



CITY OF HUGHSON
ECONOMIC DEVELOPMENT COMMITTEE MEETING
 CITY HALL COUNCIL CHAMBERS
 7018 Pine Street, Hughson, CA

AGENDA
MONDAY, FEBRUARY 24, 2014 - 5:30 P.M.

CALL TO ORDER:

ROLL CALL:

Mayor Matt Beekman
 Councilmember George Carr
 Councilmember Jeramy Young
 Business Member Marie Assali
 Business Member Jim Duarte

Staff to be Present: Raul L. Mendez, City Manager

1. PUBLIC BUSINESS FROM THE FLOOR (No Action Can Be Taken):

Members of the audience may address the City Council on any item of interest to the public pertaining to the City and may step to the podium, state their name and city of residence for the record (requirement of name and city of residence is optional) and make their presentation. Please limit presentations to five minutes. Since the City Council cannot take action on matters not on the agenda, unless the action is authorized by Section 54954.2 of the Government Code, items of concern, which are not urgent in nature can be resolved more expeditiously by completing and submitting to the City Clerk a "Citizen Request Form" which may be obtained from the City Clerk.

2. PRESENTATIONS: None.

3. NEW BUSINESS:

- 3.1:** Approval of the Minutes of January 27, 2014 EDC Meeting.
- 3.2:** Discuss and Consider Business Assistance for 2224 Santa Fe Avenue (Formerly Known as the Husky Burger).
- 3.3:** Review and Discuss Hughson 2014 Retail Trade Report (Stanislaus Economic Development and Workforce Alliance).

3.4 Information Only: Small Towns, Big Ideas (UNC Working Group on Economic Development – October 11, 2007)

4. EDC COMMENTS:

ADJOURNMENT:

WAIVER WARNING

If you challenge a decision/direction of the City Council in court, you may be limited to raising only those issues you or someone else raised at a public hearing(s) described in this Agenda, or in written correspondence delivered to the City of Hughson at or prior to, the public hearing(s).

UPCOMING EVENTS:

February 25	▪ Budget and Finance Subcommittee Meeting, City Hall, 4:00pm
February 26	▪ Oversight Board to the Successor Agency of the Redevelopment Agency Meeting, City Hall, 6:00pm
March 10	▪ City Council Meeting, City Council Chambers, 7:00pm
March 18	▪ Planning Commission Meeting, City Council Chambers, 6:00pm
March 24	▪ City Council Meeting, City Council Chambers, 7:00pm

RULES FOR ADDRESSING CITY COUNCIL

Members of the audience who wish to address the Economic Development Committee are requested to complete one of the forms located on the table at the entrance of the Council Chambers and submit it to the Committee. **Filling out the card is voluntary.**

**AMERICANS WITH DISABILITIES ACT/CALIFORNIA BROWN ACT
NOTIFICATION FOR THE CITY OF HUGHSON**

This Agenda shall be made available upon request in alternative formats to persons with a disability; as required by the Americans with Disabilities Act of 1990 (42 U.S.C. Section 12132) and the Ralph M. Brown Act (California Government Code Section 54954.2).

Disabled or Special needs Accommodation: In compliance with the Americans with Disabilities Act, persons requesting a disability related modification or accommodation in order to participate in the meeting and/or if you need assistance to attend or participate in a City Council meeting, please contact the City Clerk's office at (209) 883-4054. Notification at least 48-hours prior to the meeting will assist the City Clerk in assuring that reasonable accommodations are made to provide accessibility to the meeting.

AFFIDAVIT OF POSTING

DATE: February 21, 2014 **TIME:** 5:00pm
NAME: Dominique Spinale **TITLE:** Deputy City Clerk

Notice Regarding Non-English Speakers:

Pursuant to California Constitution Article III, Section IV, establishing English as the official language for the State of California, and in accordance with California Code of Civil Procedures Section 185, which requires proceedings before any State Court to be in English, notice is hereby given that all proceedings before the City of Hughson City Council shall be in English and anyone wishing to address the Council is required to have a translator present who will take an oath to make an accurate translation from any language not English into the English language.

General Information: The Economic Development Committee meets in the Council Chambers on the fourth Monday of each month at 5:30 p.m., unless otherwise noticed.

EDC Agendas: The Economic Development Committee agenda is now available for public review at the City's website at www.hughson.org and City Clerk's Office, 7018 Pine Street, Hughson, California on the Friday, prior to the scheduled meeting. Copies and/or subscriptions can be purchased for a nominal fee through the City Clerk's Office.

Questions: Contact the City Clerk at (209) 883-4054



CITY OF HUGHSON
ECONOMIC DEVELOPMENT COMMITTEE MEETING
 CITY HALL COUNCIL CHAMBERS
 7018 Pine Street, Hughson, CA

MINUTES
MONDAY, JANUARY 27, 2014 - 5:30 P.M.

CALL TO ORDER: 5:35pm

ROLL CALL: Mayor Matt Beekman
 Councilmember Jeramy Young
 Business Member Marie Assali
 Business Member Jim Duarte

 Councilmember George Carr - Absent

Staff to be Present: Raul L. Mendez, City Manager
 Jim Duval, Interim Community Development Director
 Dominique Spinale, Management Analyst

Guest: Rey Campanur, Stanislaus Economic
 Development/Workforce Alliance

1. PUBLIC BUSINESS FROM THE FLOOR (No Action Can Be Taken): None.

2. PRESENTATIONS: None.

3. NEW BUSINESS:

3.1: Approval of the Minutes of November 25, 2013 EDC Meeting.

Motion by Councilmember Young, Second by Business Member Duarte (4-0)

3.2: Discuss and Consider Business Assistance for 2224 Santa Fe Avenue (Formerly Known as the Husky Burger).

City Manager Mendez and Interim Community Development Director Duval discussed interest by Mr. Ashur Youkhana to rehabilitate and renovate the building located at 2224 Santa Fe Avenue into a Snow White Drive In. Mr. Youkhana currently operates a Snow White Drive in at 420 N. Yosemite Avenue in the City of Oakdale. The Economic Development Committee discussed the written proposal provided to City staff. Mr. Youkhana, who had indicated that he would attend the Committee, was not in attendance. City staff reported that Mr. Youkhana had been working with the Alliance SBDC Consultant (Alan Seaton) to formulate his business idea. It was further reported that City staff had coordinated a meeting late last year with Mr. Youkhana and the appropriate City, County and Fire District personnel to discuss the business proposal and to outline some of the items (business license/fees, plans, grease interceptor, hood/fire suppression system, food handling requirement, etc.) that would need to be provided and addressed before the business could open. Mr. Youkhana's proposal included a request for application to the City of Hughson's Business Assistance Program (\$5,000 grant to assist with cost of grease interceptor and \$10,000 no-interest loan for other start up costs). The Committee discussed the written proposal and requested that additional information be provided for their consideration. This included financial documents and the executed lease from the applicant, a traffic mitigation plan, and building permit information. City staff indicated that they would contact Mr. Youkhana regarding this request for additional information. The Alliance was also asked to assist the City develop an evaluation process for future business assistance requests.

3.3: Review and Discuss Project Site Selection Process

City Manager Mendez shared with the Economic Development Committee the types of project site selection referrals that are typically received by the City of Hughson from the Stanislaus Economic Development and Workforce Alliance. These included whole milk powder plants, dry storage distribution centers, auto park manufacturers, food processing and Chinese pipe/fitting manufacturing. City staff also shared information that had been previously provided of possible project sites in Hughson to the Alliance. Mr. Rey Campanur shared that the Alliance could assist to revisit this information and also do some market study research for the City of Hughson.

4. EDC COMMENTS:

City Manager Mendez shared some documents for information only purposes. They included the business assistance program brochure that had been prepared for the City by the Alliance and a recent article in the Hughson Chronicle highlighting the program.

