

MEETING DATE: **02.11.13**

AGENDA ITEM: Receive and File this Report Regarding the City's Efforts to
Create an Economic Development Strategy

ATTACHMENTS

	<u>Pages</u>
1. MuniServices Scope of Work	1
2. Data collected by MuniServices	2-11
3. Matrices summarizing comments received from Outreach meetings with City Business/property owners	12-17



Scope of Work – Economic Development Work Plan

1.0 Develop Work Plan and Contract

- 1.1 Meet with City to review project scope and timeframe.
- 1.2 Develop work plan.
- 1.3 Develop contract for services.

2.0 Economic Base Analysis

- 2.1 Analyze the economic base of the City.
- 2.2 Hold two meetings with City and staff to review data and analysis of economic base.

3.0 Strengths, Weaknesses, Opportunities, and Threat Analysis (SWOT)

- 3.1 Facilitate three (3) focus groups to gather data and information on what the stakeholders believe are the strengths and challenges of doing business in the City.
- 3.2 Stakeholder participants in the focus groups will be determined by the City. .
- 3.3 Write a SWOT analysis utilizing the Economic Base Analysis and the information gathered from the focus groups.
- 3.4 Meet with City to review SWOT analysis.
- 3.5 Analyze designated commercial districts to ascertain the land use in each area.
Determine the opportunities and challenges presented by each district.

4.0 Leakage Study

- 4.1 Develop a Leakage Study that shows where Culver City is leaking sales tax.
- 4.2 Analyze what economic segments are most at risk of leaving the City and what segments are most likely to be attracted to Culver City.

5.0 Market Analysis Report

- 5.1 Prepare a draft Report.
- 5.2 Meet with City staff to review.
- 5.3 Deliver a final Market Analysis Report.

6.0 Develop Work Plan

- 6.1 Work with City staff and key stakeholders to identify goals and strategies for implementing a successful economic development program.
- 6.2 Develop a matrix that identifies:
Goals, Strategies, Tasks, Timelines, Responsible Parties
- 6.3 Submit Economic Development Work Plan to City
Prepare Draft Work Plan and submit to City staff for comments.
Submit one electronic and five hard copies of the final Work Plan after incorporation comments from City staff.
- 6.4 Present final Plan to City Council.

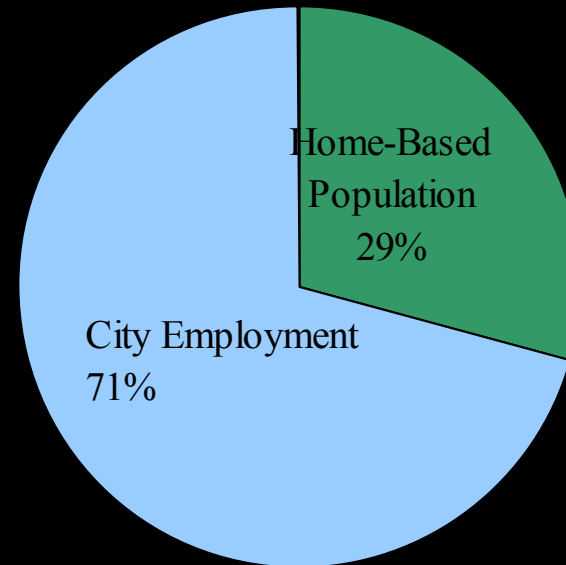


Economic Base Study

Initial Findings

Daytime Population

Total City Employment	41,732
Home-Based Residents	16,930
Daytime Population	58,663

