

SMALL BUSINESS SUPPORT PROGRAM

Economic Opportunity Plan
Adopted 11.01.2012



Small Business Retention, Expansion, and Attraction Program Outline

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SMALL BUSINESS RETENTION, EXPANSION, AND ATTRACTION PROGRAM OUTLINE

Small businesses in Seaside are a core component of our local economy. A high priority of the Economic Opportunity Plan is to assist these existing businesses to remain healthy. Our small businesses over the years have provided jobs, paid taxes, and contributed to local charitable and community efforts. In addition to providing jobs and generating revenue, small businesses bring unique cultural and social elements to our community. A key component and priority of the Economic Opportunity Plan is to grow our local businesses and increase their prosperity, which will contribute to the city government revenue base.

In Seaside's current business environment there are multiple barriers, both perceived and actual, that hinder the success of small business. Some of the primary barriers are listed below.

- Distrust of City and city staff
 - Inconsistent treatment
 - Adversarial approach to resolving differences
 - Unclear planning and permitting processes
- Factors that affect ease of starting and conducting a business
 - Length of time to receive planning and permit approvals
 - High cost of doing business
 - Permit fees
 - Limited access to capital (equity/borrowing)
 - Uncertain regulatory environment
 - Loss of redevelopment
 - Other Agencies' approval
 - Resource Constraints
 - Water
 - Utilities/Infrastructure
 - Business operation is often in a "survival" mode
 - Need bookkeeping, marketing, inventory control, financing, business planning technical assistance to grow business
- Physical appearance of commercial areas
 - Code violations
 - Deferred maintenance
 - Graffiti
 - Beautification efforts on major commercial arterials

The following business retention, expansion and attraction strategies form the Small Business Support component of the Economic Opportunity Plan. The goal of the Business Support program is to create a business friendly environment that promotes the growth of small business in Seaside. The objective of the identified strategies listed below is to directly address the aforementioned barriers that currently impede small business success.



SMALL BUSINESS RETENTION, EXPANSION, AND ATTRACTION PROGRAM OUTLINE

BUSINESS RETENTION/EXPANSION

One of the most effective and efficient economic development efforts is to retain existing businesses and help them to succeed and expand. Keeping an existing business from moving by helping them find a larger facility within the city is far more efficient than trying to attract new large businesses to a city.

A formal business visitation program needs to be initiated and sustained. Through the information gathered from the visitations, items and areas of importance for our existing businesses will be revealed. With this new information, the City will better understand the broader economic challenges, needs and opportunities that locally owned and operated businesses are facing.

City/Business Community/Property Owner Communications/Relations (“In-Reach”) Program

- Build and nurture city/business community/property owner relationships
 - Be more active with community business associations
 - Establish business champion teams
 - City staff
 - Community business member
 - Commercial Property Owner
 - Technical advisor
 - Conduct small business/commercial property owner needs assessment through on-site visits
 - Maintain a regular business/property owner visitation schedule
 - Provide comment cards to receive on-going feedback
 - Translate materials in English and Spanish
 - Host quarterly business “in-reach” events
 - Open house format
 - Nurture relationships
 - Highlight Business of Quarter
 - Establish a business services link directly off city home page
 - Promote local businesses
 - Dining Guide
 - Merchants Guide
 - Online Business Directory
 - Inform and coordinate street and utility construction projects with local businesses and commercial property owners
- Streamline planning and approval processes for existing and new businesses
 - Review current processes, recommend and adopt procedural modifications

Expand Current Business Assistance Programs

- Financial Assistance
 - Grow Seaside Fund program
 - Renew marketing of program to identify candidates



SMALL BUSINESS RETENTION, EXPANSION, AND ATTRACTION PROGRAM OUTLINE

- SBA 7(a) Energy Efficiency Financing program
 - Provide local markets with information regarding free assessment
- Technical Assistance
 - Establish a network of technical assistance resource providers
 - Small Business Development Council
 - Monterey County Business Council
 - Monterey Peninsula College
 - California State University Monterey Bay
 - Individual consultants
 - Connect existing and new businesses with existing technical assistance resources
 - Develop a technical assistance resource list/database
 - Provide meeting space at City Hall
- Improve Physical Appearance/Beautification of Commercial Area
 - Identify construction funding to implement West Broadway Urban Village Infrastructure Improvement Plan
 - Commercial Façade Program
 - Update program guidelines
 - Utilize current and future windshield surveys to identify target areas for assistance

BUSINESS ATTRACTION

Recruitment activities and efforts will be focused on attracting new businesses and industries that provide higher paying jobs while meeting the sensitivity of no impact or low impact to the regions physical environment. Given the high dependence of municipalities on retail sales tax revenues, efforts toward minimizing the lost retail sales opportunities to other nearby localities is a high priority. Attraction activities and effort will also focus on identifying missing business and services to reduce retail leakage.

