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Economic Development

Porterville is committed to enhancing economic development opportunities and defining a long-term framework for sustainable growth. In fact, the success of accomplishing the General Plan objectives is closely inter-related to a strong economic development strategy. The Economic Development Element contains policies and actions that will enable the City to direct local resources to retain and assist local businesses and attract new industry that will increase its tax base and economic diversity. This Element provides policy direction and concrete actions for improving the education and training programs; providing jobs for its growing population; creating opportunities for supply of retail goods and services that will be needed by the community; fostering the development of a City that sustains its downtown; and supporting regional-serving and neighborhood commercial centers that can meet the everyday needs of residents.

In conjunction with the other General Plan Elements, the Economic Development Element enables the City to act as a “development partner,” by providing supportive zoning and infrastructure and facilitating the approval process. The Land Use Element and General Plan Land Use Diagram allows for new commercial and industrial development and provides sites for schools and campuses for higher education. The Circulation Element provides new multi-modal linkages from neighborhoods to commercial and employment centers. The Public Utilities Element ensures that the underlying infrastructure necessary for new development is available in a timely manner. The other elements, including Parks, Schools & Community Facilities, Open Space & Conservation, Public Health & Safety, and Noise, all contribute to increasing Porterville’s quality of life.

3.1 STRATEGY FOR ECONOMIC DEVELOPMENT

The population of Porterville is expected to more than double over the time frame of this General Plan. To support that growth, the City will have to add jobs. At the same time, the General Plan recognizes that the expected growth must be disciplined by a vision of the future that maintains Porterville’s community character. This vision includes: a strong downtown that is the keystone of community identity; a network of regional-serving and neighborhood commercial centers that serve the everyday needs of nearby residents; and, ample industrial land around the Airport to meet the needs of existing and new businesses.

Porterville’s strategy for economic development takes into account the following basic concepts:

- Porterville operates in a competitive context. Other Central Valley cities are as interested in new basic development as Porterville, and some have established pro-active economic development programs that are continuously funded and have a positive track record.
- Employer decisions to choose a site in Porterville (or elsewhere in the Valley) are likely “opportunistic,” which means neither local natural resources nor a specialized labor force create an obvious attraction for particular industries.

Therefore, the economic development approach presented in this Element calls for the City to:

- Ensure the availability of physical, institutional, and social capacity to respond to the needs of business.
 - *Physical capacity* includes the availability of sites (land and/or buildings) that are of adequate size and in appropriate locations, served with urban infrastructure (roads and utilities).
 - *Institutional capacity* includes the ability of local government to respond in a timely manner to applications for development, expansion, and relocation of economic activities that are consistent with the community’s goals, and to proactively seek such development.
 - *Social capacity* includes the availability of housing at prices that can be afforded by employees, educational opportunities that provide needed skills, and other social systems and amenities (health care, recreation, etc.) that maintain the current overall high-quality of life.
- Support existing businesses and recruit new businesses that can provide jobs for local residents or resources for other local businesses.
- Identify industry clusters that are growing in the Porterville area, or for which Porterville offers advantages compared to other communities. Identify the conditions required by these clusters to locate and grow in Porterville.
- Provide incentives through the Business Incentive Zone, Enterprise Zone and/or other programs, including zoning for “ready-to-go” site and bonuses for targeted industries or institutions, reductions in utility connection fees and/or expedited permit processing for job-generating development.
- Foster positive relationships between the City and its businesses and a positive image that will help attract new businesses.
- Improve workforce training and attract new educational institutions to Porterville.

3.2 THE ECONOMICS OF PORTERVILLE

THE CURRENT ECONOMY

Porterville has a diverse, yet limited economy. The Tulare County Association of Governments (TCAG) has estimated current (2005) employment by economic sector in the City. These estimates, which identify approximately 19,500 jobs, are summarized in Table 3-1.

Table 3-1: Estimated 2005 Employment by Sector

<i>Employment</i>	<i>Number</i>	<i>Percent</i>
Agriculture	1,184	6.1%
Education	1,875	9.6%
Government	4,509	23.2%
Industry	1,242	6.4%
Office	631	3.2%
Other	1,112	5.7%
Retail	4,212	21.6%
Service	4,706	24.2%
Total	19,471	100.0%

Source: Tulare County Association of Governments, 2005.

