

Economic Development Strategy



Arvin, California

January 2016

Office of Community and Economic Development
Fresno State

Economic Development Strategy

Arvin, California

January 2016

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City of Arvin

Advisory Committee

Jose Alaniz	Owner, Joe's Equipment Rental
Maria Alvarez	Board Member, Arvin Community Services District
Raji Brar	Owner, Subway Sandwiches
Linda Eviston	Executive Director, STEPS, Adelante Coalition
Maria Gallardo	Teacher, Grimmway Academy
Maria Garcia	Social Worker, California Correctional Institution
Steve Lopez	Former Arvin Little League President
Michelle McLean EdD	Superintendent, Arvin Union School District
Salvador Partida	Chair, Committee for A Better Arvin
Bill Phelps	Chief of Programs, Clinica Sierra Vista
Toni Pichardo	Adelanto Coalition
Rey Ramos	Community Member
Miguel Rivera	Vice President, Arvin Teachers Association
Carlos Sardo	Principal, Arvin High School
Olivia Trujillo	City of Arvin Planning Commissioner
Dolores Williams	Clinica Serra Vista
Denise Zavala	Membership Representative, Nielsen Media Research
James Young	Teacher, Arvin High School (Alternate)

Advisory Committee



Thank You to Our Presenters

Mike Dozier
Executive Director
Office of Community & Economic Development
California State University, Fresno

David Lyman
Manager
Visit Bakersfield

Alfonso Noyola
City Manager
City of Arvin Administration

Robert Ruiz
Finance Director
City of Arvin

Jerry Martinez
Acting Chief of Police
City of Arvin Police Department

Captain Jake Caquel
Captain Jason Knaggs
Kern County Fire Department
Station 54

Melinda Brown
Director
Business Development/Corporate Relations
Kern Economic Development Corporation

Kelley Bearden
Director
California State University, Bakersfield-
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Teresa Hitchcock
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Kern Community College District

Bill Rector
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Westec

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Principal
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Dan Johnson
Area Specialist
Bakersfield Area Office
USDA Rural Development California

Stephen Haupt
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Principal, Central California
Colliers International

Chad J. Brock
Managing Director
Principal, Brock Realty Advisors

Anthony Olivieri
Owner
Olivieri Commercial Group

David Brletic
City Planner
City of Arvin

Miguel Barcenas
City Engineer
City of Arvin

Michelle McLean Edd
Superintendent
Arvin Union School District

Executive Summary

Executive Summary

The City of Arvin is currently positioned for significant economic development opportunity. It has the political will and focused leadership needed at City Hall to catalyze growth. The support of informed community stakeholders needed to neutralize critics and skeptics. And now with this document, the City of Arvin has a roadmap for economic development that was developed with community input, reflects alignment with goals at City Hall, and whose progress will be monitored by all involved in helping create it.

There are four components to the Arvin Economic Development Strategy (EDS): Community and Economic Development, Industrial Development, Commercial Development, and Tourism. There are timelines for implementation attributed to each recommended step within each component area. Timelines and parties responsible for implementing each recommended step were determined by members of the Arvin Economic Development Strategy Advisory Committee with input from City of Arvin staff.

There are eight recommended steps within the Community and Economic Development component of the Arvin EDS. Some address topics that influence quality of life such as around-the-clock health care, affordable housing, and educational opportunities. The majority of recommended steps, however, address action that can be taken to make the community more appealing to prospective businesses.

The Industrial Development component of the Arvin EDS consists of six recommended implementation steps. The first and second steps emphasize the importance of established businesses within the community. The second through fifth steps suggest proactive measures that can be implemented to attract additional industry to the community. The sixth and final step highlights the importance of utilizing existing resources available to complement the community's individual efforts.

The largest of the Arvin EDS components, Commercial Development, consists of ten recommended steps. Many of these steps represent proactive measures that can be taken to promote the community as a destination for additional businesses, ensuring, among other things, that the necessary land and infrastructure is available. Other steps, however, underline the importance of collaboration among community stakeholder groups to standardize the aesthetics and development of specific commercial districts (i.e. Bear Mountain Boulevard).

The Tourism Development component of the Arvin EDS consists of five recommended steps and two additional recommendations within the third step. The development of a farmers market is one recommended step. Establishing a hub for community activities is another. Identifying an optimal property, developing a hotel on it, and collecting Transit Occupancy Tax are critical steps to capitalizing on the community's tourism potential. Most importantly though, is giving tourists a reason to visit the community. Highlighting Arvin's rich history, traditions, and natural beauties are the ingredients to bringing travelers and their dollars to the community.

Executive Summary

IMPLEMENTATION STEPS AND SCHEDULE

All Groups		Arvin Union School District		CSU Bakersfield		Kern High School District	
Arvin Chamber of Commerce		City of Arvin		CSU Bakersfield SBDC		Kern Economic Development Corporation	
Arvin City Council		City of Arvin Planning Commission		Future Farmers of America		NPO	
Arvin High School		Clinica Sierra Vista		Kern Community College District		OCED	

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
1. Community and Economic Development				
1.1 Dedicate a City of Arvin staff person to work on community and economic development activities.				
1.2 Initiate conversation with existing health care providers to expand clinic hours to provide medical services 24 hours/day, 7 days/week.	 			
1.2.1 Expand clinic hours to at least 6 days/ week, 11 hours/day.				
1.2.2 Expand clinic hours beyond 6 days/week, 11 hours/day.				
1.3 Initiate discussions with Bakersfield College to build a campus in Arvin that would include an entrepreneurial center and pathway programs with Arvin High School.	   			

Executive Summary

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
1. Community and Economic Development				
1.3.1. Develop a plan to transfer land to Kern Community College District for purposes of building Arvin campus.				 
1.4 Create fast-track processing with reduced fees for new development.				
1.5 Update Housing Element to encourage a diverse housing stock, including new residential development(s) that provide affordable housing options for all income categories.				
1.6 Reference Arvin in positive ways in order to mitigate poor perceptions of the community by residents and outside interests.				
1.7 Obtain funding and develop a bilingual community newsletter to keep residents, businesses, and public sector entities abreast of activities. The newsletter will leverage existing distribution resources (i.e. City of Arvin website).		  		
1.8 Provide customer service training for all public sector staff in the community who works with residents and businesses. Their role in the economic development of the City will be emphasized.		  		
1.9 Conduct a formal independent assessment of Arvin Police Department response time to resident calls, particularly those from non-English speaking residents.				

Executive Summary

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
2 Industrial Development				
2.1 Develop a retention and expansion strategy to support existing businesses.		 		
2.2 Create an Available Property List and make it readily accessible.				
2.3 Create an Incentives List for industrial development and make it readily accessible.		 		
2.4 Identify and develop an area as a "Startup Zone" within the community.			  	
2.5 Work with educational and workforce providers (i.e. Westec, Kern/Inyo/Mono WIB, and Bakersfield College) to provide training opportunities to Arvin residents and existing and potential businesses.			   	
2.6 Work with Kern EDC to market and attract at least 1 targeted industrial business to Arvin (i.e. warehousing/logistics).				

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
3 Commercial Development				
3.1. Create a strategy for attracting businesses.		 		
3.2. Develop an Available Properties List and make it readily accessible.				

Executive Summary

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
3 Commercial Development				
3.3. Develop a marketing packet for Arvin.			 	
3.4. Attend International Council of Shopping Center (ICSC) Idea Exchange in Monterey, Calif., with Kern EDC				
3.5. Create individual marketing packets for future commercial developments: Jewett Square; "C" Street; and Sycamore Street.				 
3.6. Develop a partnership with business organizations (i.e. Chamber of Commerce) to market and promote Arvin.		 		
3.6.1. Create an Arvin Downtown Business Association.			 	
3.7. Obtain funding to facilitate mixed-use commercial/residential development plans for specific commercial districts (i.e. "C" Street).				 
3.8. Obtain funding to implement/enforce existing design guidelines for current and future commercial development.				
3.9. Work with County of Kern and LAFCO to expand the Sphere of Influence (SOI) for City of Arvin.				
3.10. Obtain additional funding to pay for public infrastructure improvements to assist with attracting developers and retailers to Arvin.				

Executive Summary

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
3 Commercial Development				
3.11. Deliver training opportunities, resources, and services to entrepreneurs and small businesses in Arvin.		   		
3.11.1. Develop concepts for a certified commercial kitchen accessible to the community.		  		

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
4 Tourism				
4.1 Establish Farmers Market with connectivity to Arvin Community Garden.		     		
4.2 Identify and develop areas of town to be used for community events and tourism attraction (i.e. Jewitt Square and adjacent plaza)		  		
4.3 Obtain funding and conduct an occupancy study to determine the feasibility of attracting a hotel development to Arvin.				
4.3.1 Create available properties list and make it readily accessible.				

Executive Summary

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
4 Tourism				
4.3.2 Review and revise existing Transient Occupancy Tax (TOT) ordinance.				
4.4 Obtain funding to conduct a market analysis to determine potential for locating/hosting regional recreational activities in Arvin (i.e. youth sports championships, etc.)				 
4.5 Develop marketing campaign to promote Arvin’s historical, cultural, and ecological assets.			 	
4.5.1 Develop concepts for an educational museum in Arvin.			 	

Introduction

Introduction

At the Arvin City Council meeting on March 3, 2015, staff from Office of Community and Economic Development at Fresno State (OCED) presented its community-based approach to developing an economic development strategy. At its meeting on May 5, 2015, the Arvin City Council confirmed the community's commitment to partnering with OCED to produce the Arvin Economic Development Strategy.

City of Arvin staff and the Arvin City Council expressed that the level of community engagement incorporated into the process was the primary appeal of OCED's approach to producing an economic development strategy. Members of the community not only were educated on the various functions of effective economic development, but each member was expected to contribute to the various components of the Arvin Economic Development Strategy. This process inspires collective buy-in, accountability, and implementation.

APPOINTMENT OF ARVIN ECONOMIC DEVELOPMENT STRATEGY ADVISORY COMMITTEE

The process to generate the Arvin Economic Development Strategy began with the appointment of a 21-member Advisory Committee consisting of a representative cross-section of community stakeholders. (See page 2 for complete roster.)

DESCRIPTION OF PROCESS

The Arvin Economic Development Strategy Advisory Committee convened for 12 sessions over a 10-month period (May 2015-February 2016). A complete schedule can be found in Appendix A.