- Streamline planning and approval processes for businesses
 - Review current processes, recommend and adopt procedural modifications
 - Advanced Planning
 - General Plan and Zoning Amendments
 - Seaside East/Open space parcel
 - Master Plan Priority areas in the former Fort Ord
 - 26 Acres south of Light fighter Drive
 - Surplus II
- Marketing
 - Identify missing business and services: Leakage
 - Promotion of key opportunity sites
 - Participation in regional economic development website
 - Participation at International Council of Shopping Centers Conferences and Expos



SMALL BUSINESS RETENTION, EXPANSION, AND ATTRACTION PROGRAM OUTLINE

- Identification of community amenities, assets and events to attract businesses and visitors to Seaside
- Development of marketing materials to promoting community amenities, assets and events to attract businesses and visitors to Seaside
- Development and implementation of directional signage program to the Fort Ord National Monument

ACTION ITEMS (For discussion)

1.1 Establish an economic opportunity advisory committee: This committee would consist of 7-10 small business and commercial property owners representative of the diversity of the community and types of businesses in Seaside. The committee would meet on a regular (monthly) basis with staff to assist with the identification of small business needs and the implementation of business assistance programs.

1.2 Initiate and sustain a formal business visitation program: 1) make a complete inventory of all existing businesses, 2) contact firms to determine current situation and needs; 3) initiate efforts to meet short term needs; and 4) make sure all City staff maintains a pro-business attitude in all contacts with the business community.

1.3 Maintain updated information on City’s website to agencies and organizations with links that have resources and assistance for businesses.

1.4 Collaborate with business associations to develop merchants’ guides and online business directory promoting “shop local”.

1.5 Make the process of applying for a business license as fast as possible with information and interactive application on-line. Make the processes of applying for a business license and obtaining permits with the City as quick as possible, with information and interactive applications and forms available on-line. Also make it easy to become a vendor and bid on City contracts.

1.6 Create a fast-track permitting process for small and less complex projects. Make the process for getting approvals and developing in the City clear with realistic time frames and avoid delays once time frames are established. Provide single points of contact in City whenever possible to help shepherd projects through the City’s processes.

1.7 Develop and form business assessment districts. Fees collected through business districts would be used to finance streetscape and lighting improvements and maintenance, pedestrian amenities, and the promotion of public events.

1.8 Create a complete Marketing Plan and Strategy. Identify and develop materials to promote community amenities, assets and events to attract businesses and visitors to Seaside



Small Business Programs

- Grow Seaside Fund
- Small Business Development Council
- Commercial Façade Program



How to Apply

Required information includes:

- A brief description of the project, including proposed sources and uses of funds.
- History of the business and its operations
- Experience of the principals in operating the business or similar business activities
- Corporate financial statement or tax returns for previous 3 years
- Current Financial Statement (may be an in-house statement)
- A personal Financial Statement of all principals with over 20% ownership interest
- A credit release, authorizing GAF and the Grow Seaside Fund to obtain personal and corporate credit reports

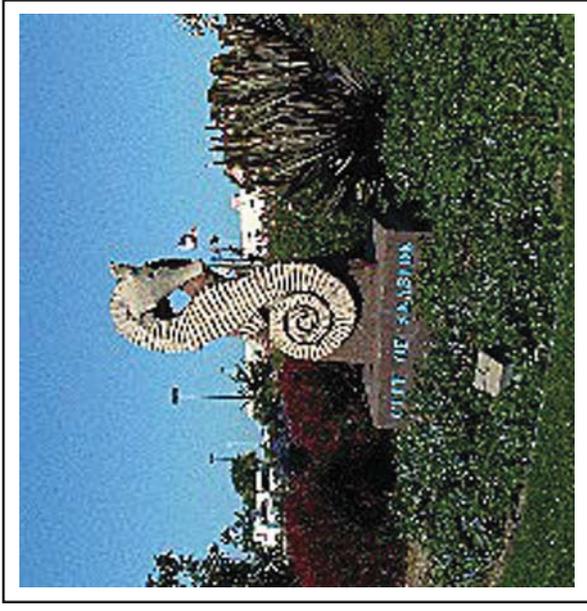


For more information or for an application package call Olivia Rebanal at (503) 998-2110 or via email

orebanal@nationaldevelopmentcouncil.org

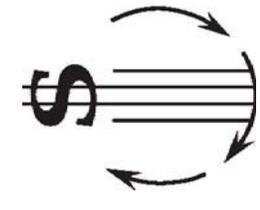
The Grow Seaside Fund

A Small Business Loan Fund



Helping Small Businesses Grow

For information on financing your business call Olivia Rebanal at (503) 998-2110



Helping Small Businesses Grow



The Seaside Fund

The Grow Seaside Fund is a unique economic development partnership between the City of Seaside and the National Development Council's Grow America Fund, Inc. (GAF), an approved SBA 7a lender.

