visalia. After further discussion, a third and more moderate approach of developing a work plan satisfying the terms of a MOU but lacking a contractual agreement may be the path of least resistance to achieve desired results.

Suggested improvements

- Document a work plan that clearly states the EDC's goals and expected behaviors in relationship to both private and public entities.
- Include in the work plan member responsibilities and commitments to the EDC for sustained growth.
- Document amendments to a county wide work plan that allows public entities to tailor EDC attraction and engagement efforts in their community.

As part of this documented mutual understanding of objectives, goals, and expectations, the board has identified the following behaviors that need to be addressed. In addition to attraction efforts, public entities would benefit from EDC engagement in local politics, steering local decision making that promotes informed economic growth. Cities have requested that all Economic Development staff at the local level be informed of leads and strategies, and not just EDC representatives. Reciprocal efforts of transparency back to the EDC from public entities regarding concerns, needs, and strategies need to be defined and encouraged for ongoing support. This increased collaboration between the EDC and public entities has been described as an "Ask, don't tell" style of engagement in which the EDC can improve its work program by becoming more adaptable to individual city needs.

Suggested improvements

- Define local political engagement and advocacy practices of EDC staff.
- Develop a more inclusive information system for leads, strategies, and data.
- Establish communication behavior expectations for public entities encouraging transparency and improving the EDC's ability to meet local needs.

- Shift attraction efforts from a prescriptive approach to a coordinated and dynamic approach at local levels.

Governmental Structure, Financial Structure, and Work Program

The satisfaction of the initial two areas resulted in a response of “no significant change requested” for the areas of governmental and financial structure, and work program definitions. The board is in consensus that if a mutual understanding is documented regarding objectives, goals, and expectations; and if performance measures are clearly defined and tailored at the local level; no significant change is required in terms of structure.

Special note was made that the EDC would benefit from increasing private business membership, however it will be unlikely for new business partners to join the EDC until public needs are met.

Despite a lack of change requested at this time, the scope of the work program is expected to change as a result of allowing municipalities to negotiate individual goals and strategies. Furthermore, increasing the EDC’s community engagement efforts including advocacy and reporting efforts will impact the current work program design however that impact has not been explicitly defined. Recognizing that changes and additions to the work program will have fiscal effects, the board suggested a fiscal impact study be performed with recommendations for transitional support.

Suggested improvements

- Work program prioritize local needs in attraction efforts.
- Increased local political activity and advocacy.
- Fiscal study be performed with recommendations for operational transitions as a result of community engagement.