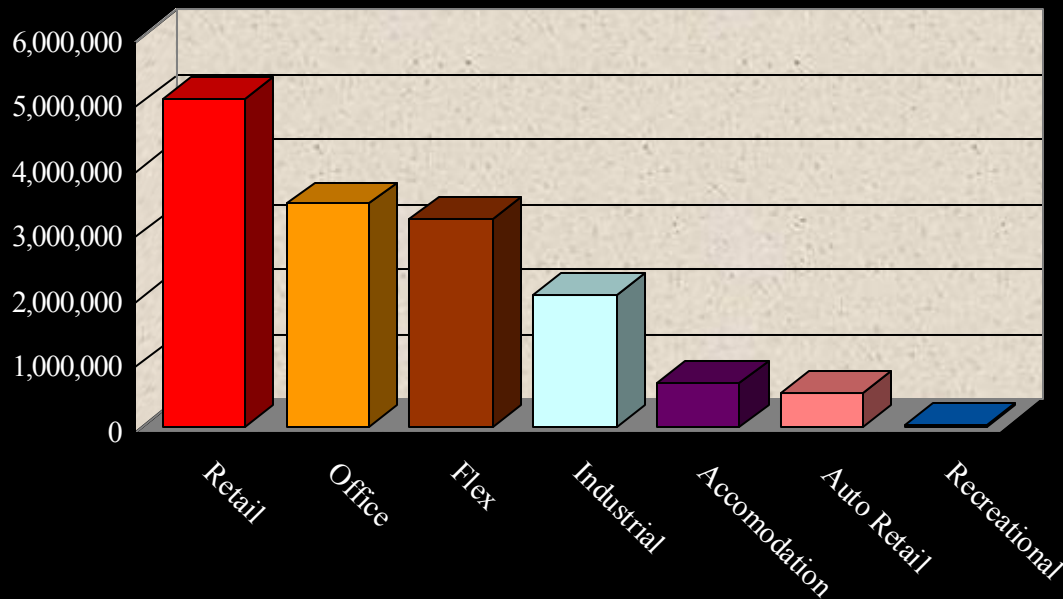
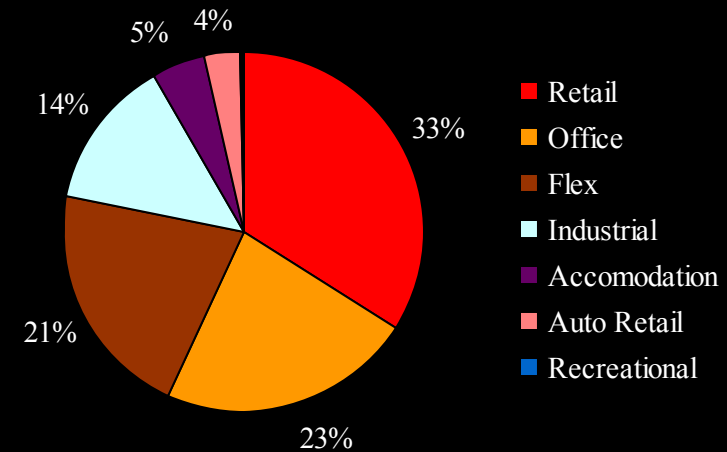


Jobs/Workforce Ratio

Culver City	1.82
Los Angeles County	0.83

Commercial Floorspace

General Use	Square Feet
Retail	5,041,183
Office	3,431,989
Flex	3,195,819
Industrial	2,029,355
Accomodation	684,642
Auto Retail	523,385
Recreational	27,251



Sales Tax Revenue Comparison

	Total Revenue	Population	Revenue Per Capi
<i>Los Angeles County</i>	\$ 1,074,728,821.00	9,817,419	\$ 109.47
El Segundo	\$ 9,430,699	16,476	\$ 572.39
Beverly Hills	\$ 18,059,598	34,833	\$ 518.46
Culver City	\$ 14,204,493	39,795	\$ 356.94
Santa Monica	\$ 24,656,180	87,879	\$ 280.57
Torrance	\$ 37,583,456	141,948	\$ 264.77
West Hollywood	\$ 7,978,491	36,846	\$ 216.54
Manhattan Beach	\$ 7,051,891	35,443	\$ 198.96
Malibu	\$ 1,962,803	13,037	\$ 150.56
Hermosa Beach	\$ 2,658,251	19,158	\$ 138.75
Gardena	\$ 7,203,054	59,441	\$ 121.18
Redondo Beach	\$ 7,920,251	65,598	\$ 120.74
Los Angeles City	\$ 351,744,263	3,805,412	\$ 92.43
Hawthorne	\$ 7,204,520	86,296	\$ 83.49
Long Beach	\$ 38,164,589	472,734	\$ 80.73
Inglewood	\$ 8,409,013	115,268	\$ 72.95
Lawndale	\$ 2,081,037	32,463	\$ 64.10

