



Economic Development Recovery and Resiliency Playbook



California Association for
Local Economic Development

Produced in partnership with the U.S. Economic Development Administration

Acknowledgments

Economic disruptions and disasters are becoming more common in California and the world. As a result, jurisdictions must take the lead in planning for both recovery and a resilient future. Thanks to a generous grant from the United States Department of Commerce, Economic Development Administration (EDA) and the engagement of Regional Representative Malinda Matson, CALED created this *Economic Recovery & Resiliency Playbook* to help government leaders and staff prepare for and recover more quickly from economic disruptions. Appreciation is extended to CALED CEO Gurbax Sahota and Program Director Michelle Stephens for their work coordinating, editing, and executing the creation of this Playbook. Thank you to Devin Yoshikawa, CALED Project Coordinator, for his proofreading and assistance with the resources in Appendix 1.

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In addition to these writers, the Playbook creation process was guided by two advisory bodies, the Economic Recovery and Resiliency Professional Group and the Resource Expert Group. A full list of group participants can be found in Appendix 2. These groups provided valuable input and ensured that the information included was beneficial for economic developers working during a disaster or planning for a resilient future.

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About CALED

The California Association for Local Economic Development (CALED) is California's premier economic development association. With more than 700 members, it is one of the largest economic development associations in the nation, which is why CALED refers to its membership as California's Economic Development Network. Since its creation in 1980, CALED has led the way in teaching economic developers, local elected officials, and state representatives the value of economic development and how it is used to grow businesses, generate revenue to expand the local economy, and pay for the services that residents require.

About the U.S. Economic Development Administration

The mission of the U.S. Economic Development Administration (EDA) is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

EDA's investment policy is designed to establish a foundation for sustainable job growth and the building of durable regional economies throughout the United States. This foundation builds upon two key economic drivers — innovation and regional collaboration. Innovation is key to global competitiveness, new and better jobs, a resilient economy, and the attainment of national economic goals. Regional collaboration is essential for economic recovery because regions are the centers of competition in the new global economy and those that work together to leverage resources and use their strengths to overcome weaknesses will fare better than those that do not. EDA encourages its partners around the country to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.

Guided by the basic principle that sustainable economic development should be locally driven, EDA works directly with communities and regions to help them build the capacity for economic development based on local business conditions and needs. EDA's grant investments in planning, technical assistance, and infrastructure construction are designed to leverage existing regional assets to support the implementation of economic development strategies that make it easier for businesses to start and grow, as well as to grow sustainable local economies.

As the only federal government agency focused exclusively on economic development, EDA plays a critical role in facilitating regional economic development efforts in communities across the nation. It is with this in mind that EDA is pleased to partner to produce this *Economic Development Recovery and Resiliency Playbook*.



"I congratulate CALED on the publication of the *Economic Development Recovery and Resiliency Playbook*. The Playbook is a timely resource that will enhance the ability of governments and organizations throughout the Golden State to prepare for and respond to situations that challenge our shared vision of American prosperity."

Alejandra Y. Castillo
U.S. Assistant Secretary of Commerce for Economic Development

"The U.S. Economic Development Administration has a long history of successfully supporting recovery and resiliency efforts through the facilitation of economic development assistance. As our nation's largest economy, the success of California is inseparably entangled with the success of the United States. We're proud to support CALED in the publication of the *Economic Development Recovery and Resiliency Playbook*."

Sheba Person-Whitley
Director, EDA Seattle Regional Office



Foreword

As California jurisdictions deal with the health and economic consequences of the COVID-19 pandemic, we often say that resiliency and recovery go hand in hand because recovery is not linear; in fact, it's a process, and while you are in response or recovery mode for one economic disruption, you may be planning to mitigate the impacts of another. President Biden's encouragement to have communities "Build Back Better" is an excellent example of the strategic thinking needed to address continual improvement of our resiliency planning and mitigation practices.