ADJOURNMENT: 6:50pm

To: The Hughson Economic Development Committee From Ashur Youkhana, Snow White Drive In

Thank you for considering my project. I propose to rehabilitate and renovate the roadside hamburger stand at the 3000 block of Santa Fe Avenue and Tully Road, Although just a simple hamburger stand, this location is known and renown in the area for many years as a fun place, a way stop on the Santa Fe corridor, and one of the icon identifiers of Hughson.

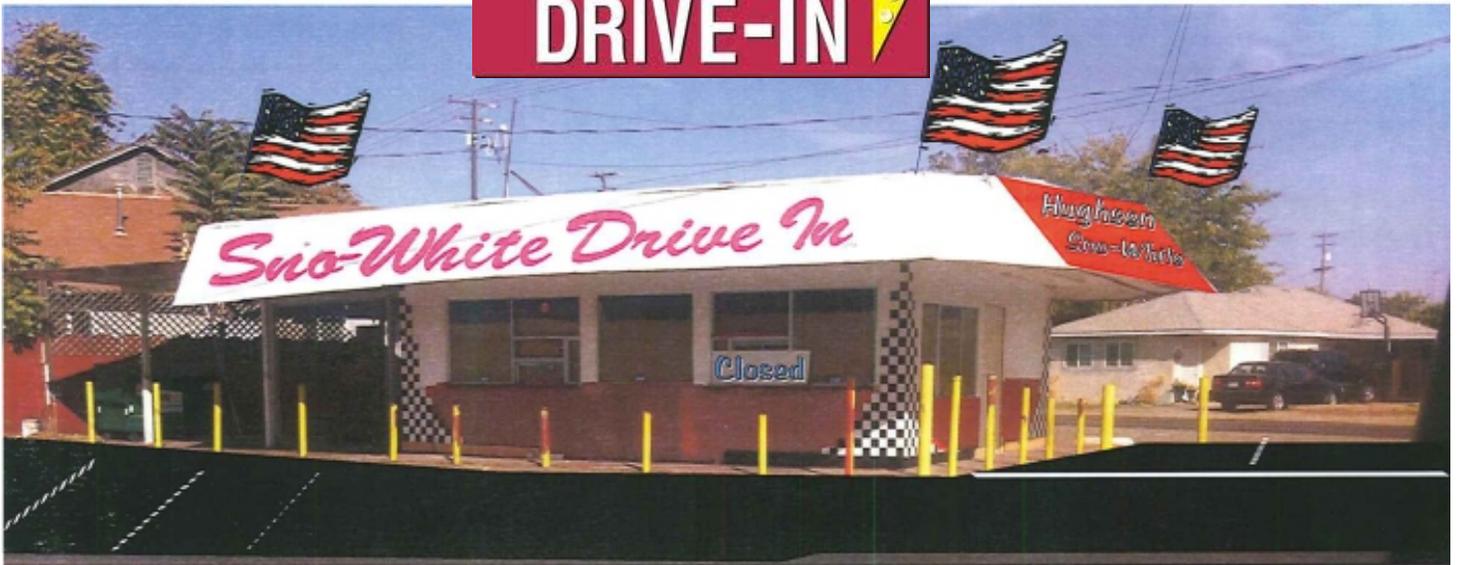


I have learned and understand that the City of Hughson is looking to ignite and revitalize the commerce and retail engine of Hughson with an incentive program targeting new businesses looking to open in the City and/or renovate an existing location with the goals of keeping commerce within the city and also drawing additional commerce from outside the Hughson area.

I feel my proposal would meet those needs and provide a vehicle to promote the efforts of Hughson, and show that :”Hughson Means Business”

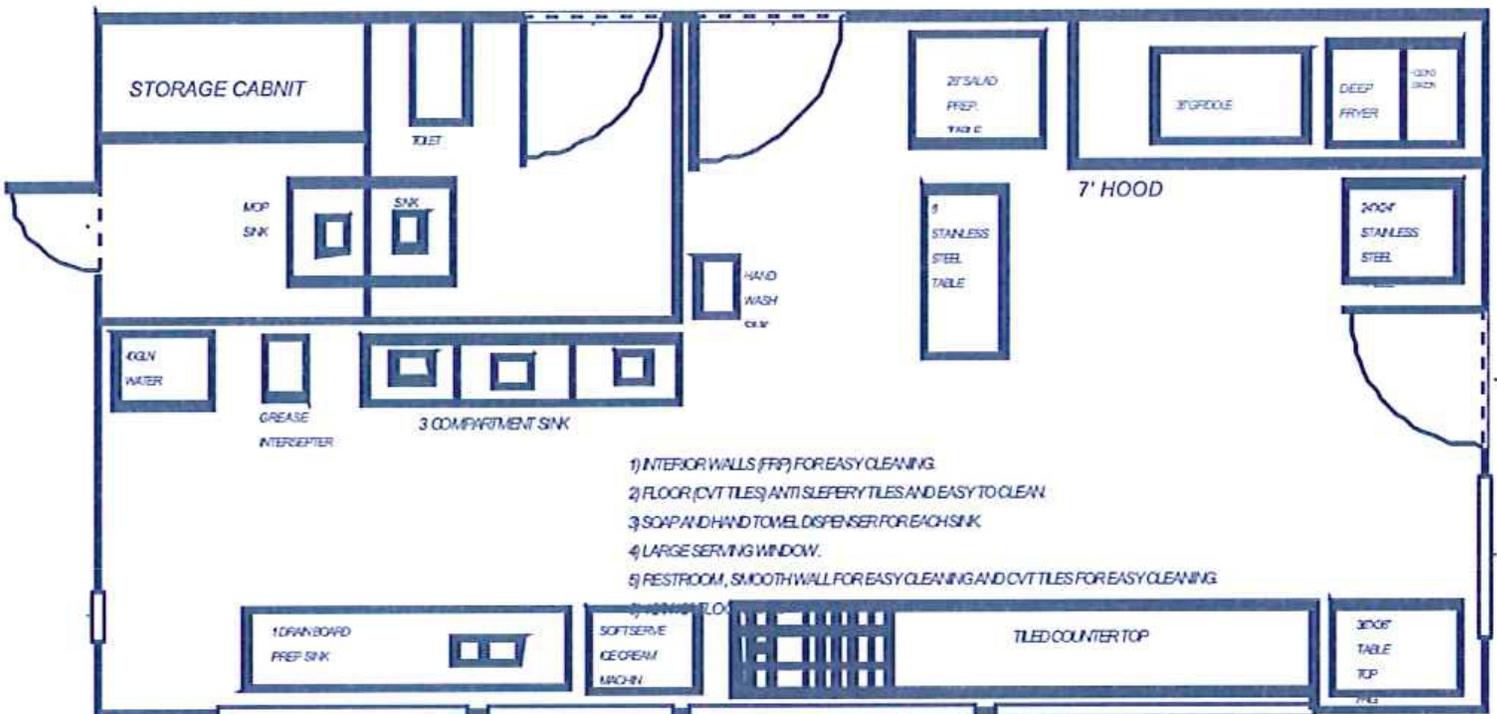
My background includes a successful restaurant in Oakdale, the Snow White Drive In, at 420 N. Yosemite, a 60’s style diner with fresh made hamburgers and fries, hot dogs and milkshakes. Comfort food for the whole family.





black top all around

I propose to take the property at Santa Fe Avenue and Tully Rd. and create a second Snow White location in Hughson revisiting an early time in Hughson with an old fashioned hamburger and hot dog stand. I feel excited about working with the City of Hughson and want to be part of the efforts to attract new business and retain the commerce potential of it's residents, and the surrounding area



Floor Plan



My plans are to complete the project in 2 phases.

