

NC FORWARD

A 5-POINT STRATEGY FOR PROMOTING ECONOMIC VITALITY

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City of Nevada City
www.nevadacityca.gov

Credits and Acknowledgements

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Produced in Collaboration with the
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EXECUTIVE SUMMARY

In October 2014, the City Council and Planning Commission held a strategic planning retreat to discuss 3-year goals and 12-month strategic objectives for the City. Development and implementation of an economic development strategy to grow, retain and recruit Nevada City businesses emerged as a key priority.

Hundreds of thriving businesses call Nevada City home, from small boutiques to multi-million dollar enterprises, each contributing commerce, prosperity and vitality to the community. Most Nevada City businesses are located in one of several key commercial corridors:

- Historic Downtown
- Seven Hills Business District
- Nevada City Tech Center
- Light Commercial Corridors

The resulting 5-point strategy, branded NCFORWARD, will promote economic vitality and strengthen the City's public infrastructure, facilitate the delivery of key projects, create a business and digital-friendly civic environment, and engage citizens in a community-driven fashion. The strategy also acknowledges the key macro-level role the



Nevada County Economic Resource Council (NCERC) plays on behalf of Nevada City and the region, and aligns the City's targeted economic growth strategies accordingly.

NCFORWARD positions the City for accelerated business growth and prosperity by helping to create an environment where business thrives. Pursuing strategies to improve City revenue streams and drive staff efficiencies are central themes of NCFORWARD and will strengthen the City's financial position long-term.

A summary of the NCFORWARD strategy is highlighted on the next page.

STRATEGY AT A GLANCE

1. ENHANCE CITY'S PUBLIC INFRASTRUCTURE

- ✓ Launch Community Sidewalk Cost-Share Initiative
- ✓ Continue "Measure S" Paving/Maintenance on Nevada City streets
- ✓ Prioritize & invest in aging water/wastewater infrastructure
- ✓ Secure permanent funding for Fire Station 54 staffing
- ✓ Enhance trail coordination and partnership as an economic driver
- ✓ Develop sustainable Capital Improvement Plan (CIP) strategy
- ✓ Undergrounding utilities

2. PROMOTE CATALYST PROJECT SITES & PRIORITY INVESTMENT

OPPORTUNITIES

- ✓ Nevada County Courthouse
- ✓ Nevada City Tech Center
- ✓ Historic District Gateway Projects/Building Plaques Program
- ✓ Workforce Housing/HEW Building
- ✓ Urban Garden Initiative/Eco-Tourism
- ✓ Evaluate parking expansion opportunities
- ✓ Ultra high-speed broadband deployment
- ✓ Identify funding options to support strategic economic growth opportunities

3. CREATE BUSINESS & DIGITAL-FRIENDLY CITY SERVICES

- ✓ Simplify and modernize 58-year-old Business License Tax
- ✓ Create a digital business portal
- ✓ Implement online utility and business license payments
- ✓ Implement monthly Business Walks in collaboration with Chamber of Commerce

4. IMPLEMENT COMMUNITY-DRIVEN CITIZEN ENGAGEMENT

- ✓ Convene City Council-appointed 5-member NCFORWARD Advisory Task Force with City Manager as liaison to identify achievable strategies in key targeted areas for City Council consideration
- ✓ Conduct Community Survey for additional feedback

5. SUPPORT NCERC MACRO-LEVEL ECONOMIC DEVELOPMENT EFFORTS

- ✓ Development of the American Digital Media/Arts Leadership Campus
- ✓ Fab 5 "Action Team" business support services
- ✓ "Royal Welcome" tours targeted for relocation or expansion to Nevada County
- ✓ "Talent Connection" strategies connecting education and business
- ✓ Annual Regional Economic Development Summit

COMMUNITY PROFILE

The City of Nevada City is a small historic Mother Lode era community of approximately 3,000 residents nestled in the foothills of California's Sierra Nevada mountain range. Incorporated as California's 18th city on April 19, 1856, the community has changed little physically and aesthetically since the 1800s. The community's efforts to preserve its historic past have resulted in a National Register Historic District designation and a reputation as California's best-preserved Gold Rush town.