With California's "new normal" of severe weather and the ever-present risk of earthquakes, fires, floods, and other potential economic disruptions, community leaders have to include risk assessment, preparedness, mitigation, resiliency, response, and recovery as part of their regular work. In particular, economic developers and their networks are charged with reducing economic risk by becoming first responders for our local businesses before, during, and after a disaster or a downturn. In doing so, they have become an experienced resource to assist with risk assessment, resiliency planning, and recovery.

It is with this in mind that the Economic Development Administration provided funding to the California Association for Local Economic Development (CALED) for the creation of an *Economic Development Recovery and Resiliency Playbook*. As the largest economic development professional association in California, CALED worked with federal, state, and local economic developers in writing this guide for jurisdictions to help ensure a more resilient community in the face of disaster or economic disruption.

We hope you use this Playbook to plan and implement the right resiliency and recovery strategy to create a sustainable, thriving economy for your community.

Your economic development partners,



Gurbax Sahota
President & CEO
California Association for
Local Economic Development



Malinda Matson
Economic Development Representative
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Economic Development and Its Role in Resiliency and Recovery

Ch.1

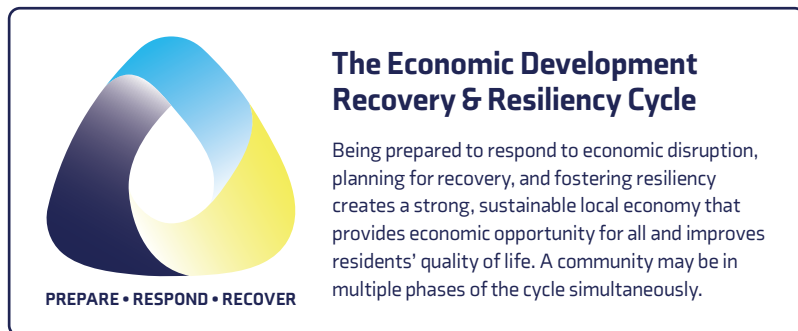
Economic development is the creation of wealth from which community benefits are realized. It is an investment in growing the economy that increases revenues for jurisdictions so they can provide services, amenities, and opportunities for their residents in a way that aligns with the community’s vision and values. While economic development may not be a panacea for every issue facing a community, it is the driving force behind developing and implementing a strategy to create the preferred future of a jurisdiction — whether you are talking about a city, county, state, or nation. Many local governments understand the value and potential impacts of investing in local economic development efforts and already have established economic development strategies and staff.

Economic development’s promise is rooted in the goal of building a better future. With that in mind, jurisdictions engaging in this intentional work have to be strategic in defining a community’s vision for a wide range of issues. These issues include identifying which businesses fit with their culture, articulating local housing and community infrastructure needs, addressing equity and inclusion, understanding what skills and training are needed for the current and future workforce, and how to create a sustainable, nimble economy that is resilient in the face of economic disruption. (A glossary of acronyms is provided on page 107 as a helpful reference.)

Economic development is not a one-size-fits-all-proposition. It is unique to your community’s desires, values, competitive strengths, and challenges.

This Playbook is designed to help public-sector leaders think through these issues and focus on resiliency and recovery in a proactive way that recognizes this is not a linear process. While a community may be in recovery from one disruption or disaster, its leaders will be thinking about how to rebuild in a way that considers lessons learned and the changes necessary to make the community more resilient to future disruptions or disasters. Preparedness, response, and recovery activities are part of a resiliency cycle where communities can be engaged in more than one of these at the same time.

Figure 1.1. Economic Development Recovery & Resiliency Cycle



Economic Recovery

Many leaders agree that it is not a question of *if* there will be another disruption, but *when* will it happen and whether jurisdictions and businesses are prepared. Federal, state, and local governments have invested in various programs addressing resiliency because doing so is the path to a more effective response and a faster recovery; for example, on July 12, 2021, California Governor Gavin Newsom signed a \$100 Billion California Comeback Plan to accelerate the state's recovery and tackle persistent challenges.¹ This investment spans programs supported across multiple state agencies, with the goal of not only addressing immediate needs, but also incentivizing economic development activities that will create a more sustainable future, as highlighted by the creation of \$600 million Community Economic Resilience Fund administered by the California Labor and Workforce Development Agency, the Governor's Office of Planning and Research, and the Governor's Office of Business and Economic Development.