Phase one would be to clean up and prepare the location to become a hot dog stand with minimal impact on the city systems, and the surrounding area.

Phase two would be the beautification and renovation of the location to include, outdoor garden seating, new asphalt parking lot all around, eye catching yet tasteful flag and banner arrangements, and a remodeled interior as well as an expanded menu including burgers & fries.

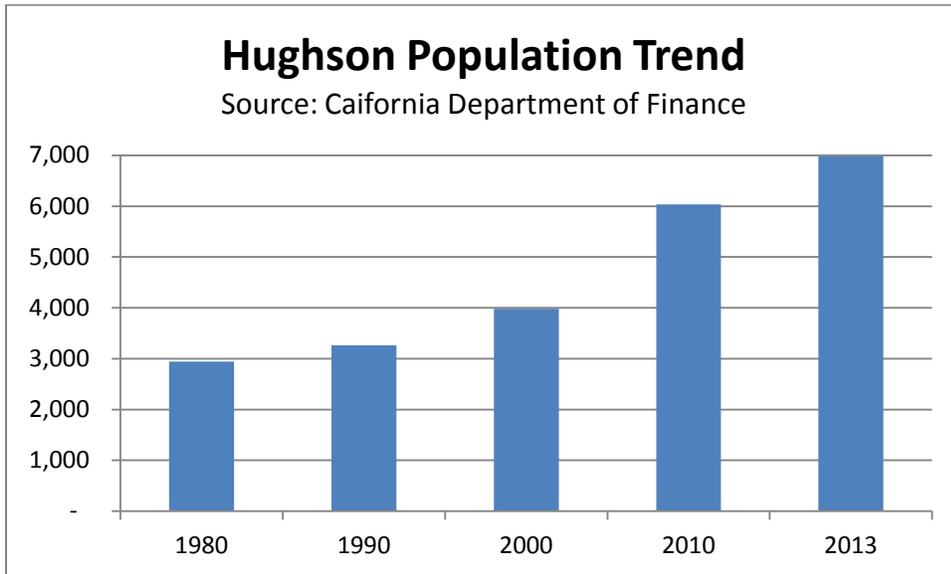
My request is for a \$5000 grant under the Hughson Incentive Program to be intended specifically for an interceptor apparatus for the collection of grease and gray water, when the menu is expanded to include hamburgers and fries.

In addition I would request a no interest loan of \$15,000 for a period of 6 months to complete phase 2. I am confident that once cash flow is established at the Hughson location and with the assistance of the parent location in Oakdale, I would be able to repay such amount in short order.

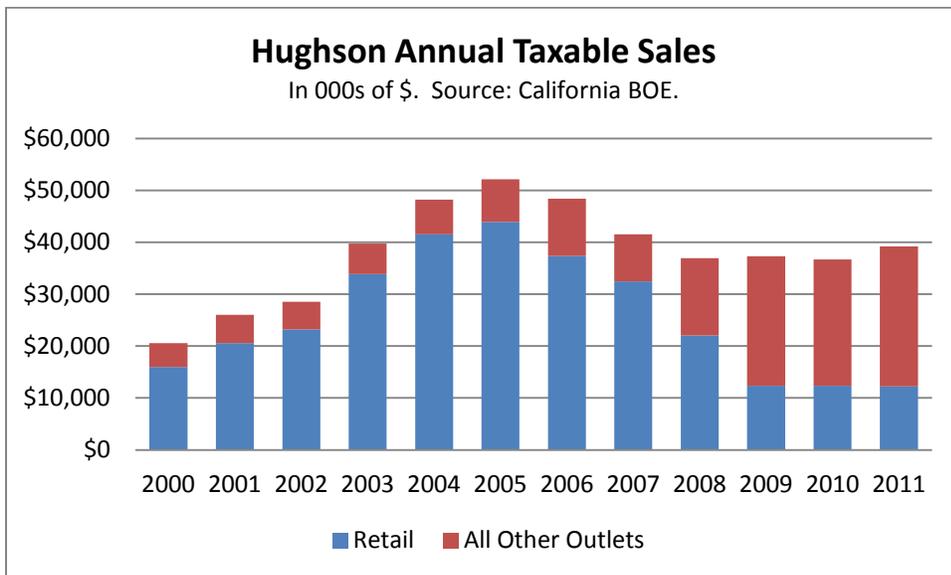
This incentive package would allow me the flexibility to renovate the Hughson location, and to operate the Oakdale effectively at the same time.

Respectfully submitted,

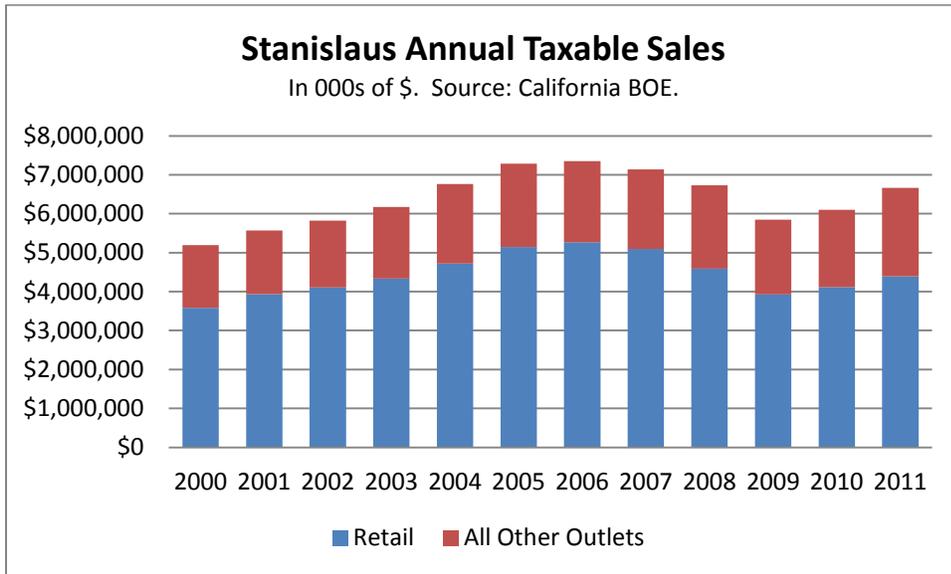
Ashur Youkhana
Snow White Restaurants



Population growth in the City has been impressive, rising from 2,943 residents in 1980 to 6,979 by the start of 2013.



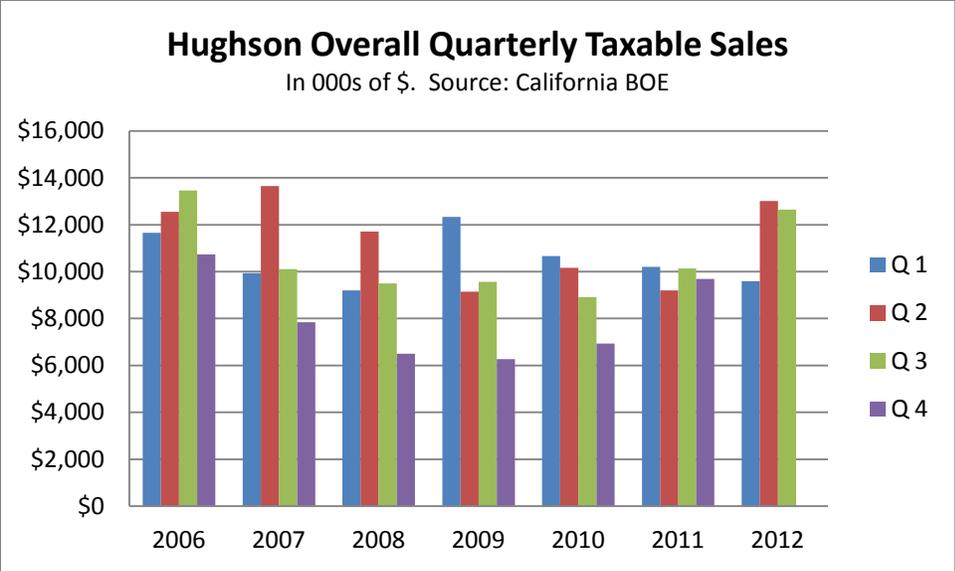
Hughson’s taxable retail sales peaked at \$52.2 million in 2005, coinciding with the top of the regional housing market. Since bottoming three years later at \$36.9 million, this indicator has been on a gradual rise. However, the share of volume coming from “all other outlets” has become the largest component, likely reflecting a change in how one or more major seller’s business is classified. According the California Board of Equalization, “all other outlets” mostly reflects business equipment and construction goods.



