
CHAPTER 9

ECONOMIC DEVELOPMENT

Business activity is part of the city's fabric, providing a source of jobs and livelihood, and also providing for the wants and needs of residents and visitors. It is crucial that economic development be balanced with adequate housing for City resident workers and that it contributes to the character and quality of life in Woodland. The city's economic health affects its quality of life as well as its ability to achieve the wide range of goals identified in the General Plan.

This chapter addresses the economic development issues for Woodland. Key issues include the maintenance and enhancement of the quality of the life in Woodland by retaining and encouraging the expansion of existing industries and businesses in the community; encouraging the development of new industries and businesses in the community thereby creating new jobs for Woodland residents; and preserving and enhancing the rich historic character of the community. Redevelopment and public and private partnerships will be important in stimulating these activities.

Businesses locate and expand in a community for a variety of reasons, including location, available work force, economic conditions, adequacy of infrastructure and resources, availability of land, incentives, and quality of life in the community. Woodland has many advantages for economic development, including its location on I-5 and SR 113, its proximity to UC Davis, the Sacramento Metropolitan Airport, and proximity to Sacramento and the San Francisco Bay Area, available land and services, rich historic heritage, and high quality of life.

In May 1994, the City adopted an *Economic Development Strategic Plan* which outlines the strategy the City will use to fulfill its economic development goals.

GOALS, POLICIES, AND IMPLEMENTATION PROGRAMS

This chapter contains goals, policies and implementation programs that provide the framework for economic development for the city of Woodland. The goals and policies of this section are organized topically according to the following categories, each of which relates to a particular economic development focus.

- Business Retention and Expansion
- Business Attraction and Formation
- Downtown Economic Development
- Tourism

BBUSINESS RETENTION AND EXPANSION

The retention and expansion of existing firms are key to maintaining employment and a stable tax base and ultimately to attracting new business. A retention and expansion program is a systematic approach to gathering information from the local business sector then using the information as a tool to identify and address immediate problems and to develop local government programs and policies that promote a diversified stable local economy.

Retention and expansion supports existing businesses through identifying and solving specific problems, providing links or direct access to a variety of public and private services such as training and financing, all of which are designed to strengthen the health of the business environment. The program also provides a ready-made early warning system for preventing impending company relocation. A retention and expansion program keeps the City, Chamber of Commerce, and businesses in touch and communicating in a regular and systematic basis.

The side benefits of business and retention are: enhanced commercial and industrial attraction efforts through the increased success of existing businesses; development of positive working relationships between public and private sectors; and identification of potential target industries and business sectors. New business opportunities can then be encouraged and are a natural outcome of a successful retention and expansion program.

GOAL 9.A

To encourage and assist existing industry and business to remain and expand in Woodland.

POLICIES

- 9.A.1. The City shall promote local economic strength by assisting and retaining investment by responsible business interests and providing a predictable business environment through consistent application of policy and regulatory process.
- 9.A.2. The City shall actively and regularly solicit the views of the business community in matters affecting Woodland's economic climate and development.
- 9.A.3. The City shall maintain and improve its "one stop" concept for City permits and processing.
- 9.A.4. The City shall seek to streamline regulatory and permit

processes to facilitate business expansion and new business development in Woodland.

- 9.A.5. The City shall promote and support local historic and cultural enterprises.
- 9.A.6. The City shall work to develop resources to provide for easy consumer identification of locally-produced and environmental sound goods.
- 9.A.7. The City shall identify industries and/or businesses perceived to be at risk, and, where feasible, develop mitigation actions for their retention or conversion to more economically viable activities.
- 9.A.8. The City shall encourage coordination among employers, developers, educational and training institutions to improve the match between emerging job opportunities and training programs and also provide training programs that will enable the unemployed or underemployed labor force to meet the needs of business and industry.

IMPLEMENTATION PROGRAMS

- 9.1 The City shall implement the specific actions listed in the *Economic Development Strategic Plan* for the Retention and Expansion Program.

Responsibility: Community Development Department

Time Frame: Ongoing

- 9.2 The City and the Chamber of Commerce shall continue its monthly visits with businesses to assess the business climate in Woodland.