The largest and most important economic sectors, in terms of employment, are services, government, and retail trade; together, these three sectors account for almost 70 percent of all jobs in the City.

Major employers include the Porterville Development Center (about 2,000 services sector jobs), Wal-Mart distribution center (about 1,700 industrial sector jobs), Porterville Public Schools (about 1,600 education sector jobs), and Sierra View District Hospital (about 725 services sector jobs).¹ Examples of other firms engaged in basic economic activity (that is, their customer base extends beyond Porterville) include Beckman Coulter (manufacturer and distributor of biomedical instruments), EndureQuest Corporation (manufacturer of specialty plastic products), Foster Farms (value-added poultry processing), Porterville Citrus, Inc. (produce packing and shipping), ProDocument Solutions (business forms printing), Royalty Carpet Mills (manufacturer of carpet yarn), and Tule River Aero Industries (services related to small aircraft). This array of companies indicates that Porterville's economy includes a diverse mix of activities.



Expanding basic economic activities is important for Porterville.

¹ Porterville Chamber of Commerce, "Porterville Facts," May, 2006.

Although the economy of Porterville has historically been based on agriculture, Table 3-1 shows that the influence of this sector is now limited. The sector accounted for only six percent of all jobs in 2005. Agriculture nevertheless remains an important sector of the Tulare County economy. While Porterville agriculture jobs are more likely to be reported in the retail, services, or industry sectors, the City’s reliance on the County’s agricultural economy as a foundation for trade and employment should not be underestimated.

THE FUTURE ECONOMY: PROJECTED JOBS

Employment projections prepared by TCAG only anticipate the addition of about 12,250 jobs in the City between 2005 and 2030. These projections do not account for the City’s economic development programs. The increase would be concentrated in the retail, office, and service sectors, which together would account for about two-thirds of the new jobs.

Table 3-2: Projected Employment Growth in Porterville, 2005-2030

Employment	Jobs in 2005	Jobs in 2030	Change, 2005 – 2030		
			Number	Percent	Average Annual Percent
Government	4,509	7,505	2,996	66%	2.1%
Service	4,706	7,661	2,955	63%	2.0%
Retail	4,212	6,462	2,250	53%	1.7%
Office	631	2,082	1,451	230%	4.9%
Industry	1,242	2,617	1,375	111%	3.0%
Other	1,112	1,923	811	73%	2.2%
Education	1,875	2,445	570	30%	1.1%
Agriculture	1,184	1,024	-160	-14%	-0.6%
Total	19,471	31,719	12,248	63%	2.0%

Source: Tulare County Association of Governments, Mundie & Associates, 2005.

Some of these economic sectors—notably, retail trade, services, and government—are likely to grow in response to the needs of growing population. Others—such as industry and agriculture—respond to market demands of a broader geographic area. Education is a mix: it certainly will grow to meet the needs of Porterville residents, but may also serve a larger population if educational institutions attract students from beyond the local area.

ECONOMICS AND LAND USE

Having a strong economy is important for Porterville. Appearing to have a strong economy is also important: it helps people feel good about their city and neighborhood; it creates a favorable impression on visitors; it attracts businesses that value the quality of life for their employees. To the casual observer, appearances of economic health generally center on the performance of retail space, and particularly on activity in the downtown area.

Downtown Porterville is attractive, but it could be healthier: there are few retail vacancies and the area is active during the day, but there is little activity at night, new investment and

reinvestment has lagged, and currently there are no department stores to help bring shoppers to the area.

Beyond Downtown, retail development along the major arterials presents a mixed appearance: some areas are occupied by new buildings that are well-occupied and busy; others have vacant stores that have not been occupied in some time.

To address the recent shift in consumer and corporate preferences, the General Plan Land Use Diagram expands the Downtown Mixed-Use designation and clusters new commercial development near neighborhood centers to meet the daily needs of residents and at major regional shopping destinations near the highways.

3.3 CHALLENGES TO ECONOMIC GROWTH

To achieve the employment increase anticipated by TCAG, Porterville will have to retain existing businesses that are successful and growing, as well as attract businesses that are seeking new locations. However, the city also needs new “basic” economic development; that is, jobs in companies that make products and services that are sold outside the community, thereby creating income for local workers by bringing in new money into the community.

Some businesses, such as those that serve consumers directly, will be attracted by a growing population. As the number of residents increases from 45,220 to more than 100,000, the City will attract an array of new stores, including department stores, supermarkets, drug stores, as well as restaurants and services.