Hughson still represents only a small share of Countywide taxable sales. Proximity to larger, nearby cities and the “gravitational effect” they exert on shoppers can be a challenge.

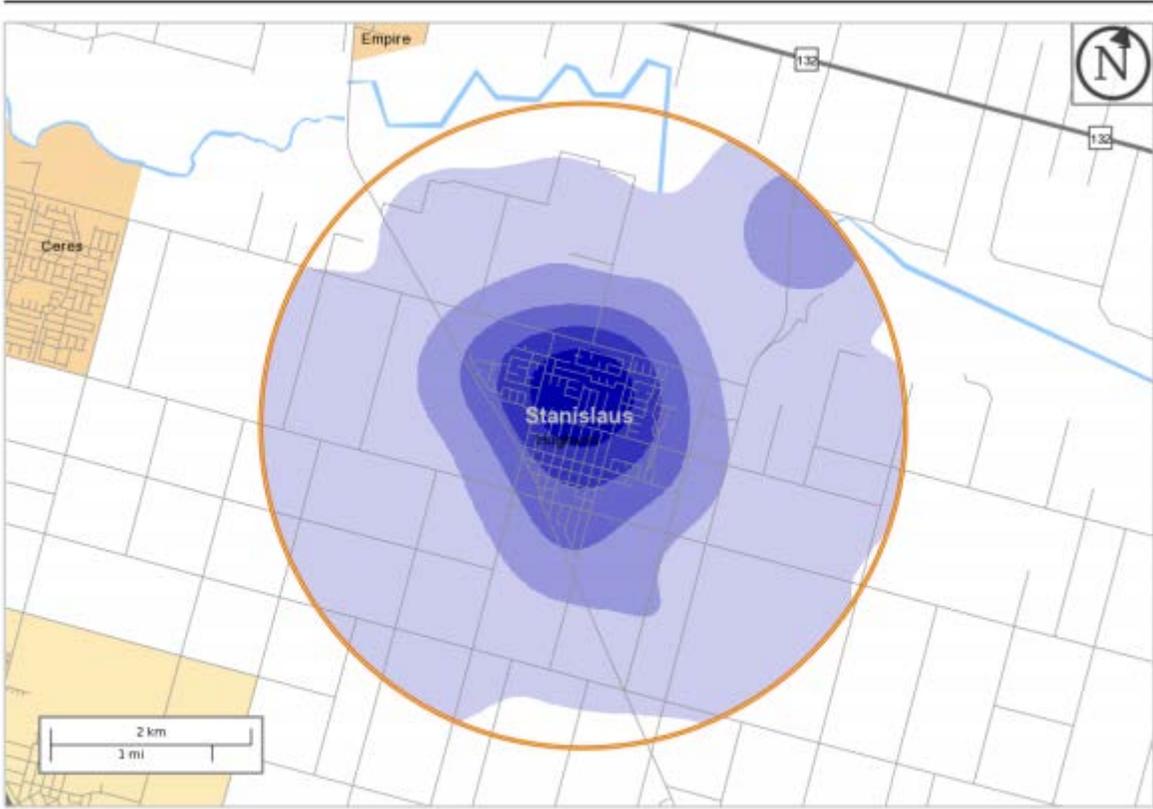


Quarterly taxable sales trends show that conditions for classic retailers (as opposed to other generators of sales tax) remain challenging. As noted earlier, the sales drop-off in mid-2008 appears to be tied to a change in the way the state classifies certain businesses.



On the other hand, overall quarterly taxable sales, which includes revenues from business equipment and construction goods plus regular retail revenues, shows an uptrend.

Residence Location For All Workers in a 2-Mile Radius, OnTheMap 2011



Map Legend

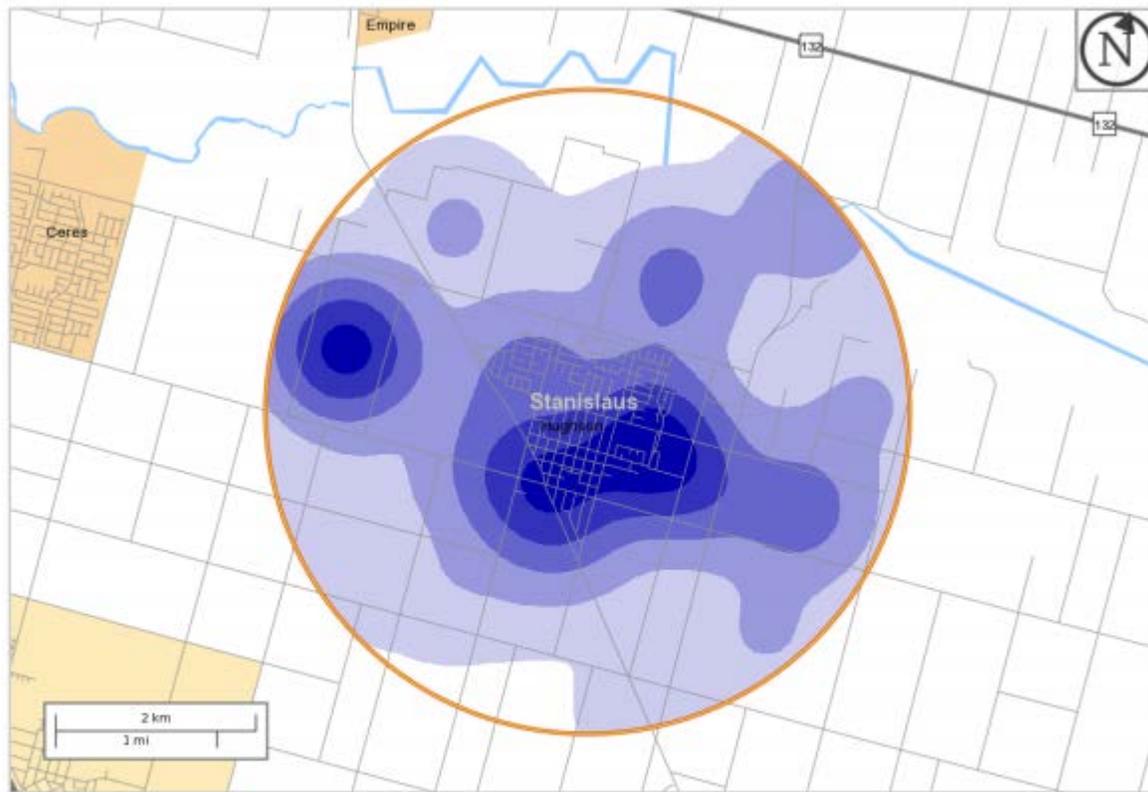
- Job Density [Jobs/Sq. Mile]**
- 5 - 119
 - 120 - 461
 - 462 - 1,031
 - 1,032 - 1,829
 - 1,830 - 2,856

- Selection Areas**
- ★ Analysis Selection



Hughson’s retail trade area can be interpreted as including residents living within a two-mile radius of the center of the community. In this case, the map is centered on the intersection of Fox and 4th Street. The above map depicts the population density of employed residents inside the two-mile radius area, totaling 2,743 individuals. For comparison, the same Census database shows 2,297 employed residents inside the City limits during 2011.