Economic Sectors

Retail

Information and Media

Professional Services

Manufacturing and Wholesale

Food and Leisure

Health Care

FIRE

Education

Civic

Construction

Personal Services

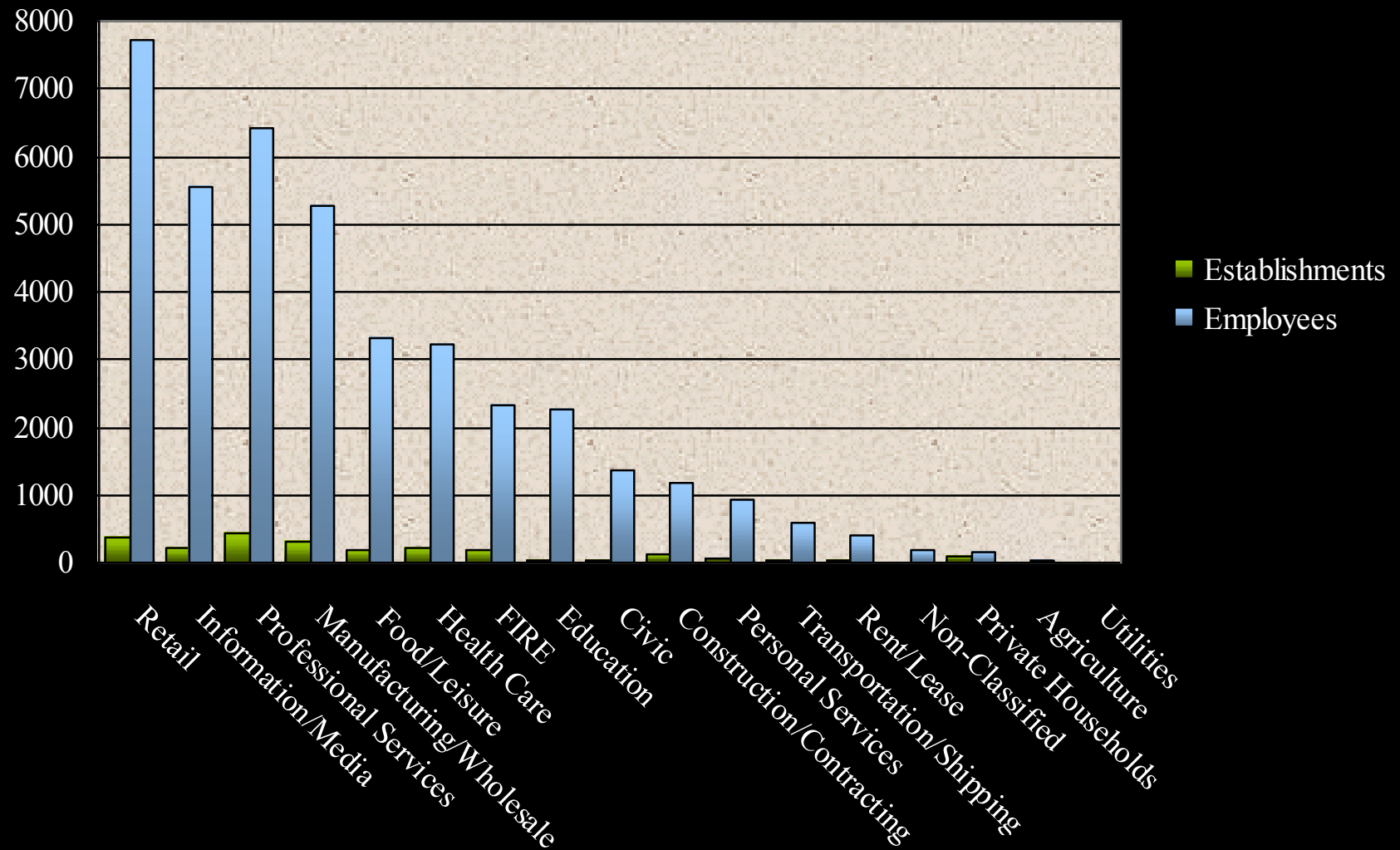
Transport and Shipping

Rent and Lease

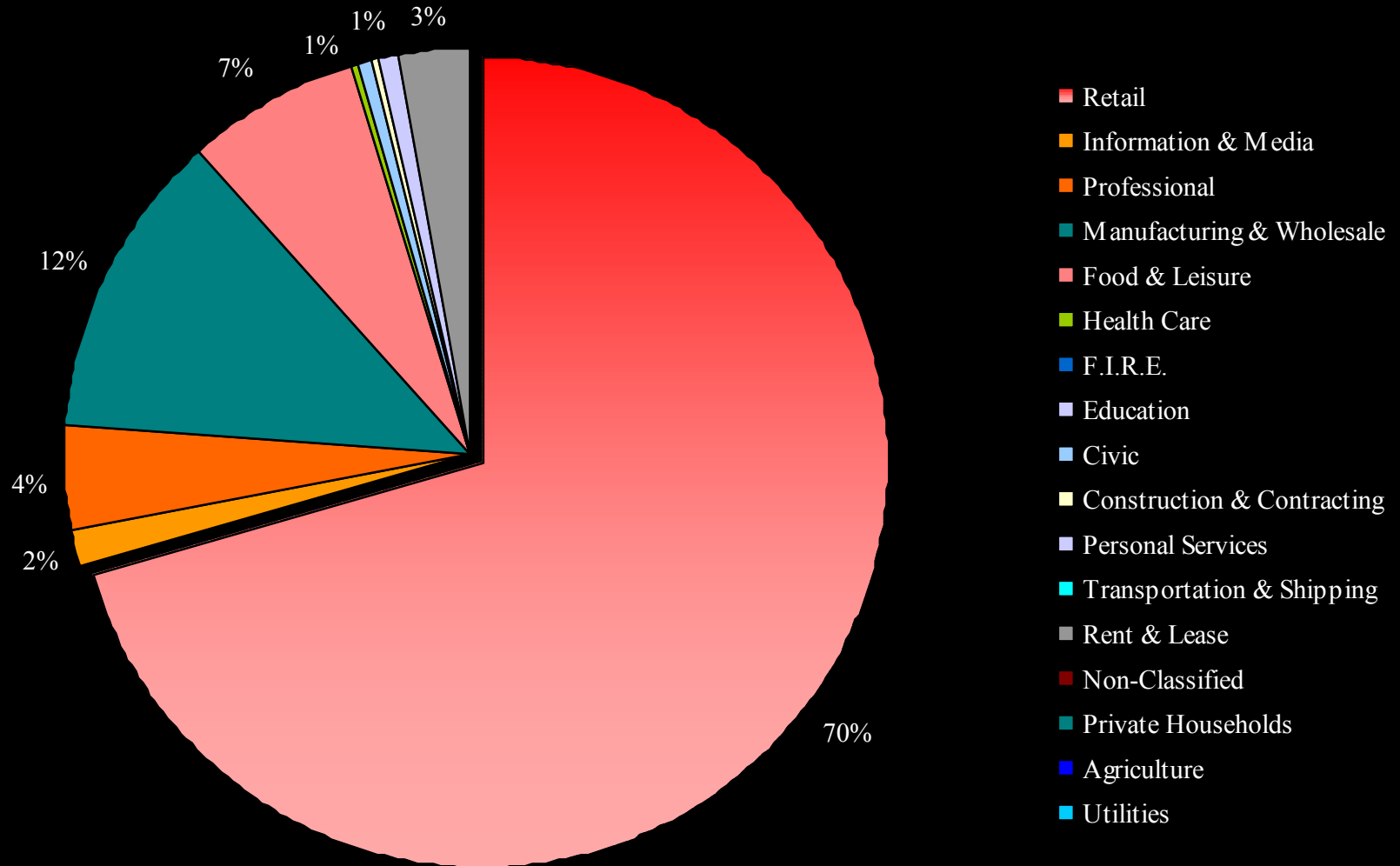
Agriculture

Utilities

Employment by Sector



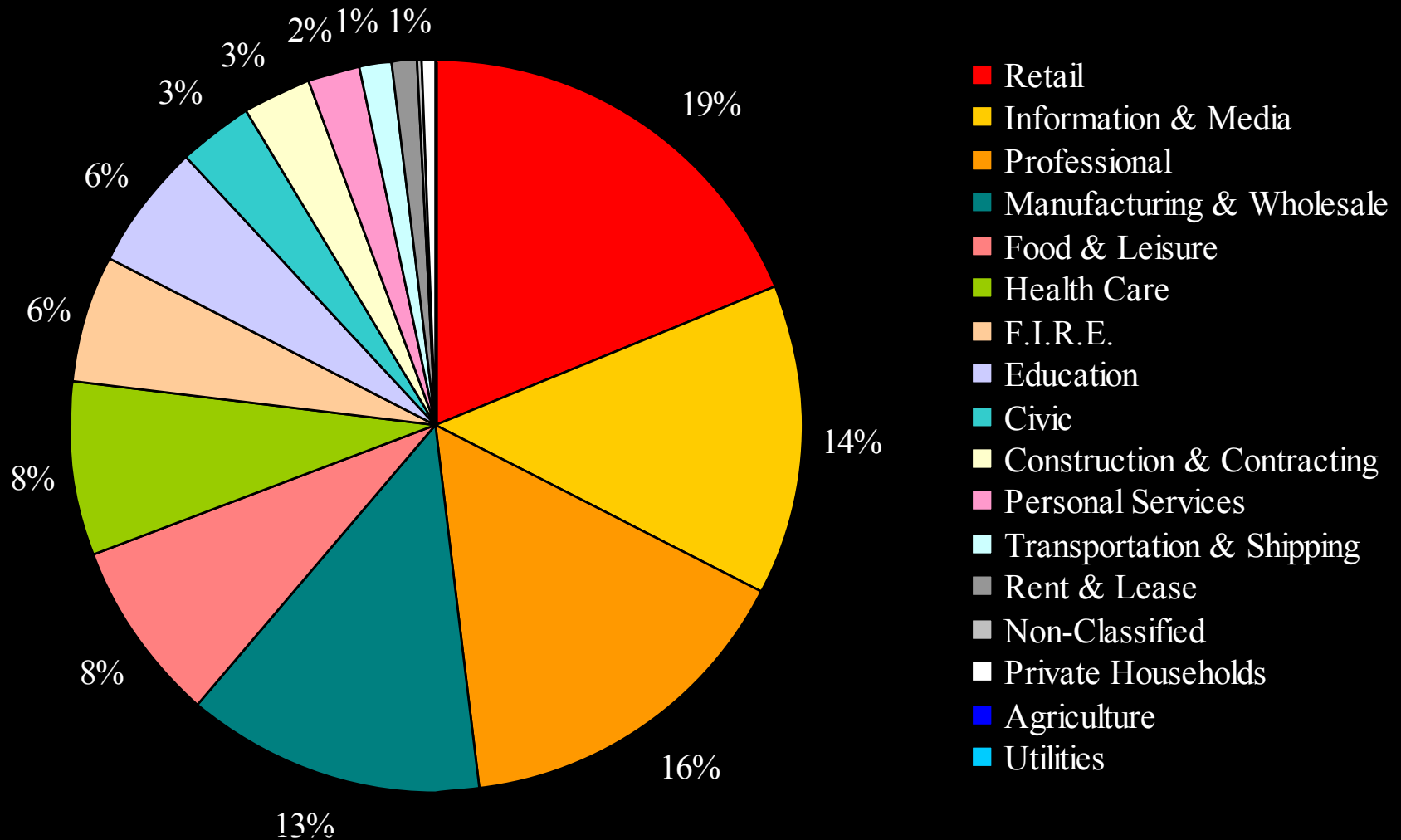
Sales Tax Revenues by Sector



Retail Sales Tax Comparison