While Nevada City's historic past serves as a tremendous economic driver, the community boasts numerous other amenities that attract and promote commerce today.

As the county seat and home to the Nevada County Courthouse, Nevada City serves as Nevada County's governmental center. A maturing multi-use trail system in and adjacent to the town provides world-class vistas to avid cyclists, hikers and casual walkers alike.

The community is also home to the Nevada City Tech Center, a 45-acre mixed-use business development featuring available Class-A office/R&D space and expansion opportunities. The 150-year-old Nevada Theatre is the oldest existing theatre building on the west coast and continues to operate as a theatre in the historic downtown. The Miners Foundry Cultural Center, which used to serve the mines of the foothill region, hosts numerous cultural, educational and social events. Fine restaurants, diverse shopping opportunities, overnight accommodations, the Nevada County Narrow Gauge Railroad Museum, the Searls and Doris Foley historical libraries, and Firehouse Museum further contribute to Nevada City's reputation as a destination location.

Nevada City's numerous events, including the Nevada City Film Festival and the south Yuba River Citizens League's (SYRCL's) Wild and Scenic Environmental Film Festival, Victorian Christmas, and Nevada City Pro/Am Bicycle Classic contribute additional economic vitality to the community.

NEVADA CITY FINANCIAL PROFILE

While Nevada City has experienced gradual improvement in the local economy since the depth of the deep national recession, it's important to note that audited City General Fund revenues from the prior 2013/14 fiscal year remain lower than City revenues dating back to the 2005/06 fiscal year.

During the ensuing years, Nevada City experienced continued increases in City expenses including health care costs, and addressed these challenges partly by imposing furloughs on City employees and containing labor costs. While furloughs have been lifted, there remains a need to be cautious moving forward. The City faces significant long-term fiscal challenges including deferred infrastructure investments, a significant cost increase in the delivery of Fire services, increased pension obligations, and a need to establish a healthy General Fund reserve.

Nevada City's largest General Fund revenue sources are outlined below:

- **PROPERTY TAX.** City property tax revenues have been largely flat over the past four years and remain 3% lower than their peak in 2008/09. Property tax revenues represent the City's largest revenue source and account for approximately 32% of annual revenues. The City anticipates modest property tax revenue growth over the next few years.
- **SALES TAX.** Sales tax accounts for approximately 26% of annual revenue. Sales tax revenues remain flat and are projected to close the year lower than 2013/14 fiscal year revenues. This is partially due to the recent departure of a large technology firm, one of the City's largest sales tax generators. At one time, the firm accounted for approximately 50% of annual General Fund sales tax revenue. The City's sales tax revenue is also compromised by the continued vacancy of several commercial properties.
- **TRANSIENT OCCUPANCY TAX.** The City's Transient Occupancy Tax (TOT) accounts for approximately 8% of annual City revenue. TOT revenue dropped significantly during the recession, due in part to the conversion of 25 hotel rooms to senior long-term care housing in 2008. Revenues remain well below historic levels and are not anticipated to grow measurably until additional hotel rooms are added in the City.

STRATEGY 1: ENHANCE CITY'S PUBLIC INFRASTRUCTURE

This chapter discusses the first of five strategies to promote economic vitality in Nevada City: *Enhancing the City's Public Infrastructure*. Business and commerce rely on quality public infrastructure to transport goods, convey water and wastewater, provide safe pedestrian connectivity, and police and fire protection to the community. Investments in these assets improve public safety and position the City for business investment by ensuring the City's critical infrastructure meets the community's needs. Seven specific programs are recommended to move Nevada City forward.

A. LAUNCH COMMUNITY SIDEWALK COST-SHARING INITIATIVE

California state law and the City's municipal code require property owners to maintain and repair sidewalks. The maintenance and management of sidewalks can require a significant outlay of resources.

Some communities have established cost-sharing programs to make it easier and less expensive for property owners to comply with requirements to keep their sidewalks free of defects. These types of programs typically accelerate sidewalk repairs, resulting in a betterment of the community and an improvement in the City's infrastructure.