Employment Location Density in a 2-Mile Radius, OnTheMap 2011



Map Legend

Job Density [Jobs/Sq. Mile]

- 5 - 50
- 51 - 187
- 188 - 415
- 416 - 735
- 736 - 1,146

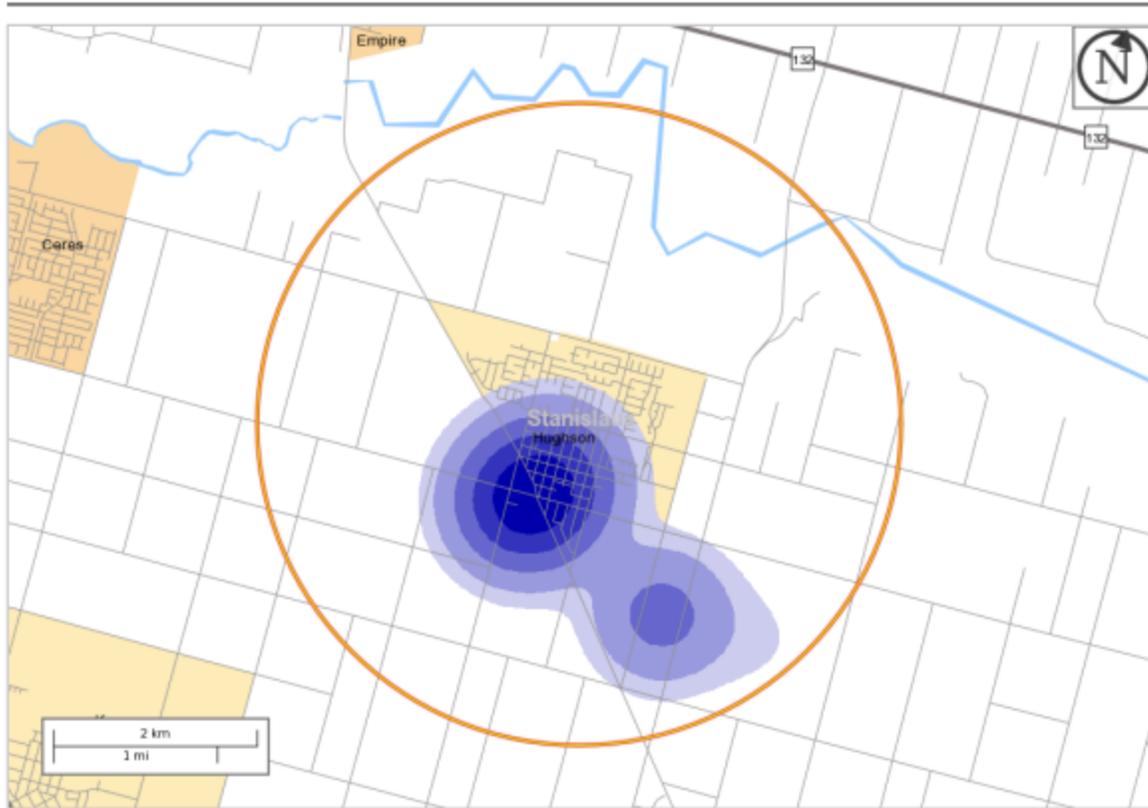
Selection Areas

- ★ Analysis Selection



Actual jobs (not residences) are largely centered inside City limits, with the notable exception of the vicinity of a large commercial nursery to the west.

Retail Employment Location Density in a 2-Mile Radius, OnTheMap 2010



Map Legend

Job Density [Jobs/Sq. Mile]

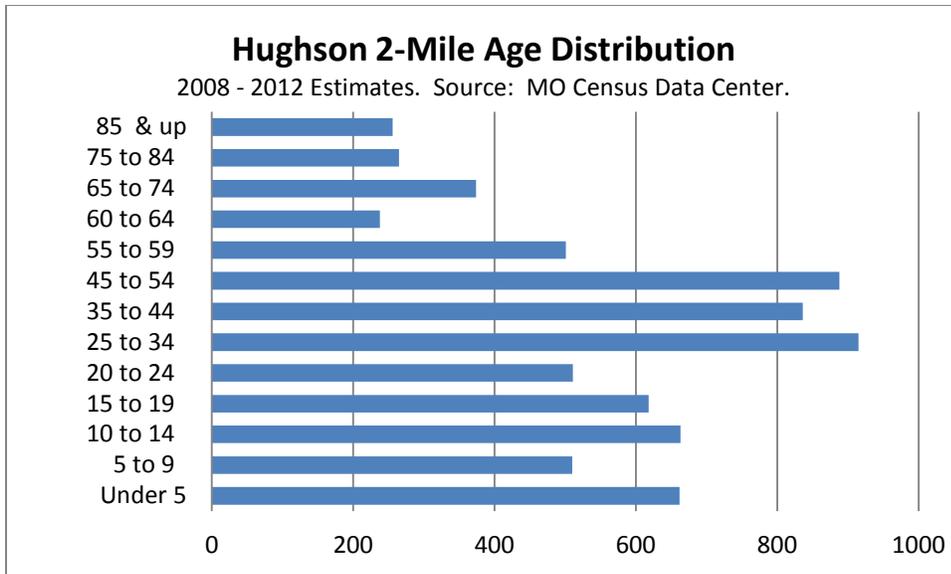
- 5 - 12
- 13 - 35
- 36 - 73
- 74 - 126
- 127 - 195

