



**Economic Development
Strategic Goals
2006 - 2010**

Summary

This Economic Development Strategic Goals (“Strategic Plan”) presents the major economic development priorities and initiatives for the City of Davis. Though this Strategic Plan may have many uses, its primary purpose is to provide long term guidance to the Business and Economic Development Commission when advising the City Council.

Background

Incorporated on March 28, 1917, the City of Davis (“City” or “Davis”) has since developed into a university-oriented city with a vigorous community noted for its small-town character, energy conservation and environmental programs, parks, tree preservation, bicycles, and the quality of its educational institutions.

Situated in Yolo County, California, the City is located in the heart of Northern California on Interstate Highway 80, 13 miles west of Sacramento, and 70 miles north and east of San Francisco. The City’s estimated 64,259 residents boast about recently being named the best small town for cycling in America by *Bicycling* magazine. In addition, with its 50 miles of bike lanes and 51 miles of bike paths within the City’s 9.8 square miles, its no wonder that the League of American Bicyclists consider Davis to be the most bicycle-friendly city in the country.

Davis’ greatest economic and social resource is its residents. Outstanding professional and technical skills, coupled with innovative thinking make the residents of Davis a valuable commodity. Aside from being the most highly educated community in the state, with more than 60% of the Davis adult population having attained a four-year college degree, the City has a highly skilled technical and professional labor force which is engaged in a broad spectrum of employment ranging from agriculture, arts, and both social and physical sciences.

Overview

The Strategic Plan expresses the City’s goals and policies for supporting a diverse and vital economy, and is organized by sections, as follows.

1. Business Retention and Recruitment Retain existing and attract new businesses as a means to create a more balanced economy with greater job diversity and a broader range of goods and services for residents, and sufficient revenue to maintain city services.

2. Visitor Attraction / Tourism Expand the City’s visitor attraction and tourism industry.

3. Downtown Enhancement Enhance the core area as a vibrant, healthy downtown that serves as the city’s social, cultural and entertainment center and important retail and business district.

4. Community Enrichment Promote Davis’ high quality of life by fostering a diverse range of cultural, educational, and recreational opportunities that serve the needs of Davis residents as well as attract new business that will in turn help to expand the local economy.

5. Business Climate and Outreach Develop programs, systems and projects to help manage and improve the economic climate of the city.

1. Business Retention and Recruitment

Retain existing and attract new businesses as a means to create a more balanced economy with greater job diversity and a broader range goods and services for residents, and sufficient revenue to maintain city services.

1.1. Retention / Expansion

- 1.1.1 Make sure polices/procedures are in place to allow for success of neighborhood shopping centers.
- 1.1.2 Continue to enhance communication linkages between the City and business community, including, but not limited to; tech. companies, auto dealerships, small business owners, property owners, DDBA, Chamber of Commerce, UCD, realtors/brokers, bankers, and other businesses.
- 1.1.3 Develop policies/procedures that support and encourage home-based businesses.
- 1.1.4 Assist existing Davis businesses that are interested in expanding.
- 1.1.5 Ensure there is a clear point of contact for existing businesses with questions or concerns related to city of Davis.
- 1.1.6 Conduct business outreach visits to companies in targeted industries.
- 1.1.7 Assess the current and future needs for business expansion. Provide information on expansion needs to City Council, City Manager, Business and Economic Development Commission and other city leadership.
- 1.1.8 Work with developers and property owners to create new opportunities for business expansion.

1.2. Recruitment / Attraction

- 1.2.1 Encourage new businesses to locate in Davis, targeting businesses which improve the city's fiscal base, are consistent with the City's values and identity, and match the employment skills of the population, such as those in the emerging technology and knowledge-based industries.
- 1.2.2 Attract biotechnology, high tech, knowledge-based industries; locally-owned and serving retail; green business and other targeted industries to Davis. Sponsor a green technology conference to encourage these types of businesses to locate and stay in Davis.
- 1.2.3 Support local auto dealerships as they seek to expand and upgrade their operations.

