



POLICY DOCUMENT PART 2

ECONOMIC DEVELOPMENT ELEMENT

The development of a thriving local economy depends on a city's ability to establish competitive advantages that create opportunities for private investment in business and real estate development, often in competition with other localities. For West Sacramento, these advantages include a largely undeveloped urban riverfront, close proximity to the region's economic and cultural core, direct access to major transportation networks including a deep water port, ample availability of development sites and existing buildings of various size, quality municipal water, dedicated financial resources to invest in infrastructure improvements, and a business-friendly environment and reputation.

The policies of the Economic Development Element are intended to exploit these advantages to position West Sacramento for increased private investment, thereby stimulating job growth, expanding City revenues, and improving the quality of life for residents. The policies provide for maintaining a strong and comprehensive economic development program focused on attracting and retaining businesses in targeted sectors and fostering entrepreneurship, investing in infrastructure to prepare properties and key areas for development, maintaining a business-friendly environment, increasing access to education and job training for existing residents while attracting new residents to provide a skilled workforce, and expanding retail choices for residents and the greater region.

General Economic Development

Policies in this section focus on actions, plans, and strategies to improve West Sacramento's overall economy and the economic prosperity of its residents.

GOAL ED-1

Maintain and expand a strong, diverse, and sustainable local economy that provides abundant employment opportunities, a high quality of life, and a sound tax base.

ED-1.1 Economic Development Program

Recognizing the fiscal benefits of economic development, the City shall operate and maintain a comprehensive economic development program. *(MPSP)*

ED-1.2 Community Investment Action Plan

The City shall continue to implement the Community Investment Action Plan, focusing available funding on infrastructure projects and economic development activities that leverage outside funds and are located in areas most likely to generate private investment and economic growth. *(MPSP/FB)*

ED-1.3 Global Food Industry Hub

The City shall continue to recruit and retain regional, national, and international businesses in food and agricultural-related industries, including food production, distribution, equipment manufacturing, education, research and development to grow West Sacramento's image as a global food industry hub. *(MPSP)*

ED-1.4 Targeted Industry Clusters

In addition to food, agriculture and green technology, the City shall promote the development of other targeted industry clusters including advanced manufacturing, health care technology, biotechnology through strategic partnerships with higher education institutions, work force training agencies, business associations, financial institutions, and venture capitalist concerns. *(IGC/JP)*

ED-1.5 Regional Economic Initiatives

The City shall support the implementation of regional economic development initiatives. *(IGC/JP)*

ED-1.6 Connections with UC Davis

The City shall promote opportunities to partner with UC Davis and other local universities on technology transfer and innovation development opportunities, particularly those related to food, agriculture, and other targeted industries. *(IGC/JP)*

ED-1.7 Trade Opportunities

The City shall encourage the retention and expansion of international trade in the city, particularly through the Port of West Sacramento. *(IGC/JP)*

ED-1.8 Tax Contributors

The City shall encourage the establishment, maintenance, and expansion of a diversified local business base that provides growing sales and property tax to fund municipal operations and contribute to the local economy. *(MPSP)*

ED-1.9 Nearby Economic Opportunities

The City shall promote job growth and locally-serving retail sales and services near existing and proposed neighborhoods and near transit service in order to minimize automobile trips. *(MPSP)*

ED-1.10 Green Economy 🌱

The City shall promote the development and expansion of a green local economy that is based on environmentally-sustainable industries and jobs, such as renewable energy, green building, clean transportation, water conservation, waste management and recycling, and sustainable land management. *(MPSP)*

ED-1.11 Public Input

The City shall continue to solicit community input into and feedback on economic development planning and activities through its Economic Development and Housing Commission. *(PI)*

ED-1.12 Quality of Life 🌍

The City shall continue to plan for a range of housing choices, quality schools, and amenities to make the City an appealing place to live and work for employees of existing and prospective businesses. *(MPSP)*

Land Use & Infrastructure

Successful economic development is largely dependent on the availability of properties and buildings that are of sufficient size, appropriately located, and served by adequate infrastructure to support real estate development and the expansion or relocation of businesses. Policies in this section ensure that there are suitable locations with adequate infrastructure throughout the city, particularly in targeted investment areas, for development to occur and for businesses to locate.

GOAL ED-2

To make available suitable sites with adequate infrastructure to meet the needs of businesses and real estate development opportunities.