Category	Median Total Sales Tax (\$)	Median Sales Tax / SF of Floorspace	Median Sales Tax / SF of Land
Discount Stores (3)	\$ 90,352	\$ 6.48	\$ 4.40
Book Stores (5)	\$ 849	\$ 5.04	\$ 2.34
Large Format Stores	\$ 178,958	\$ 5.76	\$ 2.29
Garden Supply (7)	\$ 51,997	\$ 3.62	\$ 2.29
Gas Stations (16)	\$ 24,692	N/A	\$ 1.69
Auto Dealers (5)	\$ 129,641	N/A	\$ 1.48
Grocery - Liquor (5)	\$ 162,150	\$ 3.10	\$ 1.40
Men's Clothing (16)	\$ 4,119	\$ 2.01	\$ 1.39
Restaurants - Beer & Wine (21)	\$ 4,249	\$ 2.39	\$ 1.16
Fast Food (90)	\$ 2,376	\$ 2.99	\$ 1.11
Shoe Stores (28)	\$ 12,199	\$ 2.80	\$ 1.11
Jewelry Stores (20)	\$ 1,127	\$ 2.33	\$ 1.05
Department Stores	\$ 221,201	\$ 1.52	\$ 0.99
Women's Clothing (29)	\$ 3,193	\$ 2.10	\$ 0.83
Vitamins/Supplements (10)	\$ 3,338	\$ 1.41	\$ 0.73
Package Liquors (11)	\$ 1,557	\$ 1.34	\$ 0.70
Auto Repair (66)	\$ 1,230	\$ 0.97	\$ 0.50
Music Stores (4)	\$ 2,443	\$ 1.12	\$ 0.44
Electronics - Small Format (5)	\$ 2,326	\$ 0.93	\$ 0.42
Home Furnishings (50)	\$ 925	\$ 0.33	\$ 0.37
Bars (15)	\$ 2,170	\$ 1.45	\$ 0.30
Drug Stores (5)	\$ 14,723	\$ 0.65	\$ 0.29
Snacks (6)	\$ 641	\$ 0.50	\$ 0.23
Grocery Stores - Beer/Wine (10)	\$ 1,314	\$ 0.40	\$ 0.21
Coffee Houses (11)	\$ 387	\$ 0.30	\$ 0.16
Portrait Studios (11)	\$ 483	\$ 0.28	\$ 0.14
Hotels (4)	\$ 13,927	\$ 0.06	\$ 0.11
Donut Shops (5)	\$ 102	\$ 0.16	\$ 0.09
Internet Retail (5)	\$ 552	\$ 0.14	\$ 0.09
Grocery - No Alcohol (5)	\$ 299	\$ 0.03	\$ 0.02
Hair Salons (15)	\$ 38	\$ 0.03	\$ 0.02