- * Sessions were two hours in length and took place on the first and third Thursdays of each month.
- * Location for sessions 1, 9, 10, 11 was Adobe Plaza Complex, Suite Y, 141 A Street, Arvin.
- * Location for sessions 2 through 8 was Arvin Veteran's Hall, 414 4th Avenue, Arvin.
- * Sessions 1 through 8 focused on informing members of the Advisory Committee of the various functions of economic development. A series of economic development experts delivered presentations to Advisory Committee members.
- * Sessions 9 and 10 were dedicated to conducting a collective SWOT Analysis and establishing Goals and Objectives for the Arvin Economic Development Strategy.
- * Session 11 provided an opportunity for Advisory Committee members to offer feedback on the draft Arvin Economic Development Strategy.
- * Session 12 consisted of presenting the final draft of the Arvin Economic Development Strategy to the Arvin City Council for adoption during their regularly scheduled meeting.

Introduction

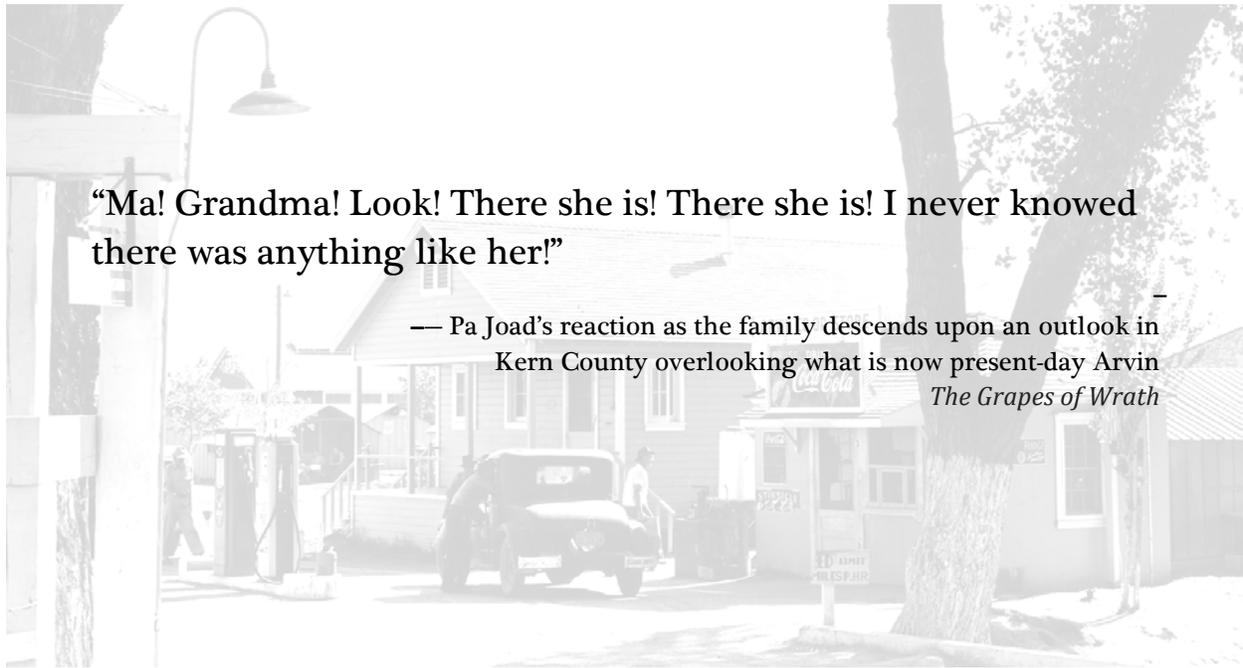
ALIGNMENT WITH OTHER STRATEGIES

The Arvin Economic Development Strategy will leverage other strategic documents aimed at addressing community and economic efforts in Arvin. For example, the Arvin City Council's Strategic Plan (Appendix B: Five-Year Implementation Action Plan) identified the completion of the Arvin Economic Development Strategy as a priority for the community. The South Kern Strategic Action Plan produced by The California Endowment's Building Healthy Communities in 2012 was considered when compiling the recommendations of the Arvin Economic Development Strategy. Lastly, a market study produced by Kosmont Companies for commercial development in Arvin, particularly for Jewett Square, was analyzed and supported by several of the recommendations found in later sections of this document.



Community Profile

Community Profile



“Ma! Grandma! Look! There she is! There she is! I never knowed there was anything like her!”

— Pa Joad’s reaction as the family descends upon an outlook in Kern County overlooking what is now present-day Arvin
The Grapes of Wrath

HISTORY

The City of Arvin is a rural community of 19,304, nestled at the feet of Bear Mountain, 15 miles southeast of Bakersfield in Kern County. It bills itself as “the garden in the sun,” owing its livelihood to the farming of agricultural commodities, from carrots and cotton to grapes and grain, that have filled its fertile lands for over a century.

In 1776, Father Francisco Garces became the first of European descendants to visit the area as he sought a new route from Mexico through California. Wheat farmers later settled a colony in the 1880s. But it wasn’t until 1907, when a group of families settled the Foothill Citrus Farms Company colony through the sale of property lots that the community began to take form. Among those original settling families was the Richardson Family who had made their way to the area from Kentucky, via San Bernardino. George Arvin Richardson was born in 1883 and was the son of one of the community’s original settlers, George Andrew Richardson. The younger Richardson would go on to become an esteemed store keeper in the community but not before laboring in the nearby agricultural fields and delivering mail in his pickup truck for the post office that held his name.

Seven years after its settlement, in 1914, the colony was surveyed and Birdie Heard petitioned for the establishment of a post office. Heard served as the first postmistress and administered the post office in the living room of her home. Among the names that were proposed for the post

Community Profile

office were Bear Mountain, Walnut, and Arvin. Officials in Washington, D.C., however, chose Arvin because it was the only name not already in use within the State of California at the time. Thus, the colony became to be referenced as Arvin. The name stuck through the years and in 1960 the community was officially incorporated as the City of Arvin.

Arvin and surrounding communities were immortalized in migrant history due to the Dust Bowl, the Great Depression and John Steinbeck's classic novel *The Grapes of Wrath*. During the mid-1930s in the midst of a national economic depression, farmers in Oklahoma were hard hit by ongoing drought conditions. They, along with migrant workers from Texas, Arkansas and Missouri, migrated to California moving from farm to farm looking for work as farm laborers. These migrants were known by the derogatory term of *Okie* and experienced discrimination from the local population. Squatter camps consisting of pitched tents along the side of a road or camps established by farmers and growers were housing options available to migrants. The plight of the Okies and a description of living conditions were chronicled by Steinbeck in his classic 1939 novel.

Due to the lack of hygiene and security at squatter and farmer/grower operated camps, the Farm Security Administration, one of the New Deal programs created during the presidency of Franklin D. Roosevelt in response to the Great Depression, established the Arvin Migratory Labor Camp in 1937—the first federally operated farm labor camp. Also known as Weedpatch Camp, the Arvin Migratory Labor Camp was first administered by Tom Collins and consisted of canvas tents on plywood platforms for residents and permanent buildings that housed the administration, barber shop, and the community hall, library, and post office. Residents would later replace tents with permanent, single-storied, wood frame shacks. Three original buildings (*shown below*) still remain from the original camp – community hall, post office, and library.



Community Hall



Post Office (right)

Community Profile

They were placed on the National Register of Historic Places on January 22, 1996. The camp is now operated by the Housing Authority of the County of Kern as the Sunset Labor Camp to assist migrant farm workers from May through October. (Source: “It’s Named After: Arvin” Lisa Kimble, Bakersfield Life, Feb 22, 2013.)

GEOGRAPHY

The City of Arvin is 4.9 square miles situated at the feet of the Tehachapi Mountains in south Kern County. SR-223, or Bear Mountain Boulevard, provides the City of Arvin connectivity to three major trade corridors in California and the western United States – I-5, SR-99 and SR-58. SR-184, or Weedpatch Highway, connects the City of Arvin, via SR-223, to the neighboring unincorporated communities of Lamont and Weedpatch.

QUALITY OF LIFE

Environmental

The City of Arvin continues to mitigate harmful environmental factors that have plagued its community for years. In 2014, the City of Arvin was identified by the California Environmental Protection Agency’s CalEnvironScreen 2.0 screening tool as a disadvantaged community; an area disproportionately burdened by and vulnerable to multiple sources of environmental pollution. Its air quality, for example, places it among the 99th percentile of communities in California that consistently exceed the State’s 8-hour ozone concentration levels of 0.070 parts per million.¹ In 2014, a field gas line belonging to Petro Capital Resources leaked toxic vapor into the air and seeped hazardous liquid into the ground. This incident caused temporary evacuation of eight households along Varsity Avenue and Mahin Drive.

Furthermore, the condition of drinking water in the City of Arvin places it among the 95th percentile of communities in California that have concentrations of multiple contaminants in their drinking water supplies.² In 2015, the Arvin Community Services District (ACSD) reached a settlement with the U.S. EPA for arsenic violations of the Safe Drinking Water Act which required it to provide residents with alternative water until it met federal limits of arsenic levels and pay a penalty of \$14,750. With the help of the Community Water Center (Visalia), ACSD installed three drinking water vending machines in front of their district office at 309 Campus Drive. The vending machines are available 24 hours a day, 7 days a week at no cost to residents.

¹ California Communities Environmental Health Screening Tool, Version 2.0. California Environmental Protection Agency. August 2014.

² California Communities Environmental Health Screening Tool, Version 2.0. California Environmental Protection Agency. August 2014.

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Health Care

Recruitment of doctors is a challenge that afflicts the San Joaquin Valley. Arvin is not the exception. Nevertheless, the Arvin Medical Clinic and Clinica Sierra Vista provide health care services to the City of Arvin. However, these facilities are not accessible on weekends or after 7 p.m. on weekdays, creating a lack of 24/7 health care access for residents in Arvin. Hall Ambulance's satellite facility in the City of Arvin provides first responder services through its EMT and paramedic staff who work closely with the Kern County Fire Department. Hall Ambulance also provides transportation services to Bakersfield hospitals for Arvin residents requiring emergency medical attention.