The development of a Community Sidewalk Initiative cost-sharing program will provide partial reimbursement for the replacement of defective sidewalks, subject to available City funding and criteria developed for the program. Nevada City will soon be conducting a sidewalk inventory and condition assessment to identify needed investments that will assist with development of a cost-sharing program in 2016.

B. CONTINUE MEASURE "S" PAVING/MAINTENANCE OF CITY STREETS

Measure "S" is a ½ cent sales tax approved by Nevada City voters in 2006 to repair deficient City streets, including sidewalks, pathways and street drainage. The measure was approved with 80% support. Since repairs began in 2007, the City has invested \$4 million in street overlays and improvements. As the City completes initial pavement street repair projects contemplated by Measure "S", asphalt overlays and maintenance efforts will be initiated to ensure the community's investment in this essential infrastructure is protected.

C. PRIORITIZE & INVEST IN AGING WATER/WASTEWATER INFRASTRUCTURE

In late 2014, the City Council established 3-year organizational goals including a desire to improve the City's aging infrastructure. Conducting a comprehensive condition assessment of water and wastewater needs and initiating development of a 5-year water/wastewater capital improvement plan was identified as a key City Council objective.

Some of the City's water and wastewater infrastructure used today is more than 100 years old and in need of replacement. For many years, the City's water/wastewater systems have operated without a comprehensive strategy to assess system conditions and prioritize repairs. Replacing an asset too late can lead to expensive, emergency repairs that are significantly more expensive than those that are pre-planned.

Historically, the City has underinvested in the ongoing need to maintain and renew system assets. This has been due in part to the limited availability of resources, but also the lack of comprehensive infrastructure planning. During fiscal year 2015/16, it is recommended the City utilize 3rd-party engineering resources to perform a condition assessment of system assets, prioritize investments/repairs, and develop a 5-year CIP strategy for implementation by July 1, 2016

D. SECURE PERMANENT FUNDING FOR FIRE STATION 54 STAFFING

For more than 11 years, Fire Station 54 has been co-staffed by the Consolidated Fire District and Nevada City. Each agency provided three firefighters to the City-built and equipped station; the City pays for three additional interns that complete staffing and facilitate the ability to deliver fire services cost-effectively. The station is one of seven stations in a Joint Operational Area (JOA) that includes Grass Valley, along with Nevada City and the Consolidated Fire District. By working together, the agencies maximize coverage area and improve response times.

The station provides important fire and emergency response services to the City of Nevada City as well as the City of Grass Valley and Consolidated Fire District. In 2014, for example, the Station 54 responded to 994 calls for service: 371 in the Consolidated Fire District Territory, 340 in the City of Grass Valley and 283 in the City of Nevada City.

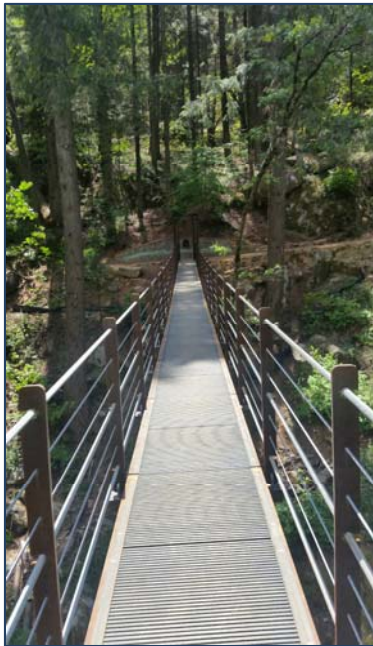
Citing financial difficulties, the Consolidated Fire District decided to remove their three firefighters from Station 54 on April 19, 2014. This left the City with the challenge of how to operate a station with only half of the needed full-time personnel. Because the City's budget is small and its revenue resources limited, the departure of these three Consolidated Fire District staff is a significant loss. The City estimates the annual cost to replace these firefighters is \$268,000. Given the City's current budget, it is not possible for the City's General Fund to absorb what amounts to a 48% increase to the City's Fire Department budget without new sustainable funding.

Passage of a measure on the June 2016 ballot will provide the funding necessary to restore the station to full-time operation. Moreover, a fully operational Station 54 improves

the City's Insurance Service Office (ISO) rating and will sustain and/or lower current insurance rates that are at risk of increasing if the station does not return to full-time operations within a year.