The International Economic Development Council states that recovery "... is the restoration of all aspects of the disaster's impact on a community and the return of the local economy to some sense of normalcy."² More recently and as demonstrated by the 2021 federal efforts to "Build Back Better," it is generally accepted that recovery to past standards is not enough — to be more resilient for future disruptions, we must rebuild in a way that addresses prior weaknesses, challenges, *and* future risks. This includes creating opportunity for all through a lens of equity and inclusion in support of underserved populations. This Playbook uses the terms "equity" and "underserved" as defined in President Biden's Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government:³

The term "equity" means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders, and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

The term "underserved communities" refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of "equity."

If local governments approach each recovery event as a chance to build a stronger, more diverse, and more inclusive economy, they will be better prepared for the next disruption – they will be more resilient. The Federal Emergency Management Agency's National Disaster Recovery Framework (see Figure 1.2 on page 3) includes a thoughtful model showing how building back better is operationalized into its recovery continuum.

Economic Resiliency

The need to develop a resilient economy and resilient businesses is a pressing economic development concern for public sector leaders, and the COVID-19 pandemic and other economic disruptions brought this need to the forefront while communities were engaging in response and recovery efforts. Economic and business resilience may seem similar, but economic resiliency relates to the strategic fiscal decisions and actions by governments to build sustainable infrastructure, diversify revenue, fund reserve accounts, and budget for future needs by looking beyond the current budget cycle and examining the ability to provide future services. Resources for helping local government with economic resiliency are listed in Appendix 1.

Individual business resiliency not only includes the policy decisions by local leaders to create an environment where businesses can thrive, it also includes business counseling as detailed in Chapter 8. Small business owners do not necessarily think about