- 1.2.4 Participate in regional marketing and recruitment efforts with Yolo and Solano Counties, UC Davis, SACTO, SARTA, and Bay Area.
- 1.2.5 Work with existing high tech and knowledge-based companies to bring their suppliers, etc. to Davis (develop critical mass).
- 1.2.6 Look into possibility of partnering with the private sector and UC Davis to develop a business incubator or center for technology innovation.
- 1.2.7 Work with UC Davis programs such as UC Connect and Tech Transfer to assist research spin-offs looking to locate in Davis.
- 1.2.8 Provide infrastructure to attract and retain high tech/knowledge based industries. (WiFi)
- 1.2.9 Establish fees at levels which are competitive with surrounding jurisdictions. In addition, in special circumstances (that is, job generation, business retention or the city's fiscal base) the city should consider providing fee and other incentives to targeted businesses that are considering location in Davis in order to be competitive with surrounding jurisdictions.
- 1.2.10 Investigate establishment of specialized "local enterprise zones" that are targeted for specific enterprises.
- 1.2.11 Conduct specialized recruitment efforts to targeted firms.
- 1.2.12 Contact new businesses to provide city information and welcome them to the community.

2. Visitor Attraction / Tourism

Expand the city's visitor attraction and tourism industry.

2.1 Visitor Attraction / Tourism

- 2.1.1 Work with the YCVB, DDBA Chamber, UCD and other organizations to promote Davis as a destination for visitors with interests in eco-tourism, university/academic events and conferences, athletic events, culture and arts, and downtown shopping.
- 2.1.2 Work with YCVB and DDBA to produce guides, general information and other marketing materials geared toward visitors.
- 2.1.3 Work with YCVB to promote Yolo County as a tourism destination.
- 2.1.4 Work with DDBA, YCVB, UCD, City Promotions Manager and others to develop, market and host special events.

- 2.1.5 Strengthen Davis' hotel and meeting/conference facilities to attract a broader range of overnight visitors and business services.

3. Downtown Enhancement

Maintain and enhance the Core Area as a vibrant, healthy downtown that serves as the city's social, cultural and entertainment center and core retail and business district.

3.1 Enhance the Downtown

- 3.1.1 Increase attractions and amenities that bring people to the Downtown, including retail, restaurants, services, festivals/special events, farmer's market and arts/entertainment.
- 3.1.2 Market Downtown Davis' unique shopping, dining, and entertainment experience locally and regionally.
- 3.1.3 Actively recruit additional specialty retail stores to the Core to develop a stronger critical mass of retail shops.
- 3.1.4 Work with prospective businesses to assist them with site location, permitting processes, business resources, etc.
- 3.1.5 Facilitate additional public and private redevelopment projects in the Core Area to create opportunities for new and expanded businesses.

3.2 Maintain Successful Downtown Business Climate

- 3.2.1 Monitor the share of ground floor space occupied by different categories of uses. Pedestrian and customer intensive retail uses are preferred at ground level in the downtown core (retail stores) area, although non-retail uses are not prohibited.
- 3.2.2 Support efforts of the Davis Downtown Business Association "to promote the physical and financial health of the downtown as the primary business, social and cultural center of the city of Davis, thereby enhancing our community at large".
- 3.2.3 Provide incentives such as; programs that assist local businesses, incentives to encourage independent retail stores downtown and target retail recruitment where Davis currently faces a sales tax leakage, entrepreneurial training for prospective and/or existing small business owners, Redevelopment Agency financial assistance programs for projects that support commercial activity in the Core.

3.3 Parking and Access

- 3.3.1 Partner with the private sector to develop a new parking structure in

conjunction with additional mixed use development on the Third, Fourth, E and F Streets block.

- 3.3.2 Continually assess parking supplies, time limits and fees for in order to ensure that sufficient and convenient parking is available to meet the needs of all customers and employee users.
- 3.3.3 Promote location of existing parking resources to overcome public impression of parking shortage.
- 3.3.4 Collaborate with UC Davis to address parking and circulation issues of mutual concern/benefit, including; improved pedestrian, bike, and shuttle/bus access from campus to downtown, reducing traffic congestion on the Richards Boulevard Corridor, managing parking “spill-over”.