E. ENHANCE TRAIL COORDINATION & PARTNERSHIP AS AN ECONOMIC DRIVER

Several studies have documented the positive economic impact trails have on communities. In addition to enhancing property values, trails produce per visit expenditures by patrons for durable goods and consumable items including food, lodging, transportation and recreation specific clothing and equipment.



The Nevada City Chamber of Commerce reports an increasing number of visitors are seeking information about local trails, including the location of the new Nisenan Bridge on the Tribute Trail over Deer Creek dedicated October 28, 2014. More can be done to improve trail coordination, awareness and stewardship.

At a recent meeting of trail interests, it was discovered that at least six different maps of local trails existed. Complicating matters was the fact that different maps used different naming conventions for the same trail. Enhancing trail coordination and partnership among volunteer organizations will provide the opportunity to collaborate on single mapping solutions and a host of other opportunities. Grant funds exist to secure assistance in enhancing trail coordination and it is recommended the City pursue funding for such an effort.

F. DEVELOP SUSTAINABLE CAPITAL IMPROVEMENT PLAN STRATEGY

Cities should develop a capital improvement plan that identifies their priorities and time frame for undertaking capital projects as well as a financing plan for projects. Because the cost of desired capital projects generally substantially exceeds available funds in most agencies, the development of a capital improvement plan will provide a framework for prioritizing projects and identifying funding needs and sources.

Nevada City's capital assets are the physical foundation of the City's service delivery and estimated to have a value exceeding \$24 million. The City owns and is responsible for maintaining a variety of facilities, ranging from recreational assets like the City swimming pool to public buildings like City Hall and Seaman's Lodge. Nevada City also has an extensive network of trails and other protected open spaces. The City owns and maintains an expansive network of infrastructure, including 20 miles of streets, a water and wastewater system, three elevated water tanks and a water reservoir. Lastly, the City owns a fleet of 26 vehicles and inventory ranging from a variety of public works assets to police and fire communication systems.

With the passage of Measure “S”, the City has substantially increased its investment in critical street and sidewalk infrastructure. Likewise, Measure “L” has improved the City’s ability to address critical shortcomings in building maintenance, vehicle replacement, software upgrades, and to establish City reserves. However, current projections suggest Measure “L” funding does not allow the City to keep up with current capital investment requirements and community/organizational needs. Without the renewal of these critical measures, the City will be left without the resources necessary to invest in capital assets leading to their eventual deterioration over time.

In order for the City to properly sustain the community’s capital assets, it is imperative the City eventually remove the sunset provisions associated with each measure in order to assure sustainable funding into the future. While there may be some ability to reduce the Measure “S” tax rate slightly, no reduction in rate is recommended for Measure “L”.

G. UNDERGROUNDING UTILITIES

Nevada City has successfully transitioned many overhead electrical and communication lines underground using Rule 20A funds, dramatically improving streetscapes. In 2012, the City Council prioritized three additional undergrounding projects to be completed upon available funding:

1. The Broad Street Y
2. Sacramento Street from the Broad and Boulder intersection; and
3. Coyote Street

The City’s Rule 20A fund today has over \$500,000 available to fund undergrounding projects. The City will initiate preliminary engineering and design by July 2016 to prepare the next projects for construction.

STRATEGY 2: PROMOTE CATALYST PROJECT SITES & PRIORITY INVESTMENT OPPORTUNITIES

There are several key project sites and priority investment opportunities in Nevada City that present the opportunity to diversify the City's economic base, create and retain jobs, and expand prosperity. Expanding economic vitality in retail, commercial and industrial areas will contribute to a financially stable city, a vibrant school system and enhanced property values.

Promoting these sites and opportunities will take several forms:

1. Profile space on the City's redesigned business portal website.
2. City sponsorship and pursuit of grants to assist projects/investments.
3. Development of promotional marketing videos for key projects.
4. Creation and deployment of a digital marketing strategy.