ED-2.1 Developable Sites

The City shall maintain an inventory of developable sites, including sites owned by the City and Port, to meet the needs of residential, commercial, and industrial developers and businesses. *(MPSP)*

ED-2.2 Infrastructure Investment

In accordance with the Community Investment Action Plan, the City shall strategically allocate Measure G funding and pursue federal, state, and regional grants for infrastructure projects that are likely to catalyze private investment in real estate development and business. *(MPSP/FB)*

ED-2.3 Enhanced Infrastructure Financing Districts

The City shall explore the creation of Enhanced Infrastructure Financing Districts (EIFD) in all areas of the city to generate tax increment funding for infrastructure improvements that are supportive of new and infill development. *(MPSP/FB)*

ED-2.4 Broadband Internet Expansion

The City shall work with broadband internet service provider and developers, and will continue to install municipal conduit to improve and expand the availability of reliable, redundant, high-speed broadband internet services and fiber-optic networks that meet the current and future bandwidth needs of businesses, and as a means of attracting new businesses. *(MPSP/JP)*

ED-2.5 Riverfront Mixed-Use Districts 🌐

The City shall support infill high-density development and place-making opportunities in mixed-use riverfront areas including the Bridge District, Washington District, Pioneer Bluff, and Stone Lock to create urban places where people want to live and companies want to locate. *(RDR/MPSP)*

ED-2.6 Downtown District 🌐

The City shall work with other public agencies to strengthen West Sacramento's Downtown/Civic Center along West Capitol Avenue as the city's center for government, civic engagement, and education, while also working with private entities to transition underutilized properties to mixed-use developments that incorporate housing, retail, and office uses. *(MPSP)*

ED-2.7 Port of West Sacramento

The City shall support the industrial and commercial development of the Port of West Sacramento. *(RDR/MPSP)*

ED-2.8 Retail Expansion

The City shall promote and assist with the maintenance and expansion of West Sacramento's retail sector, including both regional and neighborhood-serving retail options, to meet the needs of West Sacramento residents, employees, and visitors, and shall promote opportunities to create new housing and transit service in the vicinity of retail opportunity areas. *(MPSP)*

ED-2.9 Office Expansion

The City shall seek to expand its share of region-serving office development and professional services. The City shall encourage efforts to attract major office tenants to West Sacramento. *(MPSP)*

ED-2.10 Entertainment, Leisure, and Restaurant Venues

The City shall encourage the development of new entertainment, leisure, and restaurant venues that meet the needs of local residents and the region. *(MPSP)*

ED-2.11 Business and Industrial Parks

The City shall protect existing business and industrial parks with high concentrations of employment and designate appropriate sites for new commercial and industrial development to meet projected demand. *(MPSP)*

ED-2.12 Revitalization 🌐 ♥

The City shall continue to encourage the revitalization and reuse of aging and underperforming commercial and industrial areas to eliminate blight and provide new economic opportunities. *(RDR/MPSP)*

ED-2.13 Parcel Assemblage 🌐

The City shall encourage parcel assemblage in key areas of the city (e.g., Bridge District, Washington, Pioneer Bluff, Central Business District, and West Capitol Avenue) to facilitate redevelopment and reinvestment. *(RDR/MPSP)*

ED-2.14 Improvement Districts ♥

The City shall encourage local businesses and property owners to form Business Improvement Districts, Property-Based Business Improvement Districts, or Maintenance Capital Facilities Districts to facilitate revitalization efforts. *(MPSP)*

ED-2.15 "Greening" Existing Buildings 🌐

The City shall encourage property-owners and businesses to renovate and upgrade existing buildings to incorporate energy and water efficiency and conservation technologies and designs. *(RDR/MPSP)*

Business Climate

West Sacramento's economic growth depends on attracting new businesses as well as retaining current businesses that wish to expand or relocate within the city. Policies in this section support a healthy business climate, which promotes the attraction, formation, and expansion of businesses.

GOAL ED-3

To maintain a healthy business climate that increases the city's ability to retain and expand existing businesses and attract new ones.

ED-3.1 City Image ♥

The City shall continue to promote West Sacramento as a great place to live, work, and play and maintain the City's positive image as a business-friendly city with abundant opportunities for private investment, business growth, and access to quality employment. (MPSP)

ED-3.2 Competitiveness

The City shall continually assess its competitiveness as a place to do business and maintain its development regulations, fees accordingly. (PSR)

ED-3.3 Development Processing

The City shall continually assess its development processing performance to maintain its place as one of the most efficient and fastest jurisdictions in the region for processing development applications and building permits. (PSR)

ED-3.4 Use of Technology

The City shall utilize technology and e-government solutions to make it easier to do business in West Sacramento. (PSR)

ED-3.5 Collaboration & Partnerships

The City shall support the efforts of local and regional economic development associations to promote a strong business base, encourage joint marketing, improve the city's business climate, and identify business recruitment opportunities. (MPSP/JP)

ED-3.6 Local Purchasing 🌐

The City shall encourage residents and businesses to "shop local" for goods and services to support local businesses, reduce unnecessary travel, and increase local tax revenues. (MPSP)

ED-3.7 Small and Culturally-Diverse Businesses

The City shall encourage entrepreneurship and small business formation and expansion through its economic development programs, such as microenterprise training, and shall support the expansion of culturally-diverse businesses in the city. (MPSP)