Housing

According to 2010-2014 American Community Survey 5-Year Estimates from the U.S. Census Bureau, there are 4,974 housing units in the City of Arvin. Of those housing units, 4,595 (92.4 percent) are occupied while 379 (7.6 percent) are vacant. The majority (73.1 percent) of housing units in Arvin are single-unit, detached homes. Almost half (47.6 percent) of the housing units in Arvin were built after 1990. A fourth (25.1 percent) of housing units in Arvin were built between 1970 and 1989. The remaining 27.3 percent of housing units were built prior to 1970.

Of the 4,595 occupied housing units in Arvin, 2,167 (47.2 percent) are owner-occupied while 2,428 (52.8 percent) are renter-occupied. Of those who occupy housing units in Arvin, 70.8 moved in after 2000. Only 29.2 percent of occupied housing units in Arvin have residents who moved in prior to 2000. Of the total owner-occupied units, 1,066 (49.2 percent) are valued less than \$100,000, 1,047 (48.4 percent) are valued between \$100,000 and \$299,999, and only 54 (2.5 percent) are valued above \$300,000. The median value of an owner-occupied unit in Arvin is \$100,800.

Housing units with a mortgage consist of 1,546 (71.3 percent) while those units without a mortgage are 621 (28.7 percent). For 846 units with a mortgage (54.7 percent), Selected Monthly Owner Costs (SMOC) is greater than \$1,000. The median SMOC in Arvin is \$1,052. Moreover, 753 units with a mortgage (47.7 percent) have a SMOC that represents 30 percent or more of their household income.

There are 2,351 occupied units in Arvin where rent is paid. 1,353 of those units (57.7 percent) pay rents \$750 or greater. The median rent in Arvin is \$811. 1,266 of rent paying units (54.7 percent) have Gross Rent as a Percentage of Household Income (GRAPI) rates that are 30 percent or more.

Community Profile

Parks and Recreation

There are three parks in the City of Arvin: DiGiorgio, Kovacevich, and Smothermon. The Arvin Action Park, a new skate park, will be located within DiGiorgio Park. The Bear Mountain Recreation and Park District administers the Arvin Pool located on the southeast corner of DiGiorgio Park. There is also a community garden that was established in 2013 by the Committee for a Better Arvin with assistance from the Center for Race, Poverty and the Environment (Delano, CA) and the University of California, Davis.

Public Safety

Station 54 of the Kern County Fire Department provides the City of Arvin with first responder and fire prevention services. The Arvin Police Department is the local law enforcement agency that patrols the community and reports crime statistics to the Federal Bureau of Investigation (FBI). The U.S. Department of Justice administers the Uniform Crime Reporting (UCR) Program to measure the magnitude, nature, and impact of crime across the nation. The UCR rates for violent and property crimes are per capita (number of crimes per 100,000 persons). The UCR formula can also be applied to communities the City of Arvin's size. FBI data reveals that both violent and property crime has reduced since 2010 although still higher than 2000 levels. Most notable from 2010 to 2014 was the 11.2 percent reduction in burglaries and the 8.9 percent reduction in aggravated assaults.



Library

Community Profile

TABLE 2. OFFENSES KNOWN TO LAW ENFORCEMENT, CITY OF ARVIN

	2000	2010	2014
Population	11,916	15,410*	20,541**
Violent Crime Rate#	629.4	1,213.4	861.6
Violent Crime ^	75	187	177
Murder and Non-Negligent Manslaughter	1	0	1
Rape	1	1	4 ^^
Robbery	11	19	19
Aggravated Assault	62	167	152
Property Crime Rate#	3,306.4	3,244.6	2,351.3
Property Crime ^^	394	500	483
Burglary	110	186	165
Larceny-Theft	222	232	230
Motor Vehicle Theft	62	82	88
Arson	17	14	14

Sources:

Federal Bureau of Investigation. Crime in the United States, 2000., 2010, 2014. Uniform Crime Reports, Violent Crime. Table 8.

* For the 2010 population estimates used in this table, the FBI computed individual rates of growth from one year to the next for every city/town and county using 2000 decennial population counts and 2001 through 2009 population estimates from the U.S. Census Bureau. Each agency's rates of growth were averaged; that average was then applied and added to its 2009 Census population estimate to derive the agency's 2010 population estimate.

** For the 2014 population estimates used in this table, the FBI computed individual rates of growth from one year to the next for every city/town and county using 2010 decennial population counts and 2011 through 2013 population estimates from the U.S. Census Bureau. Each agency's rates of growth were averaged; that average was then applied and added to its 2013 Census population estimate to derive the agency's 2014 population estimate.

(Number of Crimes / Population) x 100,000 = Crime Rate Per 100,000

^ The violent crime figures include the offenses of murder, rape, robbery, and aggravated assault.

^^ The property crime figures include the offenses of burglary, larceny-theft, and motor vehicle theft.

^^^ The figure reflects totals using both the revised and legacy UCR definitions of rape.

Community Profile

POPULATION

Total Population

The City of Arvin grew at a faster rate than the State of California and Kern County between 2000 and 2014. According to the U.S. Census Bureau's most current 5-year estimates, the City of Arvin's population stands at 20,028. Reaching the 20,000 population milestone provides advantages to the City of Arvin when expanding its economic base but also disqualifies it from several funding programs offered by the U.S. Department of Agriculture for rural communities under that population milestone.

TABLE 1. TOTAL POPULATION

Area Name	2000*	2010*	2010-2014 [^]	Difference (%)
California	33,871,648	37,253,956	38,066,920	+12.3
Kern County	661,645	839,631	857,730	+29.6
City of Arvin	12,956	19,304	20,028	+54.5

Sources:

*U.S. Census Bureau. Reports from 2000 and 2010 U.S. Census.

[^]U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates.

Racial Composition

The City of Arvin's Hispanic/Latino population experienced a 3.8 percent increase between 2000 and 2014. During that same time the non-Hispanic/Latino population diminished by the same margin. However, during the same time period the City of Arvin's white population experienced a significant increase of 38.4 percent, while the percentage of the population identified as "some other race" considerably declined by 34.9 percent. Based on these observations, and the fact that the Hispanic/Latino population can self-identify on the U.S. Census with any race (White, Black, American Indian, Asian, etc.), it is estimated that more than a third of the City of Arvin's Hispanic/Latino population went from self-identifying themselves as "some other race" in 2000 to white in 2014.

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TABLE 2. RACIAL COMPOSITION, PERCENTAGE OF POPULATION

	City of Arvin	Kern County	California
White, 2000	45.0	61.6	59.5
White, 2010	53.1	59.5	57.6
White, 2010-2014	83.4	73.7	62.1
White, Difference	+38.4	+12.1	+2.6
Black or African American, 2000	1.1	6.0	6.7
Black or African American, 2010	1.0	5.8	6.2
Black or African American, 2010-2014	1.3	5.6	5.9
Black or African American, Difference	+0.2	-0.4	-0.8
American Indian and Alaska Native, 2000	1.5	1.5	1.0
American Indian and Alaska Native, 2010	1.2	1.5	1.0
American Indian and Alaska Native, 2010-2014	0.9	1.2	0.8
American Indian and Alaska Native, Difference	-0.6	-0.3	-0.2
Asian, 2000	1.1	3.4	10.9
Asian, 2010	0.8	4.2	13.0
Asian, 2010-2014	0.5	4.4	13.5
Asian, Difference	-0.6	+1.0	+2.6
Native Hawaiian - Other Pacific Islander, 2000	0.1	0.1	0.3
Native Hawaiian - Other Pacific Islander, 2010	0.0	0.1	0.4
Native Hawaiian - Other Pacific Islander, 2010-2014	0.4	0.1	0.4
Native Hawaiian - Other Pacific Islander, Difference	+0.3	0.0	-0.1
Some Other Race, 2000	46.5	23.2	16.8
Some Other Race, 2010	39.7	24.3	17.0
Some Other Race, 2010-2014	11.6	11.4	12.8
Some Other Race, Difference	-34.9	-11.8	-4.0
Two or More Races, 2000	4.6	4.1	4.7
Two or More Races, 2010	4.2	4.5	4.9
Two or More Races, 2010-2014	1.9	3.5	4.5
Two or More Races, Difference	-2.7	-0.6	-0.2
Hispanic or Latino (of any race), 2000	87.5	38.4	32.4
Hispanic or Latino (of any race), 2010	92.7	49.2	37.6
Hispanic or Latino (of any race), 2010-2014	91.3	50.4	38.2
Hispanic or Latino (of any race), Difference	+3.8	+12.0	+5.8

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	City of Arvin	Kern County	California
Not Hispanic or Latino, 2000	12.5	61.6	67.6
Not Hispanic or Latino, 2010	7.3	50.8	62.4
Not Hispanic or Latino, 2010-2014	8.7	49.6	61.8
Hispanic or Latino (of any race), Difference	-3.8	-12.0	-5.8

Sources:

U.S. Census Bureau. Reports from 2000 and 2010 U.S. Census.

U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates.

EMPLOYMENT

Labor Force

As of December 2015, the City of Arvin had an unemployment rate of 10.7 percent, 1.5 percent and 5 percent higher than the unemployment rates for Kern County and the State, respectively.

TABLE 3. LABOR FORCE

Area Name	Labor Force*	Employed	Unemployed	Rate
California	18,988,100	17,913,300	1,074,800	5.7%
Kern County	396,900	360,300	36,500	9.2%
City of Arvin	9,200	8,200	1,000	10.7%

Source: State of California, Employment Development Department, Labor Market Information Division. Dec 18, 2015.

Note: Monthly Labor Force Date for Cities and Census Designated Places (CDP). November 2015-Preliminary. Data Not Seasonally Adjusted.

*Civilian labor force 16 years and over

Occupations

The majority of the labor force in the City of Arvin (54.6 percent) is employed in occupations related to agriculture, forestry, fishing and hunting, and mining. The second largest employer in the City of Arvin is the educational services, health care, and social assistance sector.