Other businesses—those that comprise the “economic base” of the community—may not come automatically. Economic-base businesses bring new money into the City that can then be spent at the retail stores, restaurants, and service outlets. However, because their consumer base is regional, national, or international, they have more leeway in selecting their locations. To compete with other communities—in an increasingly competitive economic environment—will require a concentrated effort that, to be successful, must address the following conditions:

- *Location.* Porterville is located in the Central Valley, generally between the larger cities of Bakersfield and Fresno, but 20 miles east of a major north-south transportation route (State Route 99). The City cannot change its location, but it can direct its efforts toward attracting the types of basic economic activities that do not rely on physical transportation of inputs or outputs, especially if those inputs or outputs are heavy or bulky.
- *Supply of sites.* Porterville has almost 1,000 acres of land available for employment-bearing land uses. This amount of land should be adequate to accommodate employment growth that is expected through the year 2030. The sites, however, are not all competitive: some are too small, some are in less-than-optimal locations, some are not served (or not adequately served) by infrastructure, and some are not available for sale or development. In order to address this issue, the General Plan Land Use Diagram increases the employment-bearing land uses to more than 4,000 acres.
- *Major employment anchors and linked economic activities.* Although Porterville has several employers with more than 1,000 jobs, they do not attract linked economic activities – either because they are not large enough, or because their needs are too diverse to create a critical mass of demand for specific goods and services, or because they take care of all of their business needs in-house. As economies grow, they are sometimes able to

attract suppliers who do businesses with a number of firms, such that when the collective demand for a particular good or service (such as cardboard boxes, or glass bottles, or legal services, or truck repair, for example) is great enough a local supplier can be supported.

- *Workforce readiness.* The workforce in Porterville is not as well educated as the workforce of California in general: 62 percent have graduated from high school compared to 77 percent in California, and 11 percent have graduated from college compared to 27 percent statewide. Additionally, 22 percent of Porterville residents aged 25 or older did not complete ninth grade compared to 12 percent statewide.
- *Difficulty of horizontally or vertically diversifying the agricultural sector.* Agriculture activities that are locally dominant (e.g., dairy, citrus, and other fruit) do not appear to require inputs or produce outputs that can profitably be captured by related local manufacturing or processing operations. Economic opportunities presented by agriculture are usually in the service sector (e.g., equipment maintenance and repair) and transportation, though the potential for agriculture-related manufacturing can also be developed.
- *Lack of a basic industry that establishes a clear “direction” for Porterville development.* Few industries are of a significant size, and there is no resource outside the agriculture sector that would provide a “hook” or platform for related economic development.

3.4 ECONOMIC DEVELOPMENT POLICIES

The guiding and implementing policies presented in this section include a number of specific programs that the City will undertake for economic development as well as policies intended to improve the overall business climate and establish a positive working relationship with the private sector. Additional policies related to commercial and industrial development and Downtown are in the Land Use Element.



Growing local businesses is an economic development priority.

GUIDING POLICIES

- ED-G-1 *Recruit targeted community-serving retail, neighborhood-serving commercial, and basic industrial activities that meets the needs of our residents.*
- ED-G-2 *Retain, improve, and promote existing businesses in Porterville and foster local start-up businesses.*
- ED-G-3 *Maintain an adequate supply of land for economic development and be able to process development applications expeditiously.*
- ED-G-4 *Recruit appropriate basic economic activities.*
- ED-G-5 *Retain existing local businesses and foster local start-ups.*

ED-G-6 *Support and contribute to a clean, attractive, safe, pedestrian-friendly, well-maintained downtown and provide neighborhood commercial centers to meet everyday (convenience) shopping needs.*

ED-G-7 *Create an image for Porterville that will attract and retain economic activity.*

IMPLEMENTING POLICIES

Strategic Readiness for Economic Development

Strategic readiness for economic development requires Porterville to have clear targets for economic development that are achievable for the City. These targets should be based on a realistic assessment of the City's strengths and weaknesses in its quest for new employers that will strengthen the economic base. The following policies provide details on how such an assessment can be translated into specific action plans:

ED-I-1 Prepare a comprehensive assessment of Porterville's economy, including (but not limited to) existing businesses, characteristics of the labor force, and assets of the Porterville area.