To qualify for a loan, the business must engage in a legitimate for-profit business activity and have the ability to create permanent jobs in the community. The fund can finance healthy, successful, small businesses that need expansion capital to reach their full growth potential.

What does the Grow Seaside Fund Finance?

The Grow Seaside Fund provides loans for a wide range of business purposes, including:

- Real Estate Acquisition
- Leasehold Improvements
- Machinery and Equipment
- Working Capital
- Refinance

The Fund, does not provide venture capital and cannot provide funds for research and development or to satisfy equity or near-equity needs.

Advantages to borrowers

- Long-term financing
- Low equity requirements
- Access to long term capital market
- Funding from \$25,000 to \$2,000,000
- Technical Assistance
- Flexible Underwriting Criteria
- Loans tailored to individual borrowers
- Streamlined Application Process

Specifics on the Grow Seaside Fund

Loan Amount, Rate and Term

The Grow Seaside Fund can make loans ranging from \$25,000 to \$2,000,000, at or below market rates, for terms up to 25 years depending on proposed use of funds.

Collateral

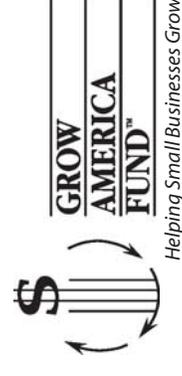
All loans must be adequately collateralized. Personal guarantees of the owners are required.



What does the fund offer a borrower?
The Fund offers affordable growth capital on advantageous terms to borrowers who create jobs and investment in our community.

The Fund works with local banks and other lenders

The Grow Seaside Fund is meant to complement, not replace, existing sources of small business financing. Borrowers are encouraged to seek participation from their bank or other lenders to provide a portion of the total financing. The Fund always works with existing lenders to structure the best financing available for the borrower.





SBA 7(a) LOAN PROGRAM
ENERGY EFFICIENCY FINANCING

Purpose:	For energy efficiency upgrades, i.e. insulation, lighting, upgraded refrigeration, solar panels, heating and cooling systems. Free energy audits and assessments are available.
Project Size:	\$100,000 to \$2 million
Typical Structure:	100% of equipment
Terms:	up to 10 years (or useful life of asset), fully amortizing
Interest Rates:	2% fixed for the first 5 years. Thereafter, WSJ Prime + 1.50%, variable quarterly. (WSJ Prime + 1.50% effective rate as of 1/1/2012 is 4.75%)
Fees:	SBA Guarantee fee of 2.5-3.75% of guaranteed portion (75-85% of the loan) Maximum of 1% attorney fees plus out-of-pocket costs, including appraisal and environmental review, escrow and title fees Fees are financed as part of loan (i.e. not out-of-pocket)
Prepayment:	No prepayment penalty for term of less than 15 years
Geography:	Available in greater San Francisco and Los Angeles areas

APPLICATION REQUIREMENTS

- **Three years corporate/company tax returns**
- **Interim (current year) financial statements (no older than 60 days)**
- **Personal financial statement(s)**
(from owners of 20% or greater of the business)
- **Three years individual tax returns**
(from owners of 20% or greater of the business)
- **Schedule of business debt**
- **Description of property and building improvements (if applicable)**

CONTACT:

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About The National Development Council

The National Development Council (NDC) is the country's oldest non-profit community development organization with the mission to increase the flow of capital to underserved urban and rural areas for job creation and community development.

About The Grow America Fund

The Grow America Fund (GAF) is NDC's wholly-owned Small Business Lending Company. GAF works with Community Partners across the country to provide access to capital for growing small business. As a mission-driven Community Development Financial Institution (CDFI), GAF lends to eligible small businesses that are beyond a conventional lender's profile. The financing provided is partially guaranteed by the U.S. Small Business Administration, and GAF has attained SBA "preferred lender status" nationwide. Community Partners benefit from the job creation and economic energy of small business growth – a key component of a healthy economy. Learn more at www.nationaldevelopmentcouncil.org

The Grow America Fund offers:

- Low equity requirements
- Longer terms (up to 10 years for equipment, or its useful life)
- Lower interest rates
- Larger Loans, from \$100,000 to \$2 million

All loans must be adequately collateralized from available assets and a personal guarantee from any owner with over 20% in the business.

The Grow America Fund offers affordable loans to eligible business to cover 100% of energy efficiency upgrade (i.e., updated refrigerators/freezers, solar panels, renewable energy systems, insulation) and building improvements. With an energy upgrade, businesses can take advantage of substantial utility rebates, upgrade old equipment, reduce operating costs, and create a comfortable, attractive customer environment. Free energy assessments and audits are available.