Sector Employment Breakdown



Core Sectors

Information & Media

Retail and Food & Leisure

Sector Assets

Professional Services

Health Care

Manufacturing/Wholesale

FIRE

Sector Deficits

Corporate Headquarters & Regional Offices

Effective Utilization of Commercial Land

Research & Development

Continuous Retail Corridors

Activity Generators

Sector Opportunities

New Media

Design

Economic Development Strategy - Outreach Discussion Items Fox Hills Area Preliminary Summary of Outreach Comments & Follow-up						
	Projects	Priority*	Duration	Applicable Area**	Responsible Party***	Work Program Tasks
1	Increasing the Parking Supply	H	3-12 months 12-36 months	Citywide	CDD/PW	<u>Short - Term</u> - Reduced cost of metered parking (e.g., Uplander) - Council consideration required - Parking stall restriping (e.g., Uplander) - identify applicable streets, conduct outreach, implement - Automated surplus parking - research, Code amendment, Council consideration required <u>Long - Term</u> - Private parking initiatives - identify properties, work with owner(s) - CFD public parking initiatives/parking garages - identify properties, outreach, bond financing, create CFD
2	Fiber Optic Infrastructure	H	1-6 months 6-18 months	FH, HT, Jefferson	IT/PW/CDD	<u>Short- Term</u> - Meet with Santa Monica to determine project scope - Identify specific areas/path, infrastructure and budget - Conduct outreach with businesses/property owners <u>Long - Term</u> - Council consideration and project implementation
3	Marketing, Branding & Identity	H	1-6 months 6-18 months	Citywide	ED/Consultant	<u>Short - Term</u> - Conduct preliminary research <u>Long - Term</u> - Draft RFP, Council consideration (WW, HT, FH) - Outreach with City and individual districts - Create broad based City branding campaign and logo/materials, etc. - Brand individual districts

4	Area Amenities	M	3-9 months 9-18 months	FH, HT	ED/Planning	<u>Short-Term</u> - Temporary events, shops & services (monthly food trucks, farmers' markets, printing, dry-cleaning) <u>Long - Term</u> - Site identification - Land planning (identify new retail, office and open space areas) - Create a Main Street
5	Local Wayfinding & Connectivity	H	1-6 months 6-18 months	Citywide, HT, DT	CDD/PW/ Transportation/ Consultant	<u>Short Term</u> -Wayfinding <u>Long Term</u> - Based on identity program, create wayfinding and regionally oriented signage - Bike lanes and bike sharing - Shuttle - Pedestrian paths
6	Process Improvement Group	M	6-18 months	Citywide	CDD/PW/Fire /Finance /City Manager	<u>Long Term</u> - Expediting - Informational handouts (e.g., "How to Guide") - Master studies - Development fees - Review of City requirements, processes and solution orientation
7	Business Associations	H	3-9 months 9-24 months	FH, HT, AD	CDD/Consultant	<u>Short Term</u> - Conduct business outreach <u>Long Term</u> - Council consideration - District establishment

*Staff Prioritization - H - Immediate Need, M - Future Need.

**Applicable Area - Fox Hills (FH), Hayden Tract (HT), Arts District (AD), Downtown (DT), West Washington (WW)

***Responsible Party - Community Development Department (CDD), Public Works (PW), Information Technology (IT), Economic Development (ED), City Attorney (CA)

Economic Development Strategy - Outreach Discussion Items East Washington - Hayden Tract - Downtown - Expo Preliminary Summary of Outreach Comments & Follow-up						
	Projects	Priority*	Duration	Applicable Area**	Responsible Party***	Work Program Tasks
1	Increasing the Parking Supply	H	3-12 months 12-36 months	Citywide	CDD/PW	<u>Short - Term</u> - Reduced cost of metered parking (e.g., Jefferson) - Council consideration required - Parking stall restriping (e.g., Stellar) - identify applicable streets, outreach, implementation - Automated surplus parking - research, Code amendment, Council consideration required <u>Long - Term</u> - Private parking Initiatives - identify properties, work with owner(s) - CFD public parking initiatives/parking garages - identify properties, outreach, bond financing, create CFD
2	Fiber Optic Infrastructure	H	1-6 months 6-18 months	FH, HT, Jefferson	IT/PW/CDD	<u>Short- Term</u> - Meet with Santa Monica, project scope - Identify specific areas/path, infrastructure and budget - Conduct outreach with businesses/property owners <u>Long - Term</u> - Council consideration and project implementation
3	Marketing, Branding & Identity	H	1-6 months 6-18 months	Citywide	ED/Consultant	<u>Short - Term</u> - Conduct preliminary research - Banner program research <u>Long - Term</u> - Draft RFP, Council consideration (WW, HT, FH) - Outreach with City and individual districts - Create broad based City branding campaign and logo/materials, etc. - Brand Individual districts