Assets may include, for example, labor force availability (particularly entry-level workers), low cost of housing, ample supply of land, local general aviation airport, strong existing basic economy based on agriculture, access to outdoor recreation, availability of high-quality medical services, and other quality of life factors.

ED-I-2 Conduct a Business Roundtable with key business leaders to develop a five-year business strategy including an economic vision, employment training needs, collaboration opportunities, and identification of targeted industries, strategies, and indicators.

ED-I-3 Determine economic development indicators, benchmarks, and targets.

ED-I-4 Identify and target key industries for a strong and vibrant economy.

ED-I-5 Monitor regional, state, and national economic trends to identify new and emerging targeted industries for Porterville.

ED-I-6 Pursue funding to develop a marketing program to recruit targeted industries and to promote existing businesses.

Focus recruiting efforts as follows:

- *Businesses that indicate an interest in the San Joaquin Valley, Tulare County, or Porterville, regardless of their economic sector;*
- *Businesses whose labor requirements match the occupations and skills of the Porterville labor force;*
- *Industries that produce high-value, lower cost goods;*

- *Industries based on information technology (electronic communications), such as call centers and data processing; and*
- *Public or private enterprises with emerging, high-wage industries such as manufacturing, health care, professional, scientific, technical, finance and insurance, and information technologies.*

ED-I-7 Work with large existing employers to identify and recruit related businesses and businesses that provide goods and services that meet their business needs.

ED-I-8 Support business retention by maintaining a revolving micro-enterprise loan program for new or expanding businesses which need temporary financial support.

This loan program may be managed by the Redevelopment Agency.

ED-I-9 Promote the benefits that senior communities bring to Porterville and, if appropriate, pursue development of such communities in appropriate locations.

Seniors relocating from other areas would support not only local-serving retail and service businesses, but also the City's medical services. In addition, seniors can be recruited as business mentors for new and emerging industries.

Workforce Preparedness

A comprehensive set of programs and actions for workforce preparedness will build skills and improve the competitiveness of Porterville's labor force. The most important initiatives involve creating a four-year college in Porterville and building partnerships with adult schools, the community college, and other training providers to advance vocational education. The General Plan Land Use Diagram shows two potential campus sites.

ED-I-10 Work with the Chamber of Commerce and Workforce Investment Board (WIB) to identify needed workforce skills and training opportunities (classes, workshops, etc.) and support efforts to provide critical educational opportunities for the labor force.

Promote a partnership between nearby state universities, Porterville College and the business community to conduct academic, community education and distance learning programs to meet the needs of the business community (e.g., supervisory certification programs, teacher certification programs, healthcare professional training, technology-oriented technical, bio-medical training). Students should be required to intern at local businesses. All academic programs should include technology, innovation and entrepreneurship as a basic requirement.

In order to keep pace with other communities Porterville needs to offer the best education possible. The Community College President should have an agreement from several universities for automatic transfer and admission of graduating two-year students. The Board of Trustees and College President should consider the feasibility of the College becoming a four-year institution. Annual "employer" days should be held inviting key business leaders to speak

about job opportunities and training needs. Continue to offer the youth career “Shadow” program.

Students need to be encouraged as early as middle school and always in high school to take the appropriate classes and training to obtain a good paying job. School counselors should guide students into business, supervisory and management-related courses and other skills courses related to the targeted industries identified in the five-year business strategy.

ED-I-11 Work with the Porterville school districts and the Community College District to assure the provision of classes and workshops needed for all members of the workforce, but especially those needed to:

- Improve basic employment skills (math, science, reading, writing, resume development, and interview skills); and
- Enhance employability by teaching skills that are needed in today’s economy (e.g., service and repair occupations, construction trade, and machine operations).

ED-I-12 Reach out to post-secondary educational institutions—including universities, colleges, technical schools, and trade schools—that may be looking for a new or additional location.

Academic institutions (universities and colleges) are likely to appeal to a different student population than would be attracted by technical/trade schools. Both would be advantageous for Porterville. Technical/trade institutions would be equipped to teach skills that are needed to support Tulare County’s existing agricultural economy as well as a future economy that will still require such skills as operation of machine tools and other heavy machinery, repair of machinery, equipment, as well as computers, construction, and other trades.

ED-I-13 Integrate youth into business activities.