4. Community Enrichment

Promote Davis’ high quality of life by fostering a diverse range of cultural, educational, and recreational opportunities that serve the needs of Davis residents as well as attract new business that will in turn help to expand the local economy.

4.1 Arts / Entertainment / Culture / History

- 4.1.1 Work with private non-profit groups to expand and/or create new venues for visual and performing arts, museums, and cultural centers within the city.
- 4.1.2 Partner with art galleries and entertainment groups to expand events to attract visitors locally and regionally.
- 4.1.3 Support efforts to promote significant cultural and historical aspects of Davis and the surrounding area.
- 4.1.4 Market and promote Davis’ culinary diversity.
- 4.1.5 Enhance and attract new restaurants to compliment existing cuisines and support arts and entertainment.

4.2 Education

- 4.2.1 Promote the quality of Davis’s educational institutions and programs.
- 4.2.2 Work with other organizations to identify existing and future workforce needs and help develop training opportunities in areas identified as needed by the business community.
- 4.2.3 Publicize existing job training and employer resources.

- 4.2.4 Partner with DJUSD and Community Collage programs to provide training programs that correspond to industry workforce needs.

4.3 Recreation

- 4.3.1 Assess potential for the development of additional athletic fields or regional sports complex to enhance local programs and attract new sporting events, ie Howatt Ranch.
- 4.3.2 Promote Davis' numerous recreational amenities, diverse athletic programs, and active lifestyle.
- 4.3.3 Create a comprehensive database of all existing recreational facilities within the community, including city, school district, university, and private.
- 4.3.4 Develop a MOU between the city, school district, and university to cooperatively use our collective recreational facilities for local and regional athletic events.
- 4.3.5 Work with the YCVB and University to jointly recruit new athletic events to Davis.

4.4 Housing

- 4.4.1 Encourage a range of housing types to meet the needs of Davis's workforces and to accommodate the diverse needs of Davis's households.

5. Economic Climate

Develop programs, systems and projects that enhance the economic climate and vibrancy of the city.

5.1 Outreach

- 5.1.1 Conduct regular outreach visits and surveys to businesses within the community.
- 5.1.2 Continually analyze at the cost of doing business in Davis. Determine if it is an impediment and whether modifications need to be made.
- 5.1.3 Serve as liaison on economic development issues with Chamber of Commerce, DDBA, DCVB, UCD, State, County, region, other city departments, etc.
- 5.1.4 Work with Student Liaison Commission and other student groups to

develop focus groups to learn how the city can help meet the retail, entertainment, and employment, needs of the student community.

- 5.1.5 Support efforts to communicate and collaborate with the UCD administration and student population regarding business and economic development opportunities.

5.2 Information and Business Resources

- 5.2.1 Create a comprehensive Business Resource Guide.
- 5.2.2 Update economic development marketing materials/packets and maintain current local economic data on the city's web page.
- 5.2.3 Maintain Redevelopment Programs, particularly revolving RDA loan funding and programs benefiting businesses in the Redevelopment Area.
- 5.2.4 Support entrepreneurial training programs.

5.3 Monitoring

- 5.3.1 Analyze local economic indicators such as sales tax data, business license revenue, and employment statistics on a regular basis to pinpoint any areas of success/concern.
- 5.3.2 Minimize the leakage or retail sales outside of the city by providing a broad range of retail needs in the community.
- 5.3.3 Promote the benefits of shopping in Davis to residents.

5.4 Planning and Zoning for Economic Development

- 5.4.1 Maintain a database of available land for non-residential development.
- 5.4.2 Ensure that land is available in appropriately zoned parcels to encourage suitable non-residential development, with respect to the long-range vision of the community.
- 5.4.3 Review planned developments where development has not occurred to see if modifications are necessary.
- 5.4.4 Provide fee estimates for new commercial and multi-family housing projects.
- 5.4.5 Streamline permit process for projects that meet the city's vision and goals.
- 5.4.6 Establish goals for time limits for processing planning and zoning requests.