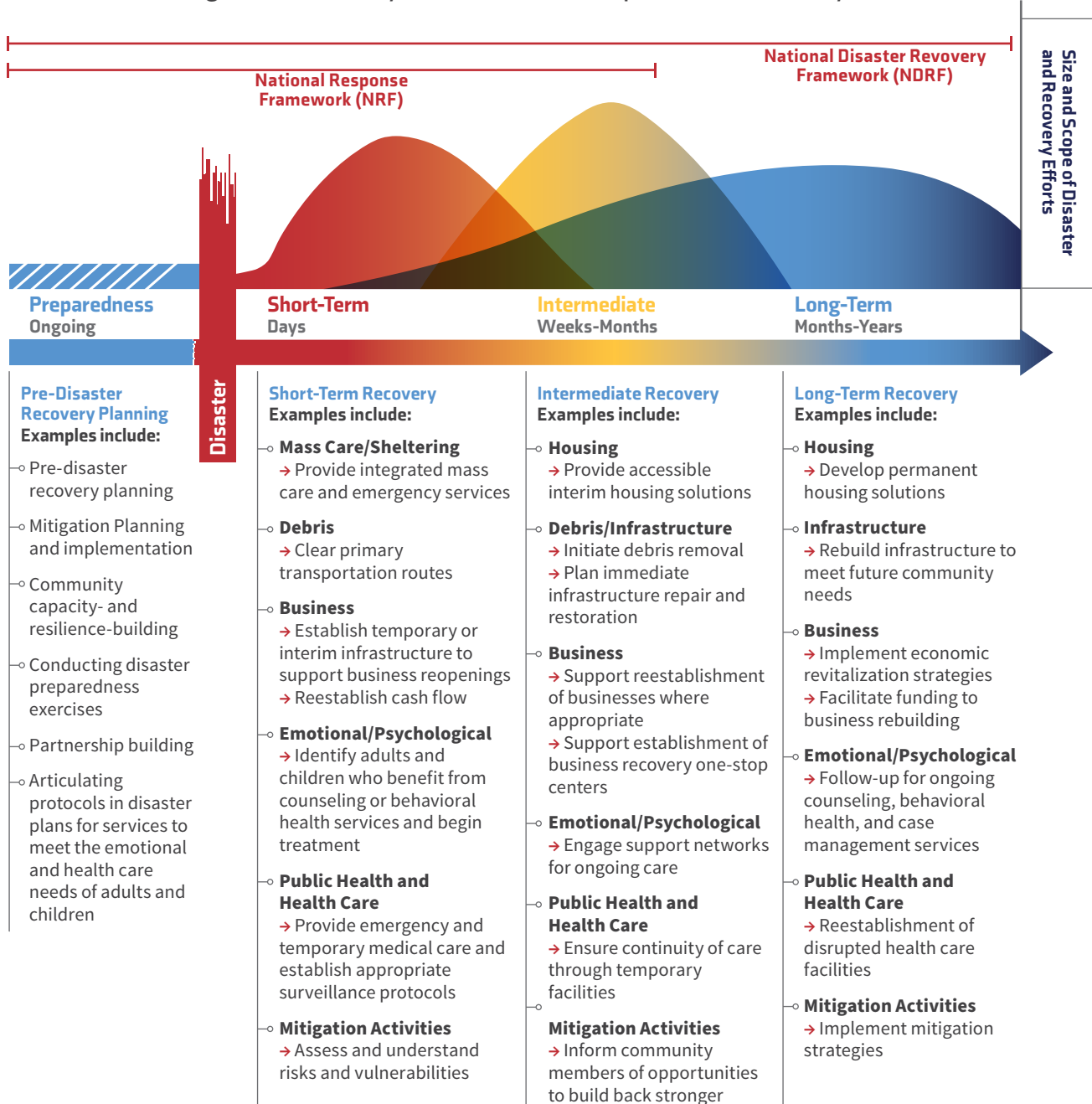
¹ California Roars Back: Governor Newsom Signs \$100 Billion California Comeback Plan to Accelerate State's Recovery and Tackle Persistent Challenges: California Governor, 2021. <https://www.gov.ca.gov/2021/07/12/california-roars-back-governor-newsom-signs-100-billion-california-comeback-plan-to-accelerate-states-recovery-and-tackle-persistent-challenges>, 27 November 2021.

² International Economic Development Council. "Phases of Disaster" Restoreyoureconomy.org, <https://restoreyoureconomy.org/index.php?src=gendocs&ref=362&category=Main>, 27 November 2021.

³ The White House. President Biden's Executive Order on "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government." Whitehouse.gov, <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/>, 27 November 2021.

resiliency planning as part of their everyday work, so it is even more important that government at all levels incentivizes and supports that work, such as the State of California’s Outsmart Disaster initiative’s Business Resilience Challenge. This is one example of a program focused on providing businesses with the resources they need to adequately prepare for and recover from all types of disasters.

Figure 1.2. Recovery Continuum — Description of Activities by Phase



Source: <https://www.fema.gov/pdf/recoveryframework/ndrf.pdf>

The program's key objectives are to:

- Improve communication of disaster hazard science and engineering for use in decision-making processes;
- Help understand and inform actions to reduce disaster risks; and
- Build community capacity to respond to and recover from disasters.

It's important to include resiliency planning as part of technical and financial assistance provided through traditional economic development efforts.

Economic Development Overview

To understand economic development's role in recovery and resiliency, it is important to be clear about why jurisdictions invest in economic development and what economic developers — whether they are public sector employees or working in the private sector — do when economic disruptions occur. The economic developer's role is not only to inform leaders on policies and practices that deliver positive economic development outcomes for the entire community (places and populations), but also to implement those policies and programs and act as government's direct liaison with the businesses in their jurisdictions. In general terms, economic developers help businesses and their work benefits the community as follows. Fostering a range of business types that diversify the local tax base is an example of how economic developers keep a local economy strong and celebrate its unique community fabric.⁴

Figure 1.3. Why Communities Invest in Economic Development



Fostering a range of business types that diversify the local tax base, keep our local economy strong, and celebrate our unique community fabric.