Selection Areas

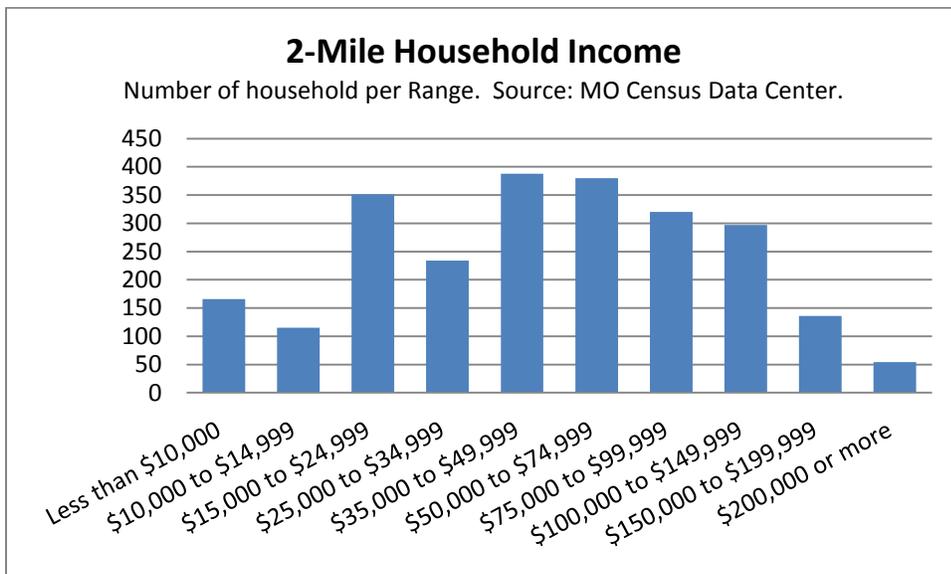
- Analysis Selection



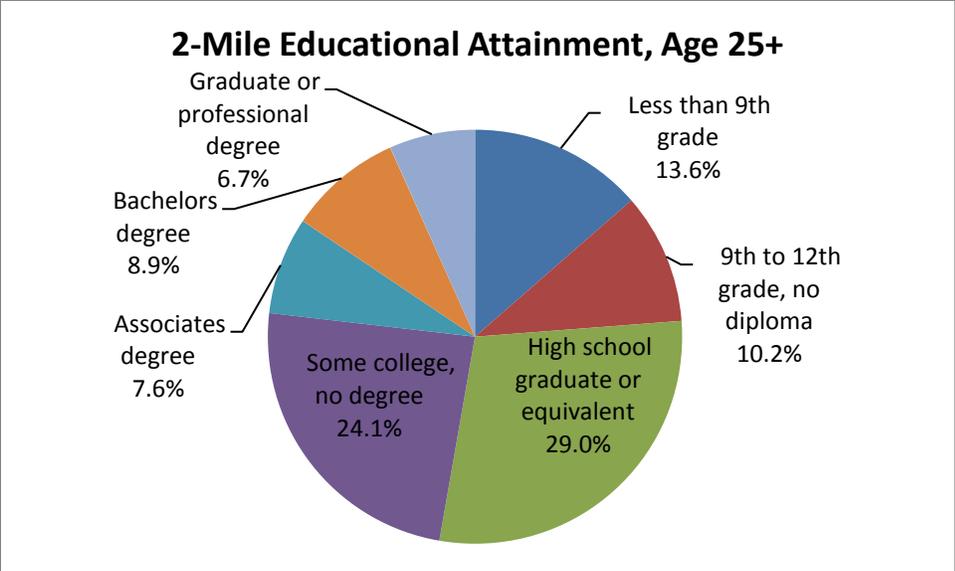
Looking more specifically at jobs in the retail sector, 2010 Census data shows a concentration in the vicinity of Santa Fe and Whitmore Avenues. Data from the 2010 vintage is used in this graphic due to anomalies in the 2011 retail mapping information.



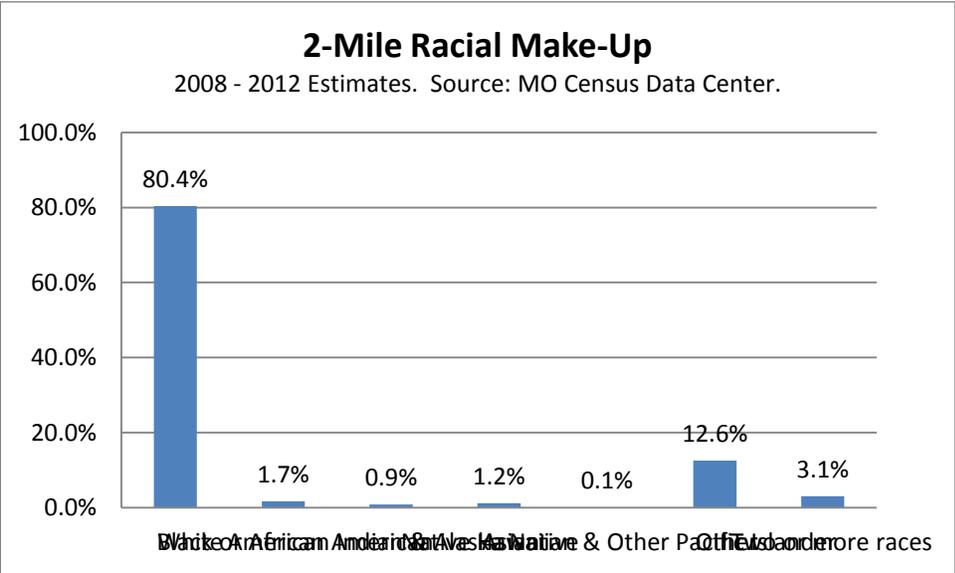
The market area includes a relatively large segment of children, with over one-fourth of the 7,237 people being under 15 years of age. A significant share for “super seniors” aged 75 and above is partly fueled by the location of a lifestyle facility in the radius area. Overall, the median age is 33.7.



Median 2012 income stands at \$51,075 for the 2,441 households in the two-mile radius area, slightly lower than the national median of \$53,046. Very nearly one-fifth of households near Hughson earn at least \$100,000 per year.



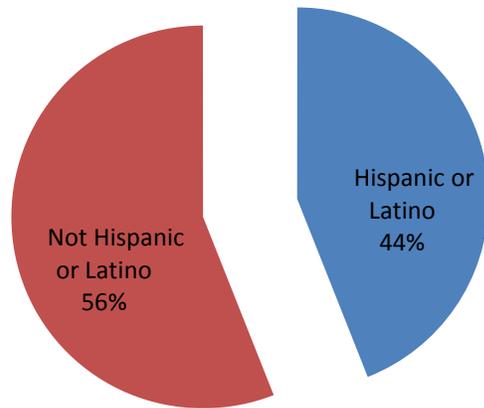
Educational attainment is another factor many retailers consider when evaluating a community's fit with target demographics.



Census data attempts to measure ethnicity in multiple ways.

2-Mile Latino/Non-Latino Status

2008 - 2012 estimates. Source: MO Census Data Center.



The Latino population represents a growing portion of the area's population.

Retail Gap Estimates for a 2-Mile Radius of Hughson

Source: Nielsen-Claritas SiteReports

	2013 Demand (Spending)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	105,097,116	36,510,158	68,586,958
Motor Vehicle and Parts Dealers	13,640,079	1,867,132	11,772,947
Automotive Dealers	11,525,975	820,222	10,705,753
Other Motor Vehicle Dealers	704,898	12,587	692,311
Automotive Parts/Accsrs, Tire Stores	1,409,206	1,034,323	374,883
Furniture and Home Furnishings Stores	2,139,374	682,641	1,456,733
Furniture Stores	1,100,582	466,558	634,024
Home Furnishing Stores	1,038,792	216,083	822,709
Electronics and Appliance Stores	1,939,265	0	1,939,265
Appliances, TVs, Electronics Stores	1,432,821	0	1,432,821
Household Appliances Stores	254,442	0	254,442
Radio, Television, Electronics Stores	1,178,379	0	1,178,379
Computer and Software Stores	454,179	0	454,179

Camera and Photographic Equipment Stores	52,265	0	52,265
Building Material, Garden Equip Stores	9,909,694	13,258,741	(3,349,047)
Building Material and Supply Dealers	8,951,504	12,727,918	(3,776,414)
Home Centers	3,633,956	0	3,633,956
Paint and Wallpaper Stores	143,379	0	143,379
Hardware Stores	953,557	928,229	25,328
Other Building Materials Dealers	4,220,612	11,799,689	(7,579,077)
Building Materials, Lumberyards	1,587,878	4,613,678	(3,025,800)
Lawn, Garden Equipment, Supplies Stores	958,190	530,823	427,367
Outdoor Power Equipment Stores	90,342	0	90,342
Nursery and Garden Centers	867,848	530,823	337,025
Food and Beverage Stores	15,593,673	5,417,462	10,176,211
Grocery Stores	13,553,426	3,563,118	9,990,308
Supermarkets, Grocery (Ex Conv) Stores	12,930,040	3,559,829	9,370,211
Convenience Stores	623,386	3,289	620,097
Specialty Food Stores	1,171,765	1,473,322	(301,557)
Beer, Wine and Liquor Stores	868,482	381,022	487,460
Health and Personal Care Stores	5,877,932	2,487,222	3,390,710
Pharmacies and Drug Stores	4,678,651	2,167,811	2,510,840
Cosmetics, Beauty Supplies, Perfume Stores	410,522	313,374	97,148
Optical Goods Stores	249,099	0	249,099
Other Health and Personal Care Stores	539,660	6,037	533,623
Gasoline Stations	11,103,237	3,665,309	7,437,928
Gasoline Stations With Conv Stores	8,096,077	0	8,096,077
Other Gasoline Stations	3,007,160	3,665,309	(658,149)
Clothing and Clothing Accessories Stores	5,402,560	371,907	5,030,653
Clothing Stores	4,177,114	366,024	3,811,090
Men's Clothing Stores	232,301	0	232,301
Women's Clothing Stores	914,183	14,988	899,195
Childrens, Infants Clothing Stores	289,956	0	289,956
Family Clothing Stores	2,205,846	351,036	1,854,810
Clothing Accessories Stores	165,843	0	165,843
Other Clothing Stores	368,983	0	368,983
Shoe Stores	687,416	0	687,416
Jewelry, Luggage, Leather Goods Stores	538,030	5,883	532,147
Jewelry Stores	492,355	5,883	486,472
Luggage and Leather Goods Stores	45,675	0	45,675