- Encourage the high schools to require volunteer hours at local businesses.
- Encourage businesses, including the City to hire high school and college students to complete various projects (e.g., architectural undertakings, economic analysis, park maintenance, art installations etc).
- Offer window space where appropriate to advertise school and youth products and events.

Opportunistic Readiness for Economic Development

Opportunistic readiness for economic development requires Porterville to be able to respond quickly and effectively to indications that firms may be interested in moving to the City and to existing firms that need to expand or relocate. Such response, in turn, requires that Porterville maintain an adequate supply of land for economic development *and* be able to process development applications expeditiously.

- ED-I-14 Create a list of existing sites for economic development, with information about their location, size, configuration, infrastructure availability, zoning, and other data that indicates suitability and readiness for development.

This list can be distributed regularly to the local Chamber of Commerce, Hispanic Chamber of Commerce, employment recruiters, real estate boards, large commercial bankers, and developers and/or be maintained as a website. Firms outside the area would have more access to a website.

- ED-I-15 Formulate strategies to bring infrastructure to economic development sites in advance of development.

A long-term Infrastructure Master Plan can provide the basis for a comprehensive, cost-effective improvement strategy. The Infrastructure Master Plan should include access improvements for future industrial sites in the southern part of the City around the Airport and a coordinated transit system to get residents to jobs and services (transit, pedestrian, and bicycle). It also should address fiber optic and/or wireless communications systems, along with water, sewer, electricity, natural gas, and cable, in planning for infrastructure needs.

- ED-I-16 Monitor the supply of usable sites to assure that the City has sufficient land, suitably positioned, for expected growth.

“Usable sites” must have appropriate size, location, and infrastructure characteristics to meet the needs of the economic activities sought by Porterville.

- ED-I-17 Re-designate sites—through General Plan amendments or zoning changes, as necessary—to assure that sufficient land is available for future development. Consider designating sites for truck stops.

Scattered sites can be addressed by merging sites, zoning adjacent sites similarly and designating some sites for small, medium and large sized uses. The City also will work with landowners to annex land at the City limits, if appropriate, to enhance the supply of land for economic development.

ED-I-18 To the extent possible, continue to offer economic development incentives in specific economic zones.

At present, Porterville has:

- *HUB (Historically Underutilized Business) Zone ;*
- *Recycling Market Development Zone;*
- *Redevelopment Project Area;*
- *Business Incentive Zone, a Targeted Tax area; and*
- *Foreign Trade Zone.*

Among them, these zones make available low-interest loans for land, buildings, and equipment; preferences for federal contracts; permit fast-tracking; tax credits and other favorable tax treatments; operating assistance; preference points for Industrial Development Bonds (which may be used to provide financing at favorable rates for infrastructure).

ED-I-19 Re-establish and expand the Enterprise Zone.

ED-I-20 Look for opportunities—and financing—to reuse existing buildings and underdeveloped sites.

ED-I-21 Amend the Zoning Ordinance to streamline the development review process for “as-of-right” development and provide authority for fee waivers for targeted businesses locating in Porterville.

ED-I-22 Enhance the City’s economic development function by creating a centralized point of contact and by forming an ad hoc Economic Development Advisory Committee to advise the City Council and staff on economic development, redevelopment, employment, housing, and transportation-related issues.

An economic development staff person in the Community Development Department could be the main point of contact for the business community, advise the City on economic policy related issues, and act as the liaison facilitating timely implementation of economic programs.

The ad hoc Economic Development Advisory Committee could be made up of individuals from various sectors, such as education, finance, health, agriculture, marketing, and youth organizations. One of the first tasks could be identifying needed downtown revitalization improvements and the development of benchmarking statistics for future comparison.

ED-I-23 Pre-zone land outside the current City limits for commercial and industrial development, consistent with the General Plan to facilitate annexation and development review.

Adequate sites must be available for projected needs and many of the development opportunities shown on the General Plan Land Use Diagram are not within the City limits. In addition, sites should be zoned to promote businesses which complement one another and should be clustered adjacent to one another.

Recruiting Appropriate Basic Economic Activities

ED-I-24 Expand marketing efforts, focusing on targeted industries and specific segments of the economy.