Source: <https://caled.org/why-communities-invest-in-economic-development>

1. Economic developers work to strengthen and diversify the economy by:

- Connecting businesses and investors with resources and capital;
- Helping businesses with problem-solving;
- Marketing the community as a great place to invest and do business;
- Navigating the local government system – whether that is resources, permitting, or regulations;
- Focusing on community and economic revitalization;
- Conducting site assembly and development activities;

⁴ <https://caled.org/why-communities-invest-in-economic-development>

- Identifying strategies (including economic development, business growth, marketing, and others) for business and the community; and
- Serving as a community resource.

2. Successful businesses provide:

- Local tax revenue;
- Job creation that employs community residents and brings daytime workers into the community who patronize local businesses; and
- A stronger social fabric, by supporting the community and being part of the community culture.

3. Business tax revenue supports these community assets:

- Public employees;
- Quality of life;
- Parks and amenities;
- Roads and infrastructure;
- Public facilities – community centers, libraries, and government buildings;
- Public safety;
- Subsidizing funding for housing at all income levels; and
- Workforce development and education

As the primary interface between government and businesses, economic developers naturally become the first responders for business assistance during a disaster or economic disruption. During an emergency, economic developers coordinate with businesses to communicate business relief opportunities, emergency regulations, and critical safety information and relay business information back to the Emergency Operations Command. This experience and direct engagement with businesses is why economic developers are a rich resource to inform risk mitigation and resiliency planning related to economic disruptions.

Under normal circumstances, economic developers are relied on to advise elected and local community leaders as governments seek to influence the direction of private sector investment toward opportunities that can lead to sustained economic growth. This is important because sustained economic growth can provide sufficient incomes for the local labor force, profitable business opportunities for employers, and tax revenues for maintaining an infrastructure to support this continued growth. Private sector investment is an engine for economic growth, but there are many initiatives the public sector can undertake or investments it can make in areas of greatest need as identified by the community.

The key to success here is that everyone in the community should be engaged in developing the vision. This requires a concerted effort to include not only the traditional players with an interest in economic development, but also historically underserved populations who are sometimes difficult to reach. Diversity and inclusion lead to broader input and more holistic

Figure 1.4. Perspectives on Economic Development



solutions that benefit the entire community. Recent research discussed in the whitepaper *The economic gains from equity*⁵ found that the U.S. economy would grow by \$22 trillion over the next 30 years if opportunities were more equitably distributed by race and ethnicity.

Elected officials, businesses, government, and the community at large have varied perspectives, and all play a role in creating the vision.

It is also important to note that economic development is not community development, but the two activities do work together to create an environment where people and businesses can thrive. Community development is a process for making a community a better place to live and work, such as investing in parks and public facilities. Economic development is the creation of wealth in which community benefits are realized. We make this distinction as the terms are sometimes used interchangeably, but they are not the same thing.

Jurisdictions engage in three approaches to enhance local economic development efforts:

1. Business Retention and Expansion — enhancing existing businesses;
2. Business Attraction and Recruitment — attracting new business; and
3. Business Creation — encouraging the start and growth of new businesses.

While this seems simple, complex strategies, programs, and activities are needed to successfully deliver positive economic development outcomes that create benefits for the entire community.

Implementing Economic Development: Key Components

The beauty of economic development is that regardless of your community's economic situation, you can seize the opportunity to discuss the future and chart a path to get there with a thoughtful economic development strategy. This is done through a deliberate, inclusive visioning process with residents, community leaders, and businesses that leads to consensus on what they want for their community in the future. With a clearly articulated vision, local government leaders move on to creating a strategy with tangible goals and metrics that define success and an implementation plan that delineates a timeline with milestones and identifies who is responsible for the work. Given the COVID-19 pandemic, record wildfire seasons, and a host of potential other disasters or disruptions, your strategic goals need to include economic resiliency. Chapter 2 discusses defining your economic goals before and after disaster and explains the primary steps of the strategic planning process.

Regardless of your community's economic situation, you can seize the opportunity to discuss the future and chart a path to get there with a thoughtful economic development strategy.