Sporting Goods, Hobby, Book, Music Stores	2,183,643	118,988	2,064,655
Sportng Goods, Hobby, Musical Inst Stores	1,677,674	111,904	1,565,770
Sporting Goods Stores	907,966	108,926	799,040
Hobby, Toys and Games Stores	527,367	0	527,367
Sew/Needlework/Piece Goods Stores	116,877	0	116,877
Musical Instrument and Supplies Stores	125,465	2,978	122,487
Book, Periodical and Music Stores	505,969	7,084	498,885
Book Stores and News Dealers	427,327	0	427,327
Book Stores	391,720	0	391,720
News Dealers and Newsstands	35,607	0	35,607
Prerecorded Tapes, CDs, Record Stores	78,642	7,084	71,558
General Merchandise Stores	14,929,763	558,882	14,370,881
Department Stores Excl Leased Depts	5,975,075	558,882	5,416,193
Other General Merchandise Stores	8,954,689	0	8,954,689
Miscellaneous Store Retailers	2,755,017	1,749,037	1,005,980
Florists	129,542	1,279,314	(1,149,772)
Office Supplies, Stationery, Gift Stores	890,612	325,059	565,553
Office Supplies and Stationery Stores	472,771	0	472,771
Gift, Novelty and Souvenir Stores	417,841	325,059	92,782
Used Merchandise Stores	289,253	0	289,253
Other Miscellaneous Store Retailers	1,445,610	144,664	1,300,946
Non-Store Retailers	8,272,596	796,072	7,476,524
Foodservice and Drinking Places	11,350,282	5,536,762	5,813,520
Full-Service Restaurants	5,227,004	1,353,802	3,873,202
Limited-Service Eating Places	4,697,326	4,180,502	516,824
Special Foodservices	909,815	2,458	907,357
Drinking Places -Alcoholic Beverages	516,137	0	516,137

Retail Gap Estimates for a 2-Mile Radius of Hughson

Source: Nielsen-Claritas SiteReports & 2007 U.S. Economic Census

	Opportunity Gap/Surplus	U.S. Census Average Sales per Establishment
Retail Stores		
Total Retail Sales Incl Eating and Drinking Places	68,586,958	
Motor Vehicle and Parts Dealers	11,772,947	

Automotive Dealers	10,705,753	14,726,888
Other Motor Vehicle Dealers	692,311	3,763,872
Automotive Parts/Accsrs, Tire Stores	374,883	1,240,889
Furniture and Home Furnishings Stores	1,456,733	
Furniture Stores	634,024	2,017,512
Home Furnishing Stores	822,709	1,378,329
Electronics and Appliance Stores	1,939,265	
Appliances, TVs, Electronics Stores	1,432,821	2,218,070
Household Appliances Stores	254,442	1,874,598
Radio, Television, Electronics Stores	1,178,379	2,328,451
Computer and Software Stores	454,179	1,915,321
Camera and Photographic Equipment Stores	52,265	1,960,241
Building Material, Garden Equip Stores	(3,349,047)	
Building Material and Supply Dealers	(3,776,414)	3,980,217
Home Centers	3,633,956	19,390,371
Paint and Wallpaper Stores	143,379	1,279,003
Hardware Stores	25,328	1,223,445
Other Building Materials Dealers	(7,579,077)	2,954,823
Building Materials, Lumberyards	(3,025,800)	
Lawn, Garden Equipment, Supplies Stores	427,367	1,799,787
Outdoor Power Equipment Stores	90,342	1,317,531
Nursery and Garden Centers	337,025	1,931,979
Food and Beverage Stores	10,176,211	
Grocery Stores	9,990,308	5,388,893
Supermarkets, Grocery (Ex Conv) Stores	9,370,211	7,185,863
Convenience Stores	620,097	818,560
Specialty Food Stores	(301,557)	776,045
Beer, Wine and Liquor Stores	487,460	1,690,187
Health and Personal Care Stores	3,390,710	
Pharmacies and Drug Stores	2,510,840	4,805,378
Cosmetics, Beauty Supplies, Perfume Stores	97,148	759,021
Optical Goods Stores	249,099	610,839
Other Health and Personal Care Stores	533,623	693,412
Gasoline Stations	7,437,928	3,792,760
Gasoline Stations With Conv Stores	8,096,077	3,448,696
Other Gasoline Stations	(658,149)	5,371,688

Clothing and Clothing Accessories Stores	5,030,653	
Clothing Stores	3,811,090	1,589,623
Men's Clothing Stores	232,301	1,026,126
Women's Clothing Stores	899,195	1,089,546
Childrens, Infants Clothing Stores	289,956	1,314,867
Family Clothing Stores	1,854,810	2,974,892
Clothing Accessories Stores	165,843	761,248
Other Clothing Stores	368,983	909,999
Shoe Stores	687,416	944,202
Jewelry, Luggage, Leather Goods Stores	532,147	1,073,273
Jewelry Stores	486,472	1,053,586
Luggage and Leather Goods Stores	45,675	1,520,253
Sporting Goods, Hobby, Book, Music Stores	2,064,655	
Sportng Goods, Hobby, Musical Inst Stores	1,565,770	1,430,271
Sporting Goods Stores	799,040	1,549,869
Hobby, Toys and Games Stores	527,367	1,670,748
Sew/Needlework/Piece Goods Stores	116,877	709,480
Musical Instrument and Supplies Stores	122,487	1,246,277
Book, Periodical and Music Stores	498,885	1,364,075
Book Stores and News Dealers	427,327	1,548,928
Book Stores	391,720	1,685,130
News Dealers and Newsstands	35,607	658,650
Prerecorded Tapes, CDs, Record Stores	71,558	853,180
General Merchandise Stores	14,370,881	
Department Stores Excl Leased Depts	5,416,193	24,536,141
Other General Merchandise Stores	8,954,689	9,852,543
Miscellaneous Store Retailers	1,005,980	
Florists	(1,149,772)	317,097
Office Supplies, Stationery, Gift Stores	565,553	952,297
Office Supplies and Stationery Stores	472,771	2,388,938
Gift, Novelty and Souvenir Stores	92,782	514,866
Used Merchandise Stores	289,253	521,268
Other Miscellaneous Store Retailers	1,300,946	1,145,121
Non-Store Retailers	7,476,524	
Full-Service Restaurants	3,873,202	
Limited-Service Eating Places	516,824	
Special Foodservices	907,357	
Drinking Places -Alcoholic Beverages	516,137	