Key project sites and investment opportunities are summarized below:

A. NEVADA COUNTY COURTHOUSE

The Nevada County Courthouse project represents a near-term opportunity to redevelop the existing courthouse site. Phase II of a "Reuse, Renovation and Expansion of the existing Nevada County Courthouse" study to establish the merit, issues and costs of renovating the Courthouse on site is underway now.

The City expects the study will confirm renovation of the existing building will provide substantial cost-savings to the State of California. The estimated \$65 million Nevada County Courthouse project will require preliminary engineering and design work prior to commencement of construction.

This project represents an opportunity to retain a vital economic and historic property critical to the financial health and vitality of the Historic District.



B. NEVADA CITY TECH CENTER

The Nevada City Tech Center, a 112-acre mixed-use, environmentally-friendly business development featuring available Class-A office/research and development (R&D) space presents numerous opportunities for expansion and job creation. The development has approval for 210,000 feet of commercial space. Approvals have also been secured for The Grove, an adjacent development of 59 homes.



C. HISTORIC DISTRICT GATEWAY PROJECTS / BUILDING PLAQUES PROGRAM

Two buildings serve as gateway anchors to Nevada City's historic Broad Street: the Alpha Building located at 210 Broad Street and the National Hotel located at 211 Broad Street. Both buildings are listed on the National Register of Historic Places.

The Alpha Building and National Hotel are poised for a renaissance and present opportunities for investment. Improvements to each building will contribute to the historic preservation of the community as well as yield economic impacts felt throughout the Historic District. The City is prepared to facilitate review of planned improvements and to assist with access to historic preservation grant funding if desired.

Additionally, many communities have established Historic Building Plaque Programs to enhance historic tourism. While several plaques exist today in Nevada City attracting the attention of visitors and locals, a community investment in establishing such a program could have a tremendous impact on economic vitality. The City Council will convene a discussion by March 2016 on community interest in establishing a Historic Building Plaques Program.

D. WORKFORCE HOUSING/HEW BUILDING

The former Nevada County Hospital/HEW building on Willow Valley Road consists of three, three-story wings and one tall, one-story building which most recently housed the County Election Department in the late 1990s. The total square footage is approximately 35,000, located on two parcels totaling 12.06 acres. The property is within the City's sphere of influence but has not yet been annexed. The City of Nevada City has already provided an active sewer connection to the property. Water is provided by NID. The HEW site presents an opportunity for additional workforce housing to support local job growth.

E. URBAN GARDEN INITIATIVE/ECO-TOURISM

Nevada City has a rich agricultural history. Felix Gillet, renowned as the father of most of the perennial crop agriculture in California and the Western United States, settled in Nevada City in 1859 and later served two terms on the Nevada City Council. Today, the nearby Felix Gillet Institute is dedicated to carrying on his legacy.

One of the emerging strengths of Nevada City is the availability and production of organic and raw foods. Today, many local restaurants feature organic and raw food, as well as locally-sourced ingredients. The success of the Nevada City Farmers Market and Farm to Table Banquet are further testaments to the strength of local agriculture.

A number of communities have identified an opportunity to foster economic growth by encouraging more local urban food production. Uniting agriculture with community promotes healthy food choices, good health and spurs economic growth through entrepreneurship and eco-tourism. They may also be synergies with healing art services.

The City will convene a town hall forum within 12 months with interested parties and a panel of urban farmers to explore the potential for the creation of Urban Garden(s) in Nevada City and the prospect of fostering eco-tourism, potentially in collaboration with the Felix Gillet Institute.

F. EVALUATE PARKING EXPANSION OPPORTUNITIES

Nevada City has three municipal parking lots and metered on-street parking throughout its Historic District. However, parking remains limited and presents challenges for visitors and residents alike on a daily basis and specifically during larger community events.

The City collects a parking in-lieu fee from projects that are unable to provide some or all of their on-site parking spaces. The fund has now accumulated approximately \$161,500. City staff will provide the City Council with parking expansion options and a summary of estimated costs and funding strategies by December 2016.

G. ULTRA HIGH-SPEED BROADBAND DEPLOYMENT

Bandwidth demand is increasing significantly and consumers without access to faster and more affordable broadband services find themselves at a competitive disadvantage. Therefore, securing deployment of ultra high-speed broadband to Nevada City homes and businesses is critical to the economic prosperity of consumers and merchants.