Community Profile

TABLE 4. TYPES OF OCCUPATIONS BY INDUSTRY

Type of Occupation	City of Arvin		Kern County		California	
Civilian employed population, 16+ years	7,699		321,221		16,890,442	
Agriculture, forestry, fishing and hunting, and mining	4,203	(54.6%)	52,688	(16.4%)	401,363	(2.3%)
Educational services, health care, and social assistance	866	(11.2%)	63,186	(19.7%)	3,549,066	(21.0%)
Retail trade	575	(7.5%)	35,099	(10.9%)	1,880,507	(11.1%)
Arts, entertainment, recreation, accommodation, and food services	465	(6.0%)	27,137	(8.4%)	1,697,096	(10.0%)
Construction	254	(3.3%)	19,571	(6.1%)	999,219	(5.9%)
Wholesale trade	243	(3.2%)	9,420	(2.9%)	528,990	(3.1%)
Manufacturing	241	(3.1%)	19,053	(5.9%)	1,668,032	(9.8%)
Professional, scientific, management, administrative, and waste management services	237	(3.1%)	26,016	(8.1%)	2,147,333	(12.7%)
Transportation and warehousing, and utilities	199	(2.6%)	16,225	(5.1%)	779,577	(4.6%)
Other services, except public administration	187	(2.4%)	14,074	(4.4%)	910,936	(5.3%)
Public administration	122	(1.6%)	22,880	(7.1%)	779,923	(4.6%)
Finance and insurance, real estate, rental and leasing	82	(1.1%)	12,543	(3.9%)	1,065,252	(6.3%)
Information	25	(0.3%)	3,329	(1.0%)	483,148	(2.8%)

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-year estimates.

Education

Arvin Union School District

The Arvin Union School District (AUSD) is a K-8 school district governed by a 5-member Board of Trustees. It serves approximately 3,101 students and their parents through three elementary schools (Bear Mountain, El Camino Real, and Sierra Vista), one middle school (Haven Drive), a State-funded preschool, and a Family Resource Center. Ninety-six percent of AUSD's student population is of Hispanic/Latino decent. Sixty-six percent of its student population is English Learners, with Spanish being the primary language of 97 percent of these students. Nine percent of AUSD's student population receives special education services, primarily to assist with speech or language impairments and specific learning disabilities. (Source: California Department of Education, Educational Demographic Unit. DataQuest. 2014-2015.)

Community Profile

Grimmway Academy

Established in 2011, Grimmway Academy is a K-7 charter school established by the Grimm Family Education Foundation in 2011. The school serves approximately 675 students, of which 55 percent are English Learners. Eighty percent of Grimmway Academy's students qualify for free- and reduced-price meals. It was recognized as a California Distinguished School in 2013.

Kern High School District

Founded in 1893, the Kern High School District (KHSD) is headquartered in Bakersfield, CA and is California's largest 9-12 high school district with more than 35,000 students and 3,500 employees. It consists of 18 comprehensive high schools, 5 continuation high schools, 4 special education centers, 4 career technical education centers, and 1 charter school. Arvin High School (AHS) is one of KHSD's comprehensive high schools. AHS lies within KHSD Trustee Area. AHS serves approximately 2,473 students of which 94 percent are of Hispanic/Latino decent. Twenty-one percent of AHS's student population is English Learners, with Spanish being the primary language of 98 percent of these students. AHS has a graduation rate of 87 percent and a dropout rate of 9.8 percent.³

AHS provides its students with a variety of academic and extracurricular opportunities meant to prepare them for college and careers in multiple industries. AHS offers its students 40 different clubs and the opportunity to participate in 4 academic competitions: Academic Decathlon, HOSA, Virtual Enterprise, and We the People. AHS also provides its students with the opportunity to acquire workforce training through on-campus career technical education opportunities. The Arvin Construction Design Academy is a 3-year program, grades 10 through 12, consisting of two pathways—Drafting, Architecture and Engineering and Construction. Students complete this program with essential CNC machinery and advanced software skills. The Environmental Horticulture Academy teaches students the techniques of sustainable organic farming and composting science. The AHS Health Careers Academy provides students with the necessary training to enter the workforce after high school or pursue a degree in a related medical field. Lastly, the AHS Manufacturing Career Pathway helps students develop skills in welding, machining, bench and sheet trades. The 3-year, hands-on pathway provides students with a multi-million dollar, state-of-the-art facility that enables them to earn college credits with Bakersfield College. AHS has an articulation agreement with Bakersfield College and Cal Poly San Luis Obispo to develop future manufacturing engineers. AHS students also participate in programs offered by the KHSD Regional Occupation Center. (Sources: California Department of Education, Educational Demographic Unit. DataQuest. 2014-2015.)

³ California Department of Education, California Longitudinal Pupil Achievement Data System. Cohort Outcome Data for the Class of 2013-2014.

Community Profile

Kern Community College District

The Kern Community College District (KCCD) was established in 1968 and is comprised of three community colleges (Bakersfield College, Cerro Coso Community College, and Porterville College) and three satellite campuses in Bishop, Delano, Edwards AFB, Lake Isabella and Mammoth Lakes. As of fall 2014, KCCD was serving over 27,000 students and employing over 1,300. KCCD is governed by a 7-member Board of Trustees. The City of Arvin lies within KCCD Trustee Area 3. Bakersfield College is 22 miles from the City of Arvin and is the nearest of the KCCD community colleges or satellite campuses. Many AHS students enroll in the over 100 associate degree and certificate programs and short-term career training programs offered by Bakersfield College.

California State University, Bakersfield

Twenty-five miles from the City of Arvin, California State University, Bakersfield (CSUB) is the nearest 4-year university. Established in 1965, CSUB serves an estimated 8,720 students and employs 867 staff. Many AHS students enroll at CSUB to take advantage of the university's 91 Bachelor's degrees, 20 Master's degrees, and 12 teaching credentials.

TABLE 5. EDUCATIONAL ATTAINMENT

Area Name	% High School Graduate or Higher	% High School Graduate or Higher	Difference (%)	% Bachelor's Degree or Higher	% Bachelor's Degree or Higher	Difference (%)
	2000*	2010-2014 ^		2000*	2010-2014 ^	
United States	80.4	86.3	+5.9	24.4	29.3	+4.9
California	76.8	81.5	+4.7	26.6	31.0	+4.4
Kern County	68.5	73.0	+4.5	13.5	15.2	+1.7
City of Arvin	22.6	34.5	+11.9	2.2	2.7	+0.5

Sources:

*U.S. Census Bureau. 2000.

^U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates.

Note: Percentages are for population 25 years and over.

The percentage of population 25 years or over within the City of Arvin with a high school degree or higher is more than two times lower than national, state, and county levels. While the percentage of the population with a high school degree or higher has increased across all levels, the City of Arvin's growth is more than two times higher than national, state, and county rates. In contrast, the percentage of the population within the City of Arvin with a Bachelor's degree or higher has grown at a rate three to ten times slower than rates at national, state, and

Community Profile

county levels. The percentage of the population with a Bachelor’s degree or higher in the City of Arvin is currently more than five to eleven times smaller than national, state, and county levels.

ECONOMICS

Median Household Income

The City of Arvin’s Median Household Income (MHI) continues to be considerably lower than the national, state, and county MHI levels. The MHI in the City of Arvin, however, has grown at a significantly faster rate than national, state, and county MHI levels since 1999.

Per Capita Income

The City of Arvin’s Per Capita Income (PCI) continues to be significantly lower than those at national, state, and county levels. Since 1999, however, the City of Arvin’s PCI has grown at a faster rate than those at national, state, and county levels.

Poverty Levels

Poverty levels among the City of Arvin’s population remain higher than those at the national, state, and county levels. However, while poverty levels have slightly increased at national, state, and county levels, poverty levels for the City of Arvin have decreased during the same period of time.

TABLE 6. MEDIAN HOUSEHOLD INCOME, PER CAPITA INCOME, POVERTY LEVELS

	United States	California	Kern County	City of Arvin
Median Household Income (\$), 1999*	41,994	47,493	35,446	23,674
Median Household Income (\$), 2010-2014^	53,482	61,489	48,574	35,359
Difference (%)	+27.3	+29.4	+37.0	+49.3
Per Capita Income (\$), 1999*	21,587	22,711	15,760	7,408
Per Capita Income (\$), 2010-2014^	28,555	29,906	20,467	10,582
Difference (%)	+32.2	+31.6	+29.8	+42.8
% Total Population Below Poverty Level, 1999*	12.4	14.2	20.8	32.6
% Total Population Below Poverty Level, 2010-2014^	15.6	16.4	23.4	27.9
Difference	+3.2	+2.2	+2.6	-4.7

Sources:

*U.S. Census Bureau, 2000.

^U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates.

Strengths

Weaknesses

Opportunities

Threats

SWOT Analysis

SWOT Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis was facilitated by the Office of Community and Economic Development at Fresno State (OCED) on November 5, 2015. Content in the SWOT Analysis was generated by members of the Arvin EDS Advisory Committee and transcribed and synthesized by OCED staff. Edits to a draft SWOT Analysis were provided by the Arvin EDS Advisory Committee on November 19, 2015 and incorporated by OCED staff into the final draft of the SWOT Analysis.

Highlighted areas in the SWOT Analysis indicate that the item was simultaneously identified by the Arvin EDS Advisory Committee as a component in another SWOT Analysis category, as indicated by the corresponding letter.

The SWOT Analysis played an important role in the development of implementation steps for the four components of the Arvin EDS. In some cases identifying gaps that need to be closed and in other cases highlighting potential that needs to be capitalized.



SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<p>Business Climate</p> <ul style="list-style-type: none"> - Cost of doing business is lower than other Kern County cities - Existing employers/ industries <ul style="list-style-type: none"> ▫ Grimmway Farms (agriculture) ▫ Trino Packaging & Cold Storage (agriculture/ logistics) - Availability of land, room to grow <ul style="list-style-type: none"> ▫ New developments (residential) ▫ Former golf course for community events ▫ Farmland - Small businesses near Bear Mountain Blvd - Proximity to Outlets at Tejon <p>Education</p> <ul style="list-style-type: none"> - Arvin Union School District (PreK-8) <ul style="list-style-type: none"> ▫ Bear Mountain Elementary ▫ El Camino Real Elementary ▫ Sierra Vista Elementary ▫ Haven Drive Middle School - Grimmway Academy (K-8) - Kern High School District: Arvin High School <ul style="list-style-type: none"> ▫ Career Technical Education: agriculture, automotive, manufacturing, and video production (partnerships with industry) ▫ Dual Enrollment opportunities for students; Bakersfield College classes offered at Arvin High School ▫ Articulation (2+2)/Pathways with Bakersfield College ▫ High 4-year university enrollment rate - Availability of school bond modernization dollars (Measure E - \$15 million) - Local Control Funding Formula/Local Control Accountability Plan <p>Heritage/Culture</p> <ul style="list-style-type: none"> - Arvin Historical Society - Arvin Wildflower Festival - Bakersfield National Cemetery - Dust Bowl Festival - "Grapes of Wrath" 	<p>Education</p> <ul style="list-style-type: none"> - Lack of Unified School District <ul style="list-style-type: none"> ▫ Lack of representation/ local decision-making for Arvin High School ▫ Arvin High School overpopulated (~2,563) - Lack of higher education opportunities <p>Infrastructure</p> <ul style="list-style-type: none"> - Outdated public infrastructure; poor maintenance <ul style="list-style-type: none"> ▫ Roads ▫ Water ▫ Sewer - Flooding, poor drainage in various locations of community <p>Business Climate</p> <ul style="list-style-type: none"> - Business vacancies, particularly along Bear Mountain Blvd - Small business ADA compliance - Lack of retail diversification - Business retention - Property taxes too high - Cost of building permits - Permitting process at City Hall too cumbersome; changes with every City Council, no consistency - Proximity to Outlets at Tejon <p>Economic Environment</p> <ul style="list-style-type: none"> - Brain Drain/Talent Recruitment <ul style="list-style-type: none"> - e.g., Arvin High School, 1/30 teachers grew up in Arvin but live in Bakersfield - High poverty level <p>Business Climate</p> <ul style="list-style-type: none"> - Lack of employment opportunities - Lack of economic development activity - Population too small; purchasing power minimal - Migrant workforce <p>Economic Environment</p> <ul style="list-style-type: none"> - Brain Drain/Talent Recruitment <ul style="list-style-type: none"> - e.g., Arvin High School, 1/30 teachers grew up in Arvin but live in Bakersfield - High poverty level 	<p>Economic</p> <ul style="list-style-type: none"> - Additional business/industry attraction <ul style="list-style-type: none"> ▫ Promote competitive advantages Arvin has (e.g., costs) ▫ Promote Arvin as a destination to conduct business - Logistics/distribution hub; more warehousing and cold storage facilities - Additional support to existing businesses - Tourism (heritage/cultural events) - Transform perception of Arvin (W) <ul style="list-style-type: none"> - Hotel or Bed & Breakfasts (W) - Activate Chamber of Commerce - Establishing business incubation services - Closing the job-housing balance - Packing sheds (repurpose or reopen) - Specialized health services (e.g., pediatrics/OBGYN) - Solar/Renewable Energy (i.e. residential solar) - Used car dealership - Pharmacy - Super Market <p>Education/Labor Force</p> <ul style="list-style-type: none"> - Workforce training (i.e. Westec) - Community college facility in Arvin <p>City Hall</p> <ul style="list-style-type: none"> - Dedicated city staff for economic development - Economic development strategy - Expansion of city limits/ sphere of influence; acquisition of more land - Take advantage of more grants - Assembly Bill 2; redevelopment agency - Transform vacant properties into desirable "turn key" parcels with infrastructure to attract employers - Increasing revenue through economic development 	<p>Economic</p> <ul style="list-style-type: none"> - Changing Landscape of Agriculture <ul style="list-style-type: none"> ▫ Consolidation of farms (corporate vs. family farms) ▫ Outside corporate "strangers" vs. vested community members ▫ Reduction of job opportunities, including automation - Retail leakage (Outlets and Tejon, Bakersfield, Lamont) - County competition; the development of other communities may deter businesses to Arvin (Outlets at Tejon) - Loss of existing employers (e.g., Grimmway Farms) - Lack of full-time jobs (W) - Lack of revenues - Lack of skilled workforce - Solar farms on fertile agriculture land; displacement of workers (O) - CalTrans (SR-223) - Impact of regulatory changes <p>Environmental</p> <ul style="list-style-type: none"> - Air Quality (e.g., agriculture pollution) - Recycling Plant; bad odor (Weedpatch Highway) - Water quality - Oil Production (fracking and pumping) - Drought conditions - Flooding <p>Community</p> <ul style="list-style-type: none"> - Negative media coverage of Arvin - Majority young population (S) - Large families, low-income - Gang activity, violence, graffiti - Recruitment of law enforcement/public safety officials - Loss of health professionals to larger providers (e.g., Kaiser Permanente) from local health clinics

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - National Purple Heart Trail - Wildflower Trail <p>Geography</p> <ul style="list-style-type: none"> - Easy access to major trade corridors <ul style="list-style-type: none"> ▫ I-5 (Pacific U.S.) ▫ SR-58 (Eastern U.S.) ▫ SR-99 (North/South CA) <p>Population</p> <ul style="list-style-type: none"> - Bilingual (Spanish) - Close-knit community - Young (average age 25.1); attractive for prospective retailers - Young labor force - Work ethnic <ul style="list-style-type: none"> ▫ Loyal workforce (e.g., Subway) ▫ Low turnover (e.g., Arvin Union High School District) <p>Quality of Life</p> <ul style="list-style-type: none"> - Access to government services <ul style="list-style-type: none"> ▫ Arvin Community Services District ▫ Arvin Police Department (public safety) ▫ Arvin Family Resource Center (Arvin Union School District) ▫ Department of Motor Vehicles ▫ Kern County Fire Station 54 ▫ U.S. Postal Service ▫ Kern County Library- Arvin Branch <p>Stakeholder Engagement</p> <ul style="list-style-type: none"> - Partial list of non-governmental organizations, nonprofits, foundations present in Arvin <ul style="list-style-type: none"> ▫ Committee for a Better Arvin ▫ Adelante ▫ Community Water Center ▫ The California Endowment, Building Health Communities (South Kern) ▫ Police Activities League (PAL) <p>Miscellaneous</p> <ul style="list-style-type: none"> - Strong City Council 	<p>Quality of Life</p> <ul style="list-style-type: none"> - Housing stock not diverse enough <ul style="list-style-type: none"> ▫ Contributes to leakage (lack middle- and high-income housing) ▫ Not low-income but affordable (i.e. apartments) - Lack of employment opportunities - Lack of economic development activity - Population too small; purchasing power minimal - Migrant workforce - Emergency medical personnel not culturally and/or linguistically trained (i.e. Hall Ambulance) - Arvin Police Department response time too long with non-English speakers <p>Economic Environment</p> <ul style="list-style-type: none"> - Brain Drain/Talent Recruitment <ul style="list-style-type: none"> - e.g., Arvin High School, 1/30 teachers grew up in Arvin but live in Bakersfield - High poverty level - Lack of retail/amenities <ul style="list-style-type: none"> ▫ No large supermarkets ▫ No franchise restaurants (non-fast food) ▫ No Hotel ▫ Inadequate public library services; limited hours and inaccessible fees) - Kern County Fire Station 54; lack of own Fire Department (S) - Limited medical services <ul style="list-style-type: none"> ▫ No medical services available on weekends ▫ Lamont – Saturday only ▫ No immediate hospital access - No urgent care availability - High crime rate; gang activity - Air quality - Water quality (arsenic) <p>Miscellaneous</p> <ul style="list-style-type: none"> - Illegal fireworks - Minimal community marketing - Negative perception of community, both outsiders and Arvin residents 	<p>Quality Life</p> <ul style="list-style-type: none"> - Additional youth recreation programs; deter violence and gang activity - Public/town square (e.g., Jewett Square) - Additional amenities, entertainment opportunities (e.g., drive-in theater) - Increase/promote community events - Collaboration among local stakeholders/community agencies - Cultural and/or linguistic training for emergency medical personnel (i.e. Hall Ambulance) <p>Miscellaneous</p> <ul style="list-style-type: none"> - Improve communication among community stakeholders (e.g., newsletter, digital marquee, etc.) 	

Community & Economic Development

Community & Economic Development

GOALS

1. Improve quality of life for Arvin residents and businesses
2. Increase opportunities for residents to live, work, and play
3. Improve ability of City of Arvin to provide quality public infrastructure

IMPLEMENTATION STEPS TO ACHIEVE GOALS

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
1. Community and Economic Development				
1.1 Dedicate a City of Arvin staff person to work on community and economic development activities.				
1.2 Initiate conversation with existing health care providers to expand clinic hours to provide medical services 24 hours/day, 7 days/week.	 			
1.2.1 Expand clinic hours to at least 6 days/ week, 11 hours/day.				
1.2.2 Expand clinic hours beyond 6 days/week, 11 hours/day.				
1.3 Initiate discussions with Bakersfield College to build a campus in Arvin that would include an entrepreneurial center and pathway programs with Arvin High School.	   			
1.3.1. Develop a plan to transfer land to Kern Community College District for purposes of building Arvin campus.				 
1.4 Create fast-track processing with reduced fees for new development.				

Community & Economic Development

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
1. Community and Economic Development				
1.5 Update Housing Element to encourage a diverse housing stock, including new residential development(s) that provide affordable housing options for all income categories.				
1.6 Reference Arvin in positive ways in order to mitigate poor perceptions of the community by residents and outside interests.				
1.7 Obtain funding and develop a bilingual community newsletter to keep residents, businesses, and public sector entities abreast of activities. The newsletter will leverage existing distribution resources (i.e. City of Arvin website).		  		
1.8 Provide customer service training for all public sector staff in the community who works with residents and businesses. Their role in the economic development of the City will be emphasized.		  		
1.9 Conduct a formal independent assessment of Arvin Police Department response time to resident calls, particularly those from non-English speaking residents.				

The purpose of developing an economic development strategy is simply to identify and outline ways to create wealth in the community. The Arvin Economic Development Strategy (Strategy) identifies and recommends steps the City of Arvin (City) and the community can take to attract businesses, increase revenues, and provide services for Arvin residents and visitors. The Strategy provides goals and implementation steps for addressing the future potential of commercial, industrial, and tourism business development. Along these same lines, it is important to understand the impact that community development has on economic development.

Community & Economic Development

Community development is the exercise of creating a better community. As an incorporated city, Arvin should strive to be a full-service community that provides everything its residents need to live, work and play. Community and economic development are not mutually exclusive. They are very much related and intertwined. Public services a city provides are paid by the tax revenues generated from businesses and residents who are employed. Cities able to provide good public services such as schools, parks, and public safety, are much more likely to attract commercial and industrial businesses. An economic development strategy that incorporates an effort to address community development is identifying a foundation to make the community more prosperous.