ED-3.8 Funding Opportunities

The City shall work with financial institutions, including the Small Business Development Center, to promote small business lending opportunities that support and encourage local entrepreneurship and business growth. (MPSP)

ED-3.9 Removal of Blight 🌐 ♥

The City shall strive to eliminate blight that may affect the attraction of new businesses and employees. (RDR/MPSP)

ED-3.10 Gateways to the City ♥

The City shall work with other government agencies, businesses, property-owners, and other business-support organizations to improve the visual appearance of gateways to the city, most notably highway interchanges, on-ramps, and exits. (RDR/MPSP)

ED-3.11 Visitor Destination

The City shall work with local and regional stakeholders and organizations to promote West Sacramento as a visitor destination, capitalizing on the city's riverfront location and proximity to tourist and entertainment destinations in an around the city. (MPSP)

ED-3.12 Events

The City shall encourage and promote events, festivals, and other attractions that bring residents, prospective businesses, and visitors to the city. (MPSP)

Workforce Development

Growth in new sectors of the economy presents new opportunities for higher paying jobs for city residents. At the same time, advancement and the ability to earn living wages is dependent on acquiring new skills. Policies in this section encourage workforce development by coordinating with educators and leaders from the business community to meet local and regional workforce demands.

GOAL ED-4

To provide a well-educated and highly-trained workforce that effectively competes for meaningful and productive employment, earns competitive wages, and meets existing and future local and regional industry needs.

ED-4.1 Workforce Investment

The City shall encourage local educational and technical institutions, workforce development agencies, and businesses to focus workforce investment and education programs on meeting the needs of existing and emerging industries. (MPSP)

ED-4.2 Balance of Businesses

The City shall strive to attract and retain a balance of businesses in a variety of

industries that provide a full range of career choices from entry-level jobs to highly-skilled jobs. (MPSP)

ED-4.3 Attract and Retain Skilled Workers

The City shall continue to improve the quality of life in the city to attract and retain skilled workers. (MPSP)

ED-4.4 Attraction of Key Institutions

The City shall seek to attract public and private educational and technical institutions with specialized training to meet local and regional workforce requirements and to expand vocational and technical programs in secondary schools. (MPSP)

ED-4.5 Sustainable Jobs Workforce Development

The City shall encourage educational and technical institutions to provide programs that educate and train local employees for existing and emerging clean technology/manufacturing, green-collar jobs, sustainable construction, and other jobs promoting sustainability. (MPSP)

ED-4.6 Home-based Businesses

The City shall support the formation and operation of home-based businesses that are compatible with the surrounding neighborhood. (RDR)

ED-4.7 Attraction and Retention of College Graduates

The City shall encourage efforts by local educational institutions, trade organizations, businesses, and other agencies to attract and retain college graduates in the local work force. (MPSP/IGC)

ED-4.8 Adult Workforce Development Programs

The City shall encourage workforce development programs that improve adult education programs for workers in transition or who need to update their skills to prepare for new job opportunities. *(MPSP)*

ED-4.9 High School Curriculum

The City shall encourage Washington Unified School District to offer programs and to design curriculum at River City High School tailored to readying high school students to meet local workforce needs based on feedback from local employers. *(MPSP)*

ED-4.10 Community College Degree, Certificate, and Transfer Programs

The City shall encourage the Los Rios Community College District to offer degrees and certificates aimed at meeting the workforce needs of local businesses and encourage improved transfer programs with UC Davis, Sacramento State University, and other local educational and workforce training institutions. *(MPSP/IGC)*

ED-4.11 Living Wages and Benefits

The City shall encourage retail expansion and development by companies and institutions that provide quality jobs, competitive wages, and health benefits to employees. *(MPSP)*

Table 3-4 Economic Development Implementation Programs		2016-2018	2019-2023	2024-2035	Annual	Ongoing
1. The City shall develop and maintain an inventory of developable sites and selected buildings, including City and Port-owned properties, to encourage the development of new residential, commercial, industrial, and mixed-use projects. (PSR) 🌐						
Implements Which Policy(ies)	ED-2.1, ED-2.4, ED-2.5, ED-2.6, ED-2.7, and ED-2.12	x				x
Responsible Department(s)	Economic Development					
Supporting Department(s)	Community Development					
2. In conjunction with the annual City budget and Capital Improvement Plan processes, the City shall identify and allocate funding for economic development activities and strategic infrastructure improvements to encourage private investment in accordance with the Community Investment Action Plan. (MPSP/FB)						
Implements Which Policy(ies)	ED-1.1, ED-1.3, ED-2.2, and ED-2.3	x				x
Responsible Department(s)	Economic Development					
Supporting Department(s)	Administrative Services					