Responsibility: City Council
Community Development Department
Woodland Chamber of Commerce

Time Frame: Ongoing

- 9.3 The City shall develop a business expansion and retention program on an industry-by-industry basis to open lines of communication between business and local government, market public and private employment training programs, and business assistance services, gather data and identify

BUSINESS ATTRACTION AND FORMATION

market gaps that can be filled by new or existing local businesses.

Responsibility: Community Development Department

Time Frame: Ongoing

Business attraction and formation is considered a longer term economic development tool than retention and expansion programs. This is because the time needed to complete an attraction project tends to be several years and because there are relatively few major facilities to attract at any particular time. Perception of a community as a competitive site location is built on several factors such as: the reputation of the city among its existing companies, differential economic factors such as cost of land, fees and tax rates, ease of doing business, availability of suitable sites and available financing. The attraction program works best and is most successful as part of a total economic development effort and not as the sole focus.

The use of targeted attraction was identified as an opportunity based on discussion of demographic and economic analysis with local industry and business at the 1993 Chamber of Commerce Economic Summit. Agriculture and high-tech industry were identified as desirable and economically viable. Additionally, disposable income in the community presents development opportunities to recapture the sales that are lost to retail centers in surrounding communities.

Interest in the downtown area remains very local and development opportunities are not well known among out-of-town brokers, developers, and potential tenants. These represent unrealized opportunities for expanded retail sales for both existing retailers and new development in the downtown area.

GOAL 9.B

To recruit new industry and business consistent with the goals of the 1993 Economic Summit of the Chamber of Commerce and the Downtown Specific Plan.

POLICIES

- 9.B.1. The City shall ensure the development of up-to-date information useful to private business and pertinent to the Woodland economy, such as demographics, local employment and market statistics, future plans and

- population growth, to help evaluate business opportunities in the city and surrounding region.
- 9.B.2. The City shall continue to market Woodland as a business location through the preparation and distribution of informational packets and attendance at marketing seminars and conferences.
- 9.B.3. The City shall seek the development of new businesses, especially those that provide primary-wage-earner jobs, by designating adequate land and providing infrastructure in areas where resources and public facilities and services can accommodate employment generators.
- 9.B.4. The City shall support the development of primary-wage-earner job opportunities to provide Woodland residents an alternative to commuting outside Woodland.
- 9.B.5. The City shall focus economic development efforts on projects that will maximize long-term net revenues to the City and diversify the City's economic base.
- 9.B.6. The City shall consider providing incentives for new development that provides a substantial benefit to the community, such as large numbers of primary wage-earner jobs.
- 9.B.7. The City shall strive to coordinate its economic development efforts with the efforts of the County of Yolo, other Yolo County cities, the University of California at Davis, Woodland College and economic development organizations, including the local Chamber of Commerce.
- 9.B.8. The City shall develop programs to facilitate and foster entrepreneurial business efforts by UCD graduates and others by means of a loan program, mentor program incubator space, technical assistance and other tools available to the City.
- 9.B.9. The City shall encourage selective attraction of industrial uses that do not pollute or use excessive resources, such as water and energy, and are appropriate for Woodland character and shall discourage inappropriate uses from considering a Woodland location.
- 9.B.10. The City shall promote and develop a clean, visually-inviting and safe shopping environment, recognizing the

importance of a positive social environment in enhancing retail trade.

- 9.B.11. The City shall encourage home-based businesses compatible with the surrounding neighborhoods and support opportunities for alternative employment forms and incubators for small businesses.
- 9.B.12. The City will strive to keep the regulatory/permit costs as low as financially feasible.

IMPLEMENTATION PROGRAMS

- 9.4 The City shall implement the specific actions listed in Economic Development for the Business Attraction Program.

Responsibility: Economic Development Committee of the Redevelopment Agency
Redevelopment Agency
Community Development Department
Chamber of Commerce

Time Frame: Ongoing

- 9.5 The City shall prepare an inventory of vacant industrially commercially – zoned or potentially redevelopable parcels fronting on major arterial roads and identify areas where industrial or commercial nodes would be appropriate.

Responsibility: Community Development Department

Time Frame: Ongoing

- 9.6 The City shall annually evaluate its progress in its economic development efforts and make plans for additional actions for updating and implementing the Economic Development Strategic Plan.