Many cities approach community and economic development without considering or asking the community - the people that live, work, and play in the city - what they need and want. It's like a doctor prescribing medication without talking to the patient. It's important to get a full perspective from those that call Arvin home. The City of Arvin understands this very well. In putting together the Strategy, the City Council appointed members to the Advisory Committee that represent Arvin. The Advisory Committee met 12 times over 10 months. (Appendix A: Meeting Schedule) Presentations were made about various economic development tools and resources, providing the Advisory Committee with a background for making the recommendations identified in this document.

Currently, the City of Arvin does not have staff responsible for community and economic development. The City desires to be a full-service community. If the City is going to build Arvin's community and economic development foundation, every attempt should be made to hire a full-time City staff member to oversee this effort. The City has recently completed a Retail Plan, and now the Arvin Economic Development Strategy. To be living documents which guide Arvin's future, the City needs someone to be responsible for implementation of the recommendations in the two documents.

RESOURCES FOR COMMUNITY AND ECONOMIC DEVELOPMENT

There are numerous community and economic development resources with goals and objectives that align or match well with Arvin. A perfect partnership is when both parties get what they want and need. As long as partners realize what each other's objectives and ultimate goals are, possibilities abound. An example of an "outside the box" resource is a commercial real estate broker. He/she has their commission as a primary goal/objective. They work with a business to determine the best location for their client. The City's goal is to attract business to increase revenue and provide services to its residents. The broker and the City can both meet their goals

Community & Economic Development

if they work together or partner to accommodate the business. In this way, the broker can be considered a resource for Arvin's community and economic development efforts.

The broker is one example of a resource not previously considered by many communities; others potential partners should be considered as well. Below are some potential resources the City should consider for future partnership.

Arvin Union School District and Kern High School (K-12)– The goal of the school district is to provide the best education possible for students located within district boundaries. Economic development requires a well-educated and trained workforce to attract high-paying businesses that generate economic prosperity, which translates to increased tax dollars. The increase would benefit the school district as well as Arvin.

Community Colleges/ Universities– Similar to school districts, higher education institutions have student academic and career readiness as a primary goal; and assisting with providing employment opportunities for their graduates. The City should consider higher education as an incentive to attract industry.

Kern/Inyo/Mono Workforce Investment Board (WIB)– WIBs receive money from the federal government by way of the state. They are charged with meeting several goals dealing with job training, certification, and employment. To meet its goals, WIBs need industry willing to hire their trainees. When working to retain or attract a business, the City will need workforce training as a potential incentive to that industry. The City should develop a close relationship with the local WIB staff to keep updated on training potential for existing and future businesses.

Kern Councils of Government (Kern COG)– Kern COG comprises county and city government representatives within Kern County. It is a regional planning agency that oversees many of the transportation projects under construction in Kern County. Kern COG can assist the City in identifying potential funding sources for public infrastructure projects that will benefit business. Arvin has a representative on the Kern COG Board of Directors.

Kern Economic Development Corporation (EDC)– Kern EDC is a membership-based nonprofit organization tasked with marketing Kern County to prospective industries to encourage continued economic development. Members include both public entities (county and cities) and private businesses. Kern EDC is the primary business attraction organization in the County. The

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cost of marketing and advertising is high; therefore, it is cost-efficient to be a member of Kern EDC and to partner with them on future attraction prospects.

CSU Bakersfield Small Business Development Center (SBDC)– Arvin is located within the jurisdictional boundary of the UC Merced SDBC Regional Network which includes California State University, Bakersfield. SBDC provides small business free services to assist them in starting or building their business. The City should collaborate with the SBDC regional director to identify and capitalize on partnership opportunities. If possible, the City should provide accommodations for SBDC consultants to meet with Arvin businesses.

Federal and State Agencies– Arvin residents and businesses pay taxes. A portion of these taxes is distributed to federal and state government. Both governments have agencies that are set up to assist in community and economic development activities on a local level. These agencies have grant dollars available to assist in public infrastructure improvements, business development, etc.

Developers (commercial, industrial and residential)– Similar to real estate brokers, developers are looking to make a profit. Most take the course of least resistance. In other words, make it easy for them to develop, and they will bring you the development you desire. Caution should be taken to make sure that transparency and equal opportunity are followed. There needs to be a clear separation of partnership and governmental responsibility.

Residents– The community can embrace new development or fight to keep it from happening. Arvin has incorporated the community's opinion in developing its economic development strategy. In this way, residents have been a resource, and their input is reflected in this document. In addition, residents represent the workforce from which new businesses can choose.

Arvin Chamber of Commerce/Existing Businesses– When a business conducts research to set up shop, one of the first steps they take is to contact the Chamber of Commerce as well as existing businesses. If either exhibits a negative perception of doing business in Arvin, the Chamber or the existing business may drive the potential new business away. On the other hand, if they are actively involved in making the community a better place, they can be the best recruiter. A strong, positive Chamber is a critical partner and resource.

City of Arvin/Kern County Staff– When a potential developer/business owner visits City Hall and is treated poorly by the person(s) at reception, the business/developer may not return, and an

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opportunity for new business will be missed. The same can go for the police officer that makes the traffic stop. Everyone that works for the City is an ambassador of the City and essential to economic development. There is no better economic development tool than outstanding customer service.

Arvin City Council– Arvin City Council determines policy for Arvin. If the City wants to encourage business development, its policy should be reflected in zoning, general plans, and city codes. Arvin City Council has commissioned Arvin’s economic development strategy appointing an Advisory Committee of residents to assist in the process. In doing so, the City Council has shown by example how to be proactive in the quest for Arvin’s economic development growth.



Industrial Development

Industrial Development

GOALS

1. Increase the number of living-wage jobs available to Arvin residents
2. Make Arvin attractive to industrial businesses
3. Increase educational and workforce training opportunities for Arvin residents

IMPLEMENTATION STEPS TO ACHIEVE GOALS

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
2 Industrial Development				
2.1 Develop a retention and expansion strategy to support existing businesses.		 		
2.2 Create an Available Property List and make it readily accessible.				
2.3 Create an Incentives List for industrial development and make it readily accessible.		 		
2.4 Identify and develop an area as a "Startup Zone" within the community.			  	
2.5 Work with educational and workforce providers (i.e. Westec, Kern/Inyo/Mono WIB, and Bakersfield College) to provide training opportunities to Arvin residents and existing and potential businesses.			    	
2.6 Work with Kern EDC to market and attract at least 1 targeted industrial business to Arvin (i.e. warehousing/logistics).				

Industrial Development

Arvin is a small community with limited resources available for economic development. It is important that it use its resources judiciously. Arvin cannot afford to chase every industry on earth with a scatter gun approach. They need to narrow their vision to a select few industries. It's obvious that the whaling industry is not going to choose Arvin for a future location. So we can scratch that industry off the City's radar. What about other types of industry?

In determining targeted industries for Arvin, the Arvin Economic Development Strategy Advisory Committee (Advisory Committee) completed a Community Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis (see Community Profile). The Advisory Committee considered two previously prepared reports to identify significant industry clusters for both the San Joaquin Valley and South Kern County: San Joaquin Valley Regional Industry Cluster Analysis and South Kern Strategic Action Plan. The purpose was to understand the clusters and compare with the SWOT Analysis to determine how the City of Arvin might narrow its vision for targeting industry to its community.

The 2012 San Joaquin Valley Regional Industry Cluster Analysis (Analysis) is a study of the San Joaquin Valley economy, prepared for the Office of Community and Economic Development at Fresno State (OCED) on behalf of California Partnership of the San Joaquin Valley. The Analysis identifies emerging opportunities for the region's comparative advantage industry clusters within the context of global, national, state and regional drivers and conditions. The primary industry clusters for the San Joaquin Valley are: Agriculture, Energy, Health and Wellness, Logistics, Manufacturing (connects to all clusters), Public Sector Infrastructure (Construction), and Water Technology.

The 2012 South Kern Strategic Action Plan (Plan) was conducted for the Building Healthy Communities South Kern (BHC) Initiative to help in developing an Economic Development Strategic Action Plan for the South Kern area, which includes Arvin. The Plan is based on a series of steps working with community leaders as well as outside stakeholders and provides findings on community assets, challenges and opportunities. The report identified recommended priorities (Initiatives) for the implementation section of the BHC South Kern Strategic Action Plan. The primary opportunity areas highlighted were: Agriculture-food system-related, Health professions, Logistics/career technical trades, Microenterprise/entrepreneurship and co-ops, and Green jobs and businesses (renewable energy, green building/weatherization, landscaping, and others).

Industrial Development

While the two reports were completed in 2012, the information contained within each is still relevant today. Agriculture is still the largest industry cluster for Arvin and the San Joaquin Valley. Health and Wellness is a growing industry for the Valley and nation; and a strong need for Arvin to provide services and create jobs. Kern County is a big gas and oil producer but has great opportunity in Green energy, such as wind, geothermal, and solar. All three industries have future opportunity in Arvin. The Advisory Committee further felt that Logistics and Call Centers offered potential and should be a focus of the Arvin Economic Development Strategy.

Recommended targeted industries for Arvin are:

- Value Added Agriculture, Food System-related, Food and Beverage Manufacturing
- Health and Wellness
- Logistics
- Renewable Energy, Green businesses
- Call Centers

IMPLEMENTATION STEPS

The most cost-efficient way to provide industry attraction and expansion is to work with existing industry and ensure they are happy to be located in Arvin. Creating a list of existing businesses and identifying the contact person for each is the first step. City staff, the City Council, or both, can visit on a periodic basis to determine satisfaction and/or needs. It should be the City's goal to have industry contact them at the first sign of trouble or opportunity. If trusted relationships are established and nurtured between existing businesses and the City, it could pay dividends when these businesses are positioned to expand or when prospective new businesses choose to locate in Arvin because of the positive feedback received from industry peers already situated in Arvin.

The first step for attracting new industry is to identify available property and incentives for development; and then outline the development process. This can be done internally without any outside cost. However, it is important that the City assign a single staff person to this activity. It has been recommended in other sections of this Strategy that the City hire a person responsible for its community and economic development initiatives. The groundwork identified in this section can be completed with research and engaging community leaders and property owners.

The foundation of Industrial Development is an Available Property list. The list should include contact information for the property owner, property size, sales price, available public infrastructure, and zoning information. For areas that have multiple owners in a business tract or industrial park, it is important to work with the owners to determine their interests and

Industrial Development

motivation for selling and/or developing their property. Staff should determine the role the City can play in assisting property owners attract industry to their site.