Communities connected by broadband enjoy more economic opportunities, higher property values, lower utility bills, greater safety and security, improved healthcare and enhanced education. The City will support efforts to secure ultra high-speed broadband in Nevada City, and attract and retain a creative, talented, educated and technically qualified workforce.

H. IDENTIFY LONG-RANGE FUNDING OPTIONS TO SUPPORT STRATEGIC ECONOMIC GROWTH OPPORTUNITIES

Nevada City is occasionally confronted with opportunities to support and/or host events and programming that promote the City, attract visitors, and/or make strategic economic investments in the community. Recent examples include the Digital Media Campus and Amgen Tour of California.

Establishing a fund that is available to support these strategic economic growth opportunities will improve the City's ability to leverage a small investment into the possibility of larger or longer-term economic growth. The City will identify long-range funding options to support strategic economic growth opportunities by December 2015.

STRATEGY 3: CREATE BUSINESS & DIGITAL-FRIENDLY CITY SERVICES

One of the most important things a City can do to encourage business investment is to ensure it is business-friendly. Several initiatives have been identified that will improve the City's ability to deliver business and digital-friendly services.

A. SIMPLIFY & MODERNIZE THE CITY'S 58-YEAR-OLD BUSINESS LICENSE TAX

The City's Business License Tax was last updated in 1957 and is comprised of more than 30 different methodologies for calculating a business license. Because the license allows for quarterly payment and requires pro-rating if a prospective business does not open precisely on July 1, the City invests a significant amount of time processing paperwork that could be automated if it were simplified.

Simplifying the Business License Tax to 3 or 4 categories will facilitate development of an online payment and renewal option. Because of the efficiencies gained by a digital payment option, it is anticipated an updated Business License Tax will be able to be more affordable when adjusted for inflation than it was in 1993. Placement of a measure on the June 2016 ballot simplifying and modernizing the Business License Tax will allow the City to implement a digital payment option by the end of 2016.

B. CREATE A DIGITAL BUSINESS PORTAL

A city's website is today's 24-hour business portal for residents and visitors alike. Websites serve as a force-multiplier by augmenting staff capabilities and providing seamless service. Unfortunately, the current Nevada City website utilizes an outdated form of Drupal which is no longer supported. The City will begin modernizing its website (www.nevadacityca.gov) later this summer which will provide staff with a user-friendly content management system (CMS) and customers with responsive design for mobile devices, and significantly more information and services.

As part of this update, the City will create the Nevada City Digital Business Portal to provide prospective businesses with information to succeed. The Digital Business Portal will provide steps to start a business, the ability to secure the City's business license tax online, learn about permits, economic development incentives, and additional information on conducting business in Nevada City.

C. IMPLEMENT ONLINE UTILITY AND BUSINESS LICENSE PAYMENTS

Nevada City customers desire an opportunity for an option to pay their utility bills online. Providing online payment portals for utility bills and business license payments (assuming voters approve a simplified structure) will create numerous staff efficiencies and reduce paperwork. A modest investment to add the payment module to the existing financial system is necessary for the City to implement online utility payments.

D. IMPLEMENT MONTHLY BUSINESS WALKS IN COLLABORATION WITH THE CHAMBER OF COMMERCE

The implementation of a Business Walk program presents an opportunity to check the pulse of local business and establish relationships with business owners. Typically, participants in a Business Walk would consist of the Mayor, City Manager, and other civic leaders including the Chair of the Nevada City Chamber of Commerce and Executive Director. The conversation would be focused on three basic questions:

- 1) How is business?
- 2) What do you like about doing business in the community?
- 3) What can be done to improve business?

Inevitably, the City will learn about opportunities for service delivery improvement. The Chamber of Commerce may be able to increase membership through this outreach as well, which is similar to their former Ambassador Program. Post-event reports will be prepared and shared with the City Council.