- Respond to all inquiries from basic industries.
- Work with the County Economic Development Corporation (EDC) and the California and Porterville Chambers of Commerce regarding business retention resources and business targeting efforts.
- Attend trade shows or other industry gatherings and distribute promotional economic development materials.
- Advertise in industry publications.
- Publicize local business success stories in the City Newsletter.
- Contract with a professional marketing service.
- Prepare, update, and publish marketing materials, including an inventory of assets that Porterville offers, such as available development sites (and buildings), incentives/special zones, streamlined processing, affordable cost of living, attractive quality of life (proximity to outstanding outdoor recreation), and community character.
- Change business attraction to manufacturing instead of warehouse distribution facilities because of the higher employment densities.
- Coordinate with the Hispanic Chamber of Commerce on developing specific marketing strategies that can be jointly implemented.

ED-I-25 Amend the Zoning Ordinance to provide sites for family-oriented retail geared toward larger households with low to moderate incomes.

Porterville has a high proportion of families with larger-than-average household size with incomes below county-wide levels. The City is thus well-suited for companies with a low “price point.” Other stores which would likely be well suited are low-priced home furnishing stores, appliance/electronic stores, sporting goods, and family-oriented apparel stores.

Retaining Existing Local Businesses and Fostering Local Start-ups

- ED-I-26 Create a program of technical (and, possibly, financial) support for local start-up businesses.
- Work with the Workforce Investment Department and Porterville College to establish a branch of the Central California Small Business Development Center (SBDC) in Porterville. SBDCs offer classes in starting and operating a small business. Encourage community foundations and other grant sources to focus their allocation on promoting entrepreneurship and locally-owned, targeted businesses.*
- ED-I-27 Encourage the creation of a business incubator program to foster the development of local start-ups.
- Incubators provide space and onsite technical assistance/training to small businesses that are looking to grow.*

Supporting Downtown and Neighborhood Commercial Centers

- ED-I-28 Work with the Chamber of Commerce, the downtown merchants, and others to support marketing, promotions, and events that bring people downtown. Amend the zoning ordinance to ensure downtown commercial tenants can have evening and weekend activities and events.
- ED-I-29 Support the establishment of a weekly open-air market in the center of Porterville.
- The Marketplace, similar to Lindsay’s Mercado but with its own identity, would be a casual open-air market (no permanent structures) that offers food and crafts from local producers/artisans, along with community services for people who need them. It would have a festive atmosphere, possibly with live music.*
- ED-I-30 Identify businesses that are appropriate for downtown and neighborhood commercial centers, and amend the Zoning Ordinance to ensure that the scale of development is sufficient to support those businesses.
- Development standards in the Zoning Ordinance related to the size of the neighborhood center and the scale of residential development in the immediate area should be coordinated so that the residents of the neighborhood have enough buying power to support convenience retail stores, such as groceries, drug stores, video stores, laundromats, cafes, etc.*
- ED-I-31 Limit opportunities for commercial development outside the downtown and designated neighborhood commercial centers. Limit “leapfrog” development.
- The General Plan Land Use Diagram expands the Downtown Mixed-Use district and clusters new commercial development near neighborhood centers to meet the daily needs of residents and at major regional shopping destinations near the highways.*

Historically, retail outlets have sought locations that are surrounded (or potentially surrounded) by housing, so that they could attract customers from the full circle of market area surrounding them. When stores locate at the edge, they do so either because they anticipate future expansion of the residential area beyond their sites, or because transportation access to their sites is considered to compensate for the lack of nearby housing. When stores that offer the same types of goods that are—or could be—offered downtown are built in edge centers, they have the effect of pulling people away from the central business district; that is, downtown. This pattern of development compromises downtown’s ability to attract new investment, new stores, and ongoing patronage from retail customers.

ED-I-32 Allow unused retail buildings outside downtown, in non-pedestrian-oriented locations, to be adapted to other uses.

Adaptive reuse (or redevelopment) serves multiple purposes: it makes productive use of the site and, at the same time, allows for better clustering and definition of retail areas.

ED-I-33 Support the improvement of downtown building façades through the economic development incentives programs.

Creating an Image

ED-I-34 Adopt an architectural style and set of design guidelines for new development, to establish a recognizable physical identity for Porterville.

ED-I-35 Some design flexibility should be allowed to encourage architectural creativity.

ED-I-36 Design new sports complexes to accommodate regional and state tournaments (e.g., for soccer, softball, etc.).

ED-I-37 Link the City’s image to recreation activities at Lake Success and to Sequoia National Park.