4	Area Amenities	M	3-9 months 9-18 months	FH, HT	ED/Planning	<u>Short-Term</u> - Business attraction - Develop electronic email database - Temporary events, shops & services (art walks, monthly food trucks, farmers' markets, printing, dry-cleaning) <u>Long - Term</u> - Code amendments - Restaurant/service uses
5	Local Wayfinding & Connectivity	H	1 -6 months 6 -18 months	Citywide	CDD/PW/ Transportation/ Consultant	<u>Short Term</u> - Proximity Maps (market adjacencies - Expo, HT, AD, DT, Ballona Creek) - Simple signage additions to existing wayfinding - Trial shuttle - Bike sharing <u>Long Term</u> - Wayfinding study, Council consideration, project implementation - Bike lanes & bike path (Ballona Creek) - Shuttle - Security (lighting from Expo station) - Pedestrian paths and other streetscape improvements
6	Process Improvement Group	M	6 -18 months	Citywide	CDD/PW/Fire /Finance /City Manager	<u>Long Term</u> - Expediting - Informational handouts (e.g., "How to Guide") - Gross Receipt Tax review - Review of City requirements, processes and solution orientation
7	Business Associations	H	3 - 9 months 9 -24 months	FH, HT, AD	CDD/Consultant	<u>Short Term</u> - Research Culver City Alliance (collaborative effort between the City and Chamber dedicated to nurturing a vibrant, healthy and profitable business climate in Culver City). - Conduct business outreach to determine interest <u>Long Term</u> - Council consideration - District(s) establishment

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Economic Development Strategy - Outreach Discussion Items West Washington - Sepulveda Preliminary Summary of Outreach Comments & Follow-up						
	Projects	Priority*	Duration	Applicable Area**	Responsible Party***	Work Program Tasks
1	Increasing the Parking Supply	H	3-12 months 12-36 months	Citywide	CDD/PW	<u>Short-Term</u> - Reduced cost of metered parking (e.g., Washington near 405 in process) - Council consideration required - Email updates to affected businesses on parking projects <u>Long - Term</u> - Develop catalytic projects with surplus public parking
2	Marketing, Branding & Identity	H	1-6 months 6-18 months	Citywide	ED/Consultant	<u>Short - Term</u> - Conduct preliminary research (west Washington is CC, freeway accessibility, destination, cache) <u>Long - Term</u> - Draft RFP, Council consideration (WW, HT, FH) - Outreach with City and individual districts - Create broad based City branding campaign and logo/materials, etc. - Brand Individual districts
3	Area Amenities	M	3-9 months 9-18 months	FH, HT, WW	ED/Planning	<u>Short-Term</u> - Business attraction to expand success of improvement areas <u>Long - Term</u> - Streetscape improvements to city westerly boundary
4	Local Wayfinding & Connectivity	H	1 -6 months 6-18 months	Citywide	CDD/PW/ Transportation/ Consultant	<u>Short Term</u> - Proximity maps - Bike sharing, bike sharrows <u>Long Term</u> - Wayfinding consultant, Council consideration (identify Culver City from 405 Freeway/marina)

5	Process Improvement Group	M	2-5 months 6-15 months	Citywide	CDD/PW/Fire /Finance /City Manager	<u>Short - Term</u> - Economic development staff to assist projects through plan review and construction <u>Long Term</u> - Expediting (green iniatatives) - Informational handouts (e.g., "How to Guide") - Master studies (e.g., traffic) - Development fees (e.g., tree fund) - Review of City requirements, processes and solution orientation
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