Responsibility: Economic Development Committee of the Redevelopment Agency
Community Development Department

Time Frame: Annually

DOWNTOWN ECONOMIC DEVELOPMENT

The *Downtown Specific Plan* addresses the need for aesthetic and economic revitalization of the city's Downtown area. Currently, the downtown economy has significant, untapped potential. There are a number of vacant buildings and buildings in need of structural and aesthetic rehabilitation.

The *Downtown Specific Plan* is envisioned as an impetus to economic development. Activity would include promoting the area by providing information on the *Specific Plan* to potential investors and property owners, locating available financing, and finding solutions to remove impediments to development.

GOAL 9.C

To implement the *Downtown Specific Plan*, especially as it relates to economic development.

POLICIES

- 9.C.1 The City shall intensify Downtown Woodland as the principal retail, cultural, restaurant, and commercial district of the city and region.
- 9.C.2 The City shall create a distinctive and active pedestrian environment that supports Downtown as a unique destination.
- 9.C.3 The City shall maximize opportunities for outdoor eating to reinforce Downtown as a food and entertainment destination.
- 9.C.4 The City shall actively pursue the creation of significant new housing opportunities within the Downtown Central Business District.
- 9.C.5 The City shall promote intensified office development within Downtown.
- 9.C.6 The City shall work with the Chamber of Commerce and Downtown merchants to identify unmet retail and service needs of city residents and encourage the development of these services Downtown in a manner that is balanced with specialty retail needs.
- 9.C.7 The City shall work with the Chamber of Commerce and Downtown Merchants to identify market niches appropriate and unique to Woodland (such as specialty items and

services, and services and items related to tourists) and encourage uses that enhance and build upon them.

IMPLEMENTATION PROGRAMS

9.7 The City shall implement the specific actions listed in the *Economic Development Strategic Plan* for the Downtown Program.

Responsibility: Economic Development Committee
Community Development Department

Time Frame: FY Ongoing

9.8 The City shall implement a retail recruitment and management program for the city’s central business district to maintain a competitive Downtown and to retain existing and attract new businesses.

Responsibility: Community Development Department
Downtown Improvement Association
Chamber of Commerce

Time Frame: Ongoing

TOURISM

Tourism needs to be expanded to strengthen Woodland’s economy. Creation and enhancement of cultural, entertainment, and recreational activities and facilities in Woodland will attract tourists and therefore positively affect sales tax revenues. Activities and special events sponsored by various special interest, cultural, and ethnic groups should be encouraged to create a regional draw of individuals to the community. (Recreational entertainment and cultural facilities and activities for youth should also be encouraged to provide this service to the youth of the Woodland community as well as to encourage tourism.)

Promotion of Woodland’s historical character and attractions including the Opera House, Gibson House Museum, the Hays Museum, and Train Depot Museum is an important part of this effort. Additionally, music and art in public places should be encouraged and promoted to attract tourists.

GOAL 9.D

To promote the growth of tourism by enhancing the city’s potential to attract tourists through preservation of historic resources,

promotion, development of visitor attractions, and provision of a variety of overnight accommodations.

POLICIES

- 9.D.1 The City shall define the City's visitor target market and work to develop a comprehensive tourism management and program, while monitoring the negative effects of tourism and making necessary improvements to ensure citywide benefit and maintain the quality of life.
- 9.D.2 The City shall seek to develop and expand tourism in Woodland by attracting, developing, and expanding special events, public and private recreational and entertainment facilities and programs, and capitalizing on the historic character of the city.
- 9.D.3. The City shall encourage upgrading of existing motel facilities and attempt to attract quality hotel and conference facilities in locations and at a scale appropriate to the city's character to enhance the quality of visitor-serving areas and promote development of the conference-tourism market.
- 9.D.4 The City shall encourage, sponsor, and increase the number and quality of special events and recreational programs that are attractive to both visitors and residents.
- 9.D.5 The City shall consider the development of regular tourism programming on local cable television to provide information about cultural activities and other events for both tourists and residents.

IMPLEMENTATION PROGRAMS

- 9.9 The City shall implement the specific actions listed in the *Economic Development Strategic Plan* for the tourism Development Program.

Responsibility: Economic Development Committee
 Community Development Department
 Chamber of Commerce

Time Frame: Ongoing