STRATEGY 4: IMPLEMENT COMMUNITY-DRIVEN CITIZEN ENGAGEMENT

Nevada City is a community of tremendous talent, energy and creativity. The purpose of this strategy is to harness the community's thinking and seek advice/innovation in formulating affordable and achievable economic growth solutions. Two specific citizen engagement efforts are designed to provide the City Council with actionable ideas and information. These efforts will occur concurrently resulting in an opportunity for the City Council to evaluate, prioritize and consider implementing some or all of the citizen-driven ideas.

A. ESTABLISH NCFORWARD ADVISORY TASK FORCE TO IDENTIFY ACHIEVABLE ECONOMIC STRATEGIES IN KEY TARGETED AREAS

The design of this strategy is to identify 3 to 5 subjects the City Council would like additional community thinking on that provide an opportunity to enhance economic growth. Examples may include regional marketing and promoting, volunteerism, arts, eco-tourism, vacant building promotion, events, beautification and cleanliness, etc.

A 5-member NCFORWARD Task Force comprised of City Council appointees will be tasked with studying each subject and issuing a report with recommendations for consideration by the City Council within 6 months. As a Council-created body, the Task Force will conduct open, public meetings in accordance with the Brown Act. The City Manager will be designated as a liaison to the Task Force and attend and facilitate meetings.

Recommendations endorsed by the NCFORWARD Task Force should meet the following criteria:

- ✓ Provide economic benefit to Nevada City.
- ✓ Be achievable within 1 year.
- ✓ Have limited cost or no cost (or an identifiable funding source).
- ✓ Enjoy broad-based support.

City staff will facilitate a City Council dialogue regarding the establishment of the NCFORWARD Task Force, its members and subject matter topics by October 2015.

B. CONDUCT COMMUNITY SURVEY FOR ADDITIONAL FEEDBACK

Community surveys are an important data-gathering technique for local public officials. Nevada City residents participated in such a survey in 2007 providing comprehensive feedback on various City issues. Other communities have participated in the National Citizen Survey that measures public opinion in eight key areas of community livability.

One of the first things a community must do before it conducts a survey is to agree on the answer to the question: What do we want to learn? Having an idea of how the City intends to utilize the results is also necessary.

City staff will convene a City Council discussion about survey approaches by February 2016.



STRATEGY 5: SUPPORT NCERC MACRO-LEVEL ECONOMIC DEVELOPMENT EFFORTS

The mission of the Nevada County Economic Resource Council (NCERC) is to enhance the economic vitality of Nevada County by supporting the retention, creation and attraction of quality jobs, while retaining the region’s unique lifestyle. Nevada City acknowledges and supports the NCERC’s macro-level economic development efforts including the following key initiatives:

- ✓ Development of the American Digital Media Leadership Campus
- ✓ Fab 5 “Action Team” business support services
- ✓ “Royal Welcome” tours targeted for relocation or expansion to Nevada County
- ✓ “Talent Connection” strategies connecting education and business
- ✓ Annual Regional Economic Development Summit

NCFORWARD IMPLEMENTATION

| TIME TABLE | PROJECT/PROGRAM |
|------------|--|
| 2015 | Launch Sidewalk Cost-Sharing Program |
| | Prioritize and Invest in Aging Water/Wastewater Infrastructure |
| | Initiate Creation of a Digital Business Portal |
| | Evaluate Long-Term Funding Options to Support Strategic Economic Growth Opportunities |
| | Implement Monthly Business Walks with Chamber of Commerce |
| 2016 | Secure Permanent Funding for Fire Station 54 |
| | Enhance Trail Coordination & Partnership as an Economic Driver |
| | Develop Sustainable Capital Improvement Plan Strategy |
| | Convene Discussion on Historic District Plaques Program |
| | Urban Garden(s) Initiative/Eco-Tourism Town Hall |
| | Evaluate Parking Expansion Options |
| | Complete Preliminary Engineering for Planned Utility Undergrounding |
| | Simplify and Modernize 58-Year-Old Business License Tax |
| | Implement Online Utility and Business License Payments |
| | Convene NCFORWARD Advisory Task Force |
| Ongoing | Continue Measure S Paving/Maintenance |
| | Promote Catalyst Project Sites |
| | Support Ultra High-Speed Broadband Deployment |
| | Support NCERC Economic Development Efforts including development of a Digital Media/Arts Leadership Campus |