To better understand your community's competitive advantages and disadvantages, several areas must be considered. Chapters 3–7 in the Playbook present more details on accurately assessing your community and key sector(s) impacting the economy. The U.S. Department of Commerce provides another excellent resource on strategic planning in its Economic Development Administration's process for developing a Comprehensive Economic Development Strategy (CEDS).⁶ It offers helpful information on planning for resiliency, which includes the following:

Measuring the economic resilience of a community or region, including the actions taken to foster resilience, will vary depending on the assets and vulnerabilities of each region. Two common measures are the degree of regional income equality (i.e., how evenly income is distributed across a regional population) and the degree of regional economic diversification (i.e., degree to which economic activity is spread across sectors). Regardless of the specific types of data collected and measures used, it may be helpful to benchmark data collected against national averages to help identify trends and better inform the development of key strategies.

⁵ Buckman, Shelby R., Laura Y. Choi, Mary C. Daly, and Lily M. Seitelman. 2021. "The economic gains from equity." BPEA Conference Draft, <https://www.brookings.edu/bpea-articles/the-economic-gains-from-equity/> Fall 2021.

⁶ <https://eda.gov/ceds/content/economic-resilience.htm>

Given the breadth of issues encompassed in most economic development strategies, the effort also requires collaboration and partnerships to effectively implement the strategy. As detailed in Chapter 2, Mariposa County's Economic Vitality Strategy offers a current example. After working with a consultant to engage partners and residents to develop a relevant strategy, the county created a detailed implementation plan with milestones that identifies who (whether it is county staff or a partner organization) is responsible for meeting each goal. The Economic Vitality Strategy Group meets annually to report on its accomplishments, challenges, and next steps.

This serves as a helpful reminder that to maximize all potential partnerships, you must know who is on your team. While you may quickly be able to identify local groups, keep in mind that there may be other organizations working to improve or address issues in your community with similar goals to those in your strategy. Some examples of such partners other than traditional city and county staff or departments include:

- Federal and state governmental departments engaged in economic development;
- Workforce Development Boards;
- Educational institutions: four-year and community colleges, trade schools, etc.;
- Associations, nonprofits, community-based organizations, etc.;
- Commercial real estate brokers;
- Faith-based organizations;
- Banks and credit unions;
- Business councils and chambers of commerce;
- Special districts;
- Utilities;
- Private business owners; and
- Youth leaders and groups.

After having defined a vision, created a strategy with success metrics, and identified who is on your team, it is time to develop programs and policies to grow a thriving, well-diversified, sustainable economy. Chapter 8 discusses a methodology and examples for business engagement and assistance, but business assistance does not happen in a vacuum. Public sector leaders approve policies, make investment choices, and create frameworks within which economic developers work. In the 2009 Public Policy Institute of California report by Max Neiman and Daniel Krimm, *Economic Development: The Local Perspective*, the authors highlight a list of local economic development activities in order of importance (with the first item being most important), based on a survey of all California cities. The list (see "Local Economic Development Activities, 2009" on page 8) shows some that are still relevant today.

These are just some of the types of initiatives that governments take part in to further their economic development goals. However, it is not all inclusive; for example, many community leaders are focused on delivering quality economic opportunities for traditionally underserved or under-represented populations. This could mean using an economic development commission and public process to engage these populations and hear their challenges and what types of assistance they need, and then developing initiatives to address their concerns.

Local Economic Development Activities, 2009

These activities are listed in order of importance, with the first being most important. (Numbers were added to original text for clarity.)