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Small Business
Development Center
At Cabrillo College



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- Financial Management
- Human Resources
- Management Reviews
- Marketing Plans
- Operations Review
- Organizational Management
- Personnel Management
- Procurement Assistance
- Restaurant/Hospitality Management
- Retail Management
- Start-Up Information
- Strategic Plans
- Tune-Up Program

INFORMATION ON LENDERS AND LOANS:

- Micro-Loans for Start-Up & Existing Businesses
- Agricultural Loans
- All SBA Loan Programs

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- Análisis y Planeación Administrativa
- Revisión de Operación de Negocios
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SEMINARS 2012

Build Your Business!

QUICKBOOKS BASICS

Choose from:

- **July 10**, 2-4:30 p.m.
- **August 7**, 2-4:30 p.m.
- **Sept 4**, 2-4:30 p.m.
- **October 2**, 5-7:30 p.m.
- **Nov 6**, 2-4:30 p.m.

Led by Penelope Faure

WRITING A WINNING BUSINESS PLAN

Choose from:

- **July 17**, 2-4:30 p.m.
- **August 14**, 2-4:30 p.m.
- **Sept 11**, 2-4:30 p.m.
- **October 9**, 5-7:30 p.m.
- **Nov 13**, 2-4:30 p.m.

Led by Keith Holtaway

SOCIAL MEDIA MARKETING

Choose from:

- **July 24**, 5-7:30 p.m.
- **Sept 18**, 2-4:30 p.m.
- **Nov 27**, 5-7:30 p.m.

Leverage the power of social media to boost sales.

Led by Karen Kefauver

BUILD YOUR BUSINESS! Seminar Registration

PLEASE REGISTER ONLINE AT: www.centralcoastsbdc.org

All seminars are held at:

Community Foundation Santa Cruz County

7807 Soquel Drive, Aptos, CA 95003 (Across from Rancho Del Mar Shopping Center)

The seminars are held on Tuesdays with afternoon and evening class times.

The cost for each seminar is: \$30.

Advance registration is required. Seating is limited. Call 831-479-6136 for more information.

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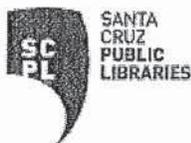
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- February 9** TAX TIPS - IT'S NOT WHAT YOU MAKE, IT'S WHAT YOU KEEP!
- March 8** SELLING ON E-BAY - BOOST YOUR SALES!
- April 12** EASY WEBSITE CREATION USING WORDPRESS - EVERY BUSINESS NEEDS A WEBSITE!
- May 10** SEARCH ENGINE OPTIMIZATION (SEO) - CAN YOUR CUSTOMERS FIND YOU?
- June 14** HR TOP TEN TO DO LIST - STAY OUT OF TROUBLE
- July 12** DATA MINING YOUR LIBRARY'S GOLD MINE - BUSINESS DATA AT YOUR FINGERTIPS
- August 9** TECH TOOLS - FREE FUN TOOLS TO INCREASE YOUR BUSINESS SUCCESS
- September 13** SPENDING YOUR ADVERTISING DOLLARS - THEY'RE PRECIOUS; GET THE MOST FROM YOUR ADS
- October 11** COPYRIGHTS, TRADEMARK AND INTELLECTUAL PROPERTY - HOW TO PROTECT YOURSELF AND WHY
- November 8** SELLING ON E-BAY: PART TWO - BACK BY POPULAR DEMAND

Cost	Free of charge; pre-registration is appreciated.
When	11:45 a.m. to 1:00 p.m.
Where	The Santa Cruz Central Library - Upstairs Meeting Room 224 Church St. - Bring Your Own Brown Bag Lunch
Register	For more information, call the SBDC at 479-6136 To register online: http://www.santacruzpl.org/brownbags/

Marketing of Community Amenities, Assets and Events

Economic Opportunity Plan
Adopted 11.01.2012



MARKETING OF COMMUNITY AMENITIES ASSETS AND EVENTS

❖ IDENTIFICATION OF COMMUNITY AMENITIES, ASSETS AND EVENTS TO ATTRACT BUSINESSES AND VISITORS TO SEASIDE

- Fort Ord National Monument
- Bayonet and Blackhorse Golf Courses
- Laguna Grande and Roberts Lakes
- Monterey Bay Recreational Trail
- The Dunes State Beach
- Events
 - Blues in the Park
 - Forth of July Parade
- Educational Institutions
 - CSUMB
 - Monterey College of Law
 - MPC

❖ DEVELOPMENT OF MARKETING MATERIALS TO PROMOTING COMMUNITY AMENITIES, ASSETS AND EVENTS TO ATTRACT BUSINESSES AND VISITORS TO SEASIDE