Small Towns, Big Ideas

Case Studies in Community Economic Development

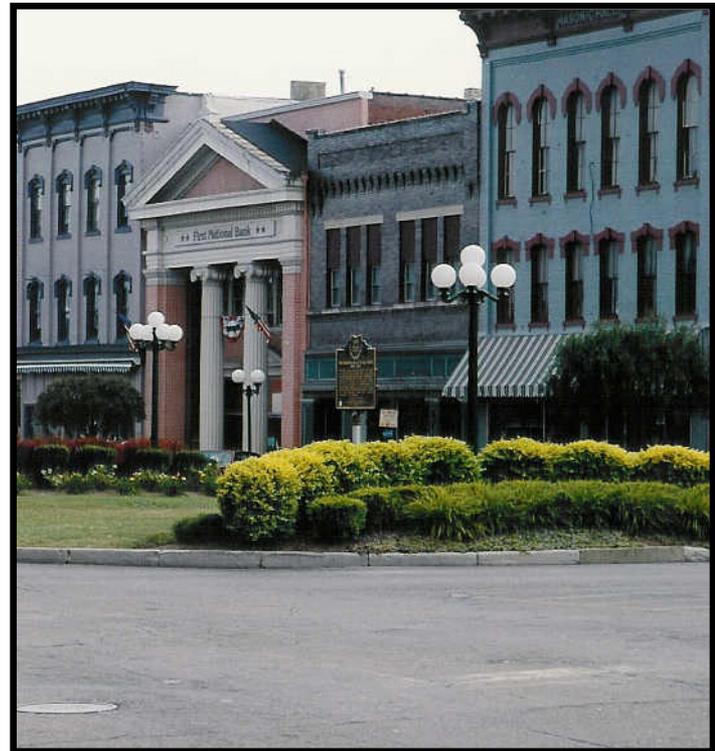
UNC Working Group on Economic Development
October 11, 2007

Will Lambe
School of Government

Small Towns, Big Ideas

Agenda

- Background
- Case selection
- Towns & strategies
- Seven themes



Nelsonville, Ohio (pop. 5,230)

Small Towns, Big Ideas

Basic Parameters

- *Community Economic Development* case studies
- ≈50 cases (1/2 from NC, 1/2 from other states)
- Unit of analysis: small town, population ≤ 10,000
- Broad range of strategies/contexts
- Locally-driven, bottom-up approaches
- “Stories” – narrative important
- Audience – small town civic leaders

Small Towns, Big Ideas

Case Selection

- 10 *longer* analytic cases, 40 *shorter* descriptive cases
- Criteria:
 - towns (pop $\leq 10,000$) with active CED programs/initiatives/strategies
 - local organizations involved
 - “successful” outcomes (econ, social, civic, enviro)OR
 - innovative/distinctive practice or organizational structure
- Key informant/secondary data ID process (≈ 200 towns)
- Screen for diverse set (geog, pop, rural, socio-economic, etc)
- Screen for storyline, strategy, outcomes/impacts, willingness to participate (≈ 100 towns)
- Final screen: advisory board (50 towns)

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Telling the story

Data Collection

- Interviews
 - 10 towns – in person
 - 40 towns – phone/email
- Secondary sources



Fairfield, Iowa (pop. 9,500)

Presentation

- Cases laid out in consistent template
- Chronological narrative
- Quotes to incorporate personalities and bring story to life

Small Towns, Big Ideas

Communities Profiled

Community "type"	# cases (%)
Metro- or interstate highway-adjacent	11 (24%)
Rural, recreation or retirement-destination or abundance of natural assets	16 (35%)
Rural, facing persistent poverty, population loss, or low education challenges	18 (40%)

States	# cases (%)
NC	22 (49%)
MN	3 (7%)
VA	2 (4%)
MO	2 (4%)
GA	2 (4%)
AR	2 (4%)
SC, OR, TN, IA, MS, OH, MD, NE, IN, CA, ND, WV	1 from each



Etowah, Tennessee (pop. 3,660)

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Communities Profiled

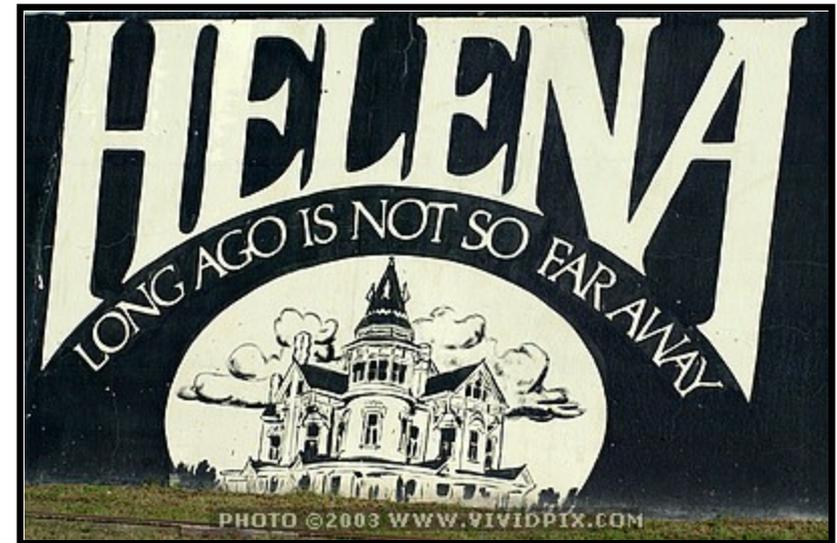
Population	# cases (%)
< 999	7 (16%)
1,000-1,999	5 (11%)
2,000-2,999	7 (16%)
3,000-3,999	5 (11%)
4,000-4,999	4 (9%)
5,000-5,999	4 (9%)
6,000-6,999	3 (7%)
7,000-7,999	3 (7%)
8,000-8,999	3 (7%)
9,000-9,999	2 (7%)
> 10,000	2 (7%)
Min: 175 (Chim Rock)/ Max: 15,000 (Helena) / Mean: 4,325	

Municipal Budget (\$ million)	# cases (%)
< 1	6 (14%)
1-3	12 (28%)
4-6	11 (16%)
7-9	2 (5%)
10-12	3 (7%)
13-15	3 (7%)
16-18	3 (7%)
19-21	2 (5%)
> 22	1 (2%)
Min: 0.125 (Reynolds)/ Max: 42 (Branson)/ Mean: 7.2	

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Strategies Profiled

Strategies/Tools	# cases (%)
Entrepreneurship	16 (36%)
Downtown development	13 (29%)
Tourism	10 (22%)
Industrial development	9 (20%)
Organizational development	9 (20%)
Arts/Creative economy	5 (11%)
Leadership development	4 (9%)
BR&E	3 (7%)
Workforce development	3 (7%)
Cluster-based development	2 (4%)
Residential development	2 (4%)
Smart growth	2 (4%)
Broadband	2 (4%)
ED Finance	2 (4%)
Philanthropy	2 (4%)
Transportation	1 (2%)
Strategic planning	1 (2%)



Helena, Arkansas (pop. 15,000)

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Seven Themes

1. COMMUNITY CAPACITY: In small towns, *community development is economic development.*
2. FORWARD THINKING: Communities with the most dramatic outcomes tend to be *proactive and future oriented; they embrace change, and assume risk.*



Fairfield, Iowa (pop. 9,500)

Small Towns, Big Ideas

Seven Themes

3. BROAD VISION: The strategies at work in a majority of these communities are guided by a *broadly held local vision*.

4. DEFINING ASSETS & OPPORTUNITIES: *Defining assets and opportunities broadly* can yield innovative strategies that capitalize on a community's competitive advantage.

Small Towns, Big Ideas

Seven Themes

5. CREATIVE GOVERNANCE: *Innovative local governance, partnerships, and organizations* can significantly enhance a community's capacity for a range of community economic development activities.
6. SUSTAINING MOMENTUM: A majority of these communities *identify, measure, and celebrate short-term successes* in order to sustain support for long term strategies.

Small Towns, Big Ideas

Seven Themes

7. COMPREHENSIVE APPROACH: Viable community economic development involves the use of a *comprehensive package of strategies and tools*, rather than a piecemeal approach.



Ord, Nebraska (pop. 2,300)

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Questions, Comments?

Will Lambe

whlambe@sog.unc.edu

(919) 966-4247