1. Assuring consistency in development rules
2. Streamlining review of all applications for permits
3. Working with private promotional groups
4. Improving local amenities
5. Contacting/networking with businesses
6. Property site referrals
7. Joint collaboration with other jurisdictions
8. Public improvements to declining areas to stimulate investment
9. Working with area's councils of governments (COGs)/regional governments
10. Participating in state-funded grant programs
11. Formal customer service training for city staff
12. Community Development Block Grant programs
13. Having a single agency to encourage economic development
14. Formal overall economic development strategy to guide local policy
15. Rezoning land for commercial use
16. Promotion of specific industry or activity or cluster
17. Working with local colleges/universities
18. Creating and implementing the economic development element in city General Plan
19. Local government-assisted advertising/other public relations
20. Tax increment financing
21. Issuance of bonds to support economic development projects
22. Ombudsman services for businesses
23. Encouraging industrial parks
24. Joint ventures with other cities to encourage economic development
25. Permitting higher densities/building heights
26. Subsidizing on- or off-site infrastructure
27. Public acquisition of smaller parcels for resale as larger parcels
28. Technical assistance for small business
29. Formal membership in economic development corporation
30. Allocating resources/policies to attract "green" business
31. Government assembly of land/writing it down for private purchase
32. Working with public schools formally to improve education
33. Relief from payment of development fees, license, permits, etc.
34. Subsidy or support for employee training
35. Annexation to provide serviced land for new business
36. Forums with others for venture capital, start-ups, industry clusters
37. Reducing cost of licenses
38. Low-interest loans to businesses
39. Targeting city procurement to local businesses
40. Federal job training programs
41. Locally operated revolving fund
42. Financial grants to businesses
43. Loan packaging targeted for business start-ups
44. Sales tax rebate to business
45. Rebates of other non-sales tax to business
46. Formal certification of industrial or business parks
47. Lower operating costs by subsidizing utility rates
48. Foreign trade zone in city
49. Military base conversion program

Tools for Economic Development

Local governments also have other levers and tools available for technical and traditional economic development beyond developing programs and initiatives as noted earlier. CALED defines technical economic development activities as those that the public sector undertakes to prepare and assemble land for the purpose of economic development investment. Traditional economic development activities are actions that help businesses thrive through business retention and expansion, business creation, and business attraction. Many partners and programs are available to help communities undertake economic development activities. Appendix 1 in this Playbook is provided to help track and understand these tools and partners.

For many, the most prominent technical economic development tool in California is tax increment financing (TIF), which is a financing and real estate tool used to revitalize blighted areas through the use of funding generated by a gap in the current property value and the property's potential value if new development and investment were to occur.

In 2011, the California Legislature approved several TIF tools, including Enhanced Infrastructure Financing Districts (EIFDs) and Community Revitalization Investment Authorities (CRIAs), which are currently the primary economic development TIF tools in California. While both have useful powers, local governments are turning more to EIFDs to further their economic development goals.

Many tools are available to jurisdictions when it comes to implementing traditional economic development programs; however, the most important tool is effective local leadership. By being inclusive, listening to residents' needs, creating a long-term vision for the community, capturing that vision in a strategy, and championing and funding the work needed to meet the metrics identified in the strategy, communities create the future and quality of life that their residents desire.

The City of Needles offers an example of this type of effective local leadership. Its city leaders worked over the past decade to embrace cannabis-related businesses in an effort to raise revenue for community benefits and support the creation of quality jobs for residents. The city embarked on this endeavor in 2012 — four years before recreational cannabis became legal statewide — because local leaders saw the need to be prepared for this opening and recognized a way to increase economic opportunity for their residents.

Along with strong local leadership, local governments may find the following tools helpful.

Economic Development Element of a General Plan and Economic Development Strategy. Because economic development does not happen overnight, cities need to thoughtfully plan for their future and chart their course in a document that current and future leaders can reference to maintain focus and use as benchmark to measure success.

Data. Knowing your competitive advantages and disadvantages is critical in helping existing businesses and competing for new businesses. Often, this boils down to knowing your demographics and the key assets in and around your community. You will use this data to develop the business case for your jurisdiction.

Permitting. Many local governments have done an excellent job of streamlining their permitting processes with the understanding that doing so not only ensures compliance with local ordinances, but also provides value to developers and businesses. Many cities post their fee schedules and processes online, and some even allow developers and businesses to see where they are in the process through an online portal, providing certainty and transparency related to permitting. Some jurisdictions have reduced or eliminated certain fees in an effort to stimulate economic development.