In addition to knowing what property is available and the current status of the property, developers/industries will want to know what incentives are available for developing in Arvin. Incentives should only be used to even the playing field. Incentives are not a handout. Questions a developer/industry will consider are: Is the property purchase price lower or higher than other areas in the county, region and state? Are taxes higher or lower to develop and/or run a business? Is the workforce available? The City needs to consider these questions and develop incentives that address weaknesses in these areas. As previously mentioned, the Advisory Committee completed a SWOT Analysis that assisted in determining targeted industries. The Analysis also can be used to determine where the City should be looking to provide incentives to even the playing field.

Some of the incentives to consider include but are not limited to:

- Fast-track processing
- State and federal grants for infrastructure improvements
- Working with workforce partners to provide customized training
- Development of fee rebates based on tax and job generation
- Assistance in purchasing private property
- State and federal employment credits, and other industry needs as specified

No incentive should be provided without condition of tax and job generation. Kern EDC has a list of incentives available to all areas located within Kern County. This should be incorporated into the City's incentive list.

Once available property and incentives are identified, City staff may consider taking the next step in the planning process: preparing a conceptual site plan for a large tract of property available for industrial development. Arvin has several locations that could meet these criteria. It may cost the City money to pay for outside assistance in preparing the plan, but it should be a minor amount. The Conceptual Site Plan should include: proposed Land Use map with a list of potential industrial users, proposed circulation map, proposed public utility expansion, and potential cost of project. The purpose of the Conceptual Site Plan is to let developers and businesses know that the City has thought about development and is open for further discussion. The Conceptual Site Plan is not a final product – it is an idea and conversation starter.

Industrial Development

The Available Property list, Incentives list, and the Conceptual Site Plan will work as the City's Marketing Packet for use in attracting industry and new development. This information should be placed on file with Kern EDC so they may market Arvin to developers/industries looking for a new location. The City's Incentive and Available Property list should be readily accessible on its website and in user-friendly format.

The City should consider identifying certain industrially designated areas as special zones. For example, a business startup zone could be designated in an area of town to encourage entrepreneurship. The City could enlist the help of California State University, Bakersfield SBDC and higher education entities to provide services to businesses in this phase of development.



Commercial Development

Commercial Development

GOALS

1. Expand the diversity of existing businesses by attracting new retail commercial businesses to Arvin.
2. Expand the tax base in Arvin by increasing retail sales and reducing sales leakage to neighboring communities.
3. Increase the desirability of Arvin for existing and future Commercial Development.

IMPLEMENTATION STEPS TO ACHIEVE GOALS

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
3 Commercial Development				
3.1. Create a strategy for attracting businesses.				
3.2. Develop an Available Properties List and make it readily accessible.				
3.3. Develop a marketing packet for Arvin.				
3.4. Attend International Council of Shopping Center (ICSC) Idea Exchange in Monterey, Calif., with Kern EDC				
3.5. Create individual marketing packets for future commercial developments: Jewett Square; "C" Street; and Sycamore Street.				
3.6. Develop a partnership with business organizations (i.e. Chamber of Commerce) to market and promote Arvin.				
3.6.1. Create an Arvin Downtown Business Association.				
3.7. Obtain funding to facilitate mixed-use commercial/residential development plans for specific commercial districts (i.e. "C" Street).				

Commercial Development

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
3 Commercial Development				
3.8. Obtain funding to implement/enforce existing design guidelines for current and future commercial development.				
3.9. Work with County of Kern and LAFCO to expand the Sphere of Influence (SOI) for City of Arvin.				
3.10. Obtain additional funding to pay for public infrastructure improvements to assist with attracting developers and retailers to Arvin.				
3.11. Deliver training opportunities, resources, and services to entrepreneurs and small businesses in Arvin.		 		
3.11.1. Develop concepts for a certified commercial kitchen accessible to the community.		  		

City of Arvin (the City) retained Kosmont Companies to prepare a Retail Market Analysis, Strategy, and Implementation Plan (Retail Plan). The purpose of the Retail Plan is to evaluate existing retail market conditions and provide recommended strategies to successfully promote economic growth within Arvin. The Retail Plan identified the following facts:

- Relatively young, Hispanic population; larger-than-average household size.
- High unemployment compared to County and State, with most workers in Arvin employed in agriculture, educational services, manufacturing, and health care.
- Most residents are employed in Bakersfield, Arvin, Lamont, and Los Angeles.
- Retail sales per capita for Arvin (\$1,800) is below average when compared to other Kern County cities and the overall County average (\$8,900).
- Higher-performing sales categories include grocery stores and gasoline station sales

Commercial Development

- Lower-performing retail categories include apparel, general merchandise, health and personal care, sporting goods, electronics, automotive, and restaurants.
- Overall retail sales in Arvin are lower than retail spending potential, based on households and average household income
 - Arvin is likely not capturing a significant portion of its resident retail purchases while capturing retail spending by residents of other cities (i.e., sales leakage)
- Certain categories, however, are exhibiting a retail sales surplus, including:
 - Food and Beverage Stores (Grocery)
 - Gasoline Stations
- Potential voids include casual restaurants, coffee/bakery, pharmacies and others.

Using the results of the Retail Plan, Arvin should develop a Retail Strategy for attracting retail and restaurant businesses currently not present in the city. Retail businesses strategically locate where demographic data meet their stated criteria. “Retail follows rooftops” is a much-used axiom in commercial development, which describes this strategy. National and regional retail and restaurant chains understand their market and look for locations that meet that potential. It will be difficult, if not impossible, to entice a retailer to locate in a community that does not meet their demographic criteria. The City of Arvin should take the information provided by the Retail Plan to understand the city’s current retail leakage (sales gap) and identify retailers and restaurants that can fill that gap. Focusing on these potential retailers/restaurants will save time and money and allow the City to increase existing sales tax revenue while building a foundation to attract additional businesses in the future.

To assist in implementing the Retail Strategy, the City should create information packets that help to attract business and developer interest. Once engaged, developers and businesses will incorporate their own more extensive “due diligence” which includes demographics and potential location. However, to spark initial interest, the City should develop an Available Property list as well as a Marketing Packet.

The Available Property list should include all vacant and/or underdeveloped property the City feels is positioned for development. A minimum of information to include on the list should be: property size, ownership, zoning, asking price, and availability. It is important for the City to work with property owners on listing their property and getting as much information as possible about the property. Having a positive relationship with the property owner is very important in the attraction process. A disgruntled or disillusioned property owner will not help the strategy. Do not list properties unless the owner is at least interested in hearing offers.

Commercial Development

The Marketing Packet (Packet) should include the Available Properties list and much of the information provided in the Retail Plan. The Packet should have a professional appearance. With the desktop publishing technology available today, it is easy to develop a packet without spending a great deal of money. The Packet should be concise and contain only basic demographic and leakage information. The purpose of the Packet is to “whet the appetite” of potential developers and businesses letting them know of opportunities in the Arvin. The Packet should be easily accessible on the City website.

After developing its Marketing Packet, the City should attend International Council of Shopping Center (ICSC) events to initiate a network with brokers, developers and businesses. The Idea Exchange is in Monterey, Calif., every March and would provide the best return on investment. The ICSC Idea Exchange is a regional event catering to brokers, developers, and businesses located within the same region as Arvin . The City also may consider attending the larger ICSC events, such as the Western Idea Exchange in San Diego, and the Annual Conference in Las Vegas. The main purpose for attending these events is to keep Arvin in front of those making decisions on future locations. By attending events and networking with decision-makers, the City will be viewed as progressive and open to new business, which is a very important aspect of economic development.

Arvin should consider initiating a long-range strategy for improving the quality of life and making its community attractive to developers. Factors such as education quality, workforce development, increasing the availability of well-paid jobs, and encouraging diversity of residential development are addressed in the Community and Economic Development section of the Economic Development Strategy. From a commercial development perspective, the City should begin encouraging mixed-use (commercial/residential) development, developing commercial design guidelines and identifying land for future commercial development. The City wants to attract new commercial development. Developers want to be assured their investment will be safe in the future. A long-range plan will satisfy both.

In the Retail Plan, Kosmont Companies identified numerous potential public/private funding sources to pay for public infrastructure improvements that may assist potential developers and retailers in locating to Arvin. It is recommended that the City consider these and other sources that may become available to support the implementation of its Economic Development Strategy. Many of these funding resources can be applied to a broader range of potential development beyond only commercial. No resource should be overlooked when trying to enhance the City’s economic development activity.

Tourism

Tourism

GOALS

1. Establish Arvin as a desirable location for tourism
2. Create opportunities for attracting tourists to Arvin

IMPLEMENTATION STEPS TO ACHIEVE GOALS

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
4 Tourism				
4.1 Establish Farmers Market with connectivity to Arvin Community Garden.		    		
4.2 Identify and develop areas of town to be used for community events and tourism attraction (i.e. Jewitt Square and adjacent plaza)		 		
4.3 Obtain funding and conduct an occupancy study to determine the feasibility of attracting a hotel development to Arvin.				
4.3.1 Create available properties list and make it readily accessible.				
4.3.2 Review and revise existing Transient Occupancy Tax (TOT) ordinance.		 		
4.4 Obtain funding to conduct a market analysis to determine potential for locating/hosting regional recreational activities in Arvin (i.e. youth sports championships, etc.)				   

Tourism

Action Initiative	6 Mo.	1 Year	18 Mo.	2 Years
4 Tourism				
4.5 Develop marketing campaign to promote Arvin's historical, cultural, and ecological assets.				
4.5.1 Develop concepts for an educational museum in Arvin.				

Tourism, as defined by Merriam-Webster, is the activity of traveling to a place for pleasure. Many types of tourism are based on the reason for traveling. We travel for recreation, culture, religion, nature, pleasure, sports, and even medical health. The importance of tourism for the purpose of economic development is that it can generate jobs and revenue for a community. Businesses benefit from visitors coming to a community and buying goods. If sustained over a course of time, visitors create economic opportunity for the community. The majority of this activity is referred to as destination tourism – when a person travels to a place for a specific reason and spends a day or more in that same location. Though Arvin is not currently in a position to attract destination tourists, the opportunity for tourism is possible.

Arvin does not have a specific event to qualify as a destination for travelers; however, there is opportunity to encourage local events that cater to residents within a 5- to 10-mile radius. A Farmers Market, community events celebrating special occasions are examples of local tourism. When residents from Arvin attend local events, they are spending local. Visitors from outside Arvin are likely to buy gas, go to restaurants and make other purchases in Arvin. These events serve two purposes: they are small generators of revenue and, equally important, create a sense of place for the community.

Initiating tourism activity on a local level is potentially the beginning of a larger strategy. Community events will create the foundation for tourism in Arvin. If there is success at the community level, growth is inevitable. Having the reputation as a fun place to visit will take baby steps. Planning should begin now.

Appendix

Appendix A: Meeting Schedule

MEETING DATE	SUBJECT	PRESENTER(S)
May 21	Overview of Economic Development and Advisory Committee Meeting Schedule	Mike Dozer, Executive Director, OCED
June 4	Business Retention and Expansion	David Lyman, Visit Bakersfield
	City of Arvin Administration: How the City Operates and Why	Alfonso Noyola, City Manager
	City Budget	Robert Ruiz, Finance Director
	Arvin Police Department	Jerry Martinez, Acting Chief of Police
	Kern County Fire Department-Station 54	Captain Jake Caquel Captain Jason Knaggs
June 18	Business Attraction, Retention and Expansion	Melinda Brown, Director Business Development/Corporate Relations Kern Economic Development Corporation
	Business Startups	Keely Bearden, Director CSU Bakersfield Small Business Development Center
July 16	Workforce Development	Teresa Hitchcock, Assistant County Administrative Officer Kern/Inyo/Mono Counties Workforce Investment Board Nan Gomez-Heitzeberg, Executive Vice President, Bakersfield College, Kern Community College District Bill Rector, Executive Director, Westec Carlos Sardo, Principal, Arvin High School
August 6	USDA Rural Development California: Introduction and Overview	Dan Johnson, Area Specialist, Bakersfield Area Office
	How Cities Can Help Development in a Post RDA World	Mike Dozier, Executive Director, OCED
August 20	Industrial Real Estate Perspective	Stephan Haupt, Senior Vice President/Principal Central California, Colliers International
	Industrial and Office Real Estate Perspective	Chad J. Brock, Managing Director/Principal, Brock Realty Advisors
	Retail and Office Real Estate Perspective	Anthony Olivieri, Owner, Olivieri Commercial Group
September 17	Tourism	David Lyman, Manager, Visit Bakersfield Teresa Hitchcock, Assistant County Administrative Officer for Policy and Economic Development, County of Kern

Appendix A: Meeting Schedule

MEETING DATE	SUBJECT	PRESENTER(S)
	Arvin Union School District Overview	Michelle McLean EdD, Superintendent
October 15	City of Arvin-Update on the City's Capital Improvement Projects, Land Use, Zoning, Future Expansion, and Economic Development Strategies Implemented To Date	Alfonso Noyola, City Manager Robert Ruiz, Finance Director David Brletic, City Planner Miguel Barcenas, City Engineer
November 5	Advisory Committee Discussion: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis	
November 19	Advisory Committee Discussion: Goals and Objectives for Arvin Economic Development Strategy	
January 7	Advisory Committee Discussion: Review Draft Arvin Economic Development Strategy	
February 2	Arvin City Council: Overview and Consider Adoption of Economic Development Strategy	



Appendix B: 5-Year Implementation Action Plan

Goal	Priority	Actions
A. Identify priority infrastructure and facilities projects and the funding for them, and begin expanding and improving to a level of service that the community deserves.	1- Repair roads, curbs, gutters and street lighting	<ul style="list-style-type: none"> • Update Pavement Management Plan and annual approval by Council • Inventory deficiencies • Complete planning and design • Establish schedule and annual CIP list
	2- Upgrade and maintain parks	<ul style="list-style-type: none"> • Create a maintenance district • Create a maintenance program • Update technology and Public Works training
	3- Work with the County to gain ownership of DiGiorgio Park	<ul style="list-style-type: none"> • Develop Financial Plan • Develop Buy/Sell Agreement or MOU • Apply for grants • Finalize Infrastructure Design
	4- Identify and implement resources for revenues to build infrastructure to attract development, and for parks and recreation facilities maintenance, including creation of a nonprofit organization to raise funds	<ul style="list-style-type: none"> • Update Infrastructure Master Plan and General Plan (Parks & Open Space) • Review rates for services and Impact Fees/Quimby • Identify Public-Private Partnership • Finalize Infrastructure Design and entitlements
	5- Beautify downtown Arvin and other areas throughout the city	<ul style="list-style-type: none"> • Adopt ordinance for Architectural Standards • Apply for EDA grants • Develop undergrounding districts • Expand LLMD
	6- Build a Community Center and other community facilities	<ul style="list-style-type: none"> • Explore use of County Library • Search use of nonprofit organizations • Complete a facility inventory • Complete a master plan for capital and maintenance expenses
B. Broaden the economic base to include new and diverse sources of revenue to attain	1- Enhance financial stability to account for needs of the city	<ul style="list-style-type: none"> • Place right people in right assignments • Complete outside audit of

Appendix B: 5-Year Implementation Action Plan

Goal	Priority	Actions
financial stability.		<ul style="list-style-type: none"> resources • Define key ratios (e.g. debt to cash) • Establish key review parameters & frequencies (e.g. schedule for reports to City Council)
	2- Pursue more grants for city improvements and provide City Council with regular updates on progress	<ul style="list-style-type: none"> • Hire a full-time grant writer • Define needs that may be grant-fundable • Apply for grants • Provide quarterly grant reports to City Council
C. Establish an economic development plan that results in financial stability; a diversity of new businesses and high paying jobs; more housing, including affordable housing; and a diverse economy with innovative business sectors such as renewable energy resources.	1- Adopt and implement economic development strategies and cultivate a diversity of businesses in the community to enhance revenues	<ul style="list-style-type: none"> • Develop economic development plan • Install infrastructure/Walnut Street • Sell RDA properties • Streamline development process <ul style="list-style-type: none"> ○ Update applications ○ More projects approved at staff level (development STDs)
	2- Develop a business attraction, retention and expansion strategy	<ul style="list-style-type: none"> • Develop economic development plan • Develop façade improvement program • Complete infrastructure improvement • Improve development STDs • Identify development partners • Set up Assessment District
	3- Develop more jobs in Arin, especially well-paying jobs and professional jobs to attract local youth to stay or return to Arvin	<ul style="list-style-type: none"> • Complete Priority #1 • Complete Priority #2 • Facilitate development of community college satellite campus • Offer job training provided locally by partner agencies (in conjunction with Goal D, Strategy 1)
	4- Expand the City's Sphere of	<ul style="list-style-type: none"> • Create a vision for the City

Appendix B: 5-Year Implementation Action Plan

Goal	Priority	Actions
	Influence (SOI) and amend the Arvin's General Plan to add available land in strategic locations for commercial and industrial development	<ul style="list-style-type: none"> • Establish a schedule timeline • Identify funding • Prepare SOI, General Plan amendment, EIR
D. Enhance the quality of life by providing educational and recreational opportunities, and by being good environmental stewards.	1- Invest in education for the community by finding ways to offer adult education classes (i.e., ESL; GED; literacy); job training programs; professional development opportunities; and tutoring and college scholarships for youth and adults	<ul style="list-style-type: none"> • Establish a partnership plan for education • Reach out to job training and educational institutions (i.e. PAL to partner with AUSD) • Identify gaps in education and job training programs in Arvin • Coordinate availability of city facilities
	2- Attract a community college satellite campus to locate in Arvin	<ul style="list-style-type: none"> • Reach out to Community College District • Identify potential location(s) in Arvin • Develop proposal to Community College District to attract them to Arvin, including financial incentives
	3- Develop community activities and events reflective of the culture and interests of the community that attract families and enhance the sense of community	<ul style="list-style-type: none"> • Complete outreach to community to identify what events/festivals they want • Identify potential of events/festivals • Identify funding/locations/leaders to organize/committees to hold events/festivals
	4- Develop recreational programming for adults and children (especially afterschool activities and sports for children), including healthy living classes (e.g. Zumba; spin/cycle; nutrition classes)	<ul style="list-style-type: none"> • Hire Recreational Parks Manager and other staff/volunteers (or Recreational Citizens Volunteer Committee) • Identify location(s) • Through community outreach, prioritize programs for City to coordinate • Partner with businesses and other organizations to co-sponsor and staff

Appendix B: 5-Year Implementation Action Plan

Goal	Priority	Actions
	5- Establish a focus on environmental sustainability	<ul style="list-style-type: none"> • Engage/partner with San Joaquin Valley Air Pollution Control District (SJVAPCD) • Develop and adopt a Climate Action Plan • Implement Climate Action Plan • Develop and air quality improvement plan for Arvin with SJVAPCD
E. City administration is efficient, effective transparent and responsive in a timely manner	1- Update city codes, ordinances, policies and procedures	<ul style="list-style-type: none"> • Identify codes, ordinances, policies and procedures that need updating • Prioritize which codes, ordinances, policies and procedures to update • Gain City Council concurrence of list of codes, ordinances, policies and procedures chosen • Update codes, ordinances, policies and procedures according to priority, including necessary steps for ultimate approval and implementation (i.e., meet and confer, council approval)
	2- Increase staff's community outreach and engagement to include all aspects of the community	<ul style="list-style-type: none"> • Develop a Communications Plan (i.e., update website public service announcements, Transit Outreach Plan, multi-lingual announcements, social media) • Prioritize elements of the communications Plan • Implement community output/forums • Gain City Council approval of Communications Plan
F. Develop a community oriented policing strategy to improve relations with the community and implement effective crime prevention and gang prevention efforts.	1- Enhance gang prevention operations	<ul style="list-style-type: none"> • Complete GRIP to 2017 • Fund full-time SRO/GRIP Officer to 2020 • Develop Youth Diversion Program • Maintain staffing levels to support GRIP and Gang Investor

Appendix B: 5-Year Implementation Action Plan

Goal	Priority	Actions
	2- Establish and institute practices and policies to enhance the Police Department's partnership with the community	<ul style="list-style-type: none">• Continue with "Coffee With A cop"• Continue to expand Neighborhood Watch Program• Identify nonprofit partners within community• Hold National Night Out and other annual events