Zoning. Land use and zoning are important tools in a jurisdiction's toolbox to encourage economic development. Many communities see the benefit in creating a small area General Plan, incorporating density bonuses, and adding to and capturing value through how property is zoned.

Infrastructure. The availability and adequacy of public infrastructure is often a make-or-break issue for economic development projects. Communities can prioritize their investments in infrastructure improvements that generate the highest returns from private real estate development and business investment.

Land Assembly. Piecing together the land needed for a priority economic development project can take many years and significant investment to complete; consequently, local governments are often in the best position to take on a long-term property assembly and disposition strategy.



Economic Development is the creation of wealth from which community benefits are realized. It is more than a jobs program, it's an investment in growing your economy and enhancing the prosperity and quality of life for all residents.

Training and Staffing. Local governments cannot always fund every aspect of economic development, but they can invest in staff who will research and identify partnerships and funding resources and gain the expertise to apply for these funds. Investing in training for public sector staff should also include planning and review of resiliency, recovery, and response activities in case of a disaster or economic disruption.

Equity and Inclusion Review. It is essential to analyze economic development programs and incentives from the perspective of who benefits and who does not. While local governments sometimes focus this analysis on incentive-type programs, creating economic opportunity for all is intentional work, and this lens must be incorporated when considering all challenges and solutions.⁷

As noted earlier, the promise of economic development is that — if done thoughtfully and strategically — it is rooted in the hope of a better future for all, implemented in a way that is consistent

with a community's values. The tools and tactics discussed in this chapter offer a good foundation for understanding and applying the concepts in this Playbook.

In addition, this Playbook will help you better understand your current economic situation and risks, identify potential impacts of a disruption, and start your resiliency and recovering planning for the betterment of your community and residents — so you can build a strong, diverse, and resilient economy.

⁷ Adapted from "[Build Economic Development Momentum With Tools, Teams, and Tactics](#)," *Western City* magazine, March 2020

Glossary of Acronyms

ABS	Annual Business Survey by the U.S. Census Bureau
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Units
ASCE	American Society of Civil Engineers
BEA	Bureau of Economic Analysis
CALED	California Association for Local Economic Development
CalOES	California Governor's Office of Emergency Services
CalOSBA	California Office of the Small Business Advocate
CDBG	Community Development Block Grant
CEDS	Comprehensive Economic Development Strategy
CISA	Cybersecurity and Infrastructure Security Agency
COG	Council of Governments
CRIA	Community Revitalization Investment Authority
CTE	Career and Technical Education
EDA	U.S. Economic Development Administration
EDD	California Employment Development Department
EIFD	Enhanced Infrastructure Financing District
EOC	Emergency Operations Command/Center
EVS	Economic Vitality Strategy
FEMA	Federal Emergency Management Agency
GIS	Geographic Information Systems
GO-Biz	California Governor's Office of Business and Economic Development
HHS	Health and Human Services Agency
LHMP	Local Hazard Mitigation Plan
LTRG	Long-Term Recovery Group
MSA	Metropolitan Statistical Area
NAICS	North American Industry Classification System
NFIP	National Flood Insurance Program
PTAC	Procurement Technical Assistance Center
QCEW	Quarter Census of Employment and Wages
SBA	U.S. Small Business Administration
SBDC	Small Business Development Center
SCAG	Southern California Association of Governments
SCORE	Service Corps of Retired Executives
SEC	U.S. Securities and Exchange Commission
SOC	Standard Occupational Classification
SPR	Stakeholder Preparedness Review
THIRA	Threat and Hazard Identification and Risk Assessment
TIF	Tax Increment Financing
USDA	U.S. Department of Agriculture
USPTO	U.S. Patent and Trademark Office
VBOC	Veteran Business Opportunity Center
WARN	Worker Adjustment and Retraining Notification
WBC	Women Business Centers



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Economic development is the creation of wealth from which community benefits are realized. It is more than a jobs program, it's an investment in growing your economy and enhancing the prosperity and quality of life for all residents.