



FINAL

**Woodland Economic Development
Strategic Plan Update Project
Phase 2:**

Economic Development Strategic Plan

*Prepared with grant funding assistance
from the State of California
Department of Housing and Community Development
Jobs-Housing Balance Improvement Program*

Submitted To:

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INTRODUCTION

This document is an update of the City of Woodland's 1994 Economic Development Strategic Plan. It is the work product from the second phase of the economic development strategic plan update project. Findings regarding local economic conditions and trends documented in the phase 1 work product, which was a March 15, 2002 report titled Baseline Conditions Report, provided background for the preparation of this Strategic Plan Update. This updated Strategic Plan was prepared with the input and assistance of the Strategic Plan Update Steering Committee, staff from the City of Woodland and other local economic development organizations, and members of the general public who participated in public meetings held in conjunction with the update project. Appendix A provides a list of Update Steering Committee Members and their affiliations.

A section describing the **Strategic Plan Framework** discusses four broad goals for local economic development, and the **Work Plan** section of this document identifies high priority issues associated with each goal. For each high priority issue, the Work Plan describes a series of strategies and implementation activities. A summary matrix at the end of this section provides a quick reference for the framework goals and their associated strategies. The Work Plan provides additional detail regarding specific strategy implementation activities.

The final section of this document deals with **Strategic Plan Implementation**. First, it discusses a process for City staff to coordinate the City's economic development implementation activities with the activities of other local partner organizations. This section then discusses general roles and responsibilities of key local economic development organizations and the City's relationship to outside organizations. It outlines a process for the City to establish an internal economic development Action Plan each year to identify Strategic Plan tasks that will be implemented, to request funding from the City Council, and to report to the City Council on progress and results.

Background on Strategic Plan Update Project

In 2000, the City of Woodland contracted with the California Association for Local Economic Development (CALED) for CALED to convene a panel of experts (Professional Advisory Service-PAS) to review the City's plan, assess the local business environment and local economic development activities, and provide recommendations for improvements. One of the CALED panel's findings was that the City's economic development strategic plan was in need of updating. The City acted upon that recommendation in late 2000 by submitting a grant application to the State of California, Department of Housing & Community Development (HCD), Jobs/Housing Balance Improvement Program for funds to prepare a strategic plan update. In early 2001, HCD notified the City that its application was selected for funding. The City retained Bay Area

Economics (BAE) to serve as the contractor to prepare the strategic plan update, with the Woodland Economic Renaissance Corporation (WERC) as a subcontractor.

BAE, the City, and WERC kicked off the strategic plan update process in summer 2001 and by fall 2001, were finishing the first phase of the project, which was preparation of an Economic Development Baseline Study. October 2001 marked the beginning of the second phase of the project, with the first meeting of Strategic Plan Update Committee, which the City convened to help guide the strategic plan update.

The Update Committee began reviewing baseline study findings and also identified an initial series of local economic development issues, challenges, and opportunities. Other activities in the second phase of the project included a series of focus group sessions to explore potential economic development strategies, an Update Steering Committee/Community Workshop meeting to prioritize local economic development issues that should be addressed in the updated strategic plan, an Update Committee/Community Workshop meeting to discuss roles and responsibilities of key local economic development organizations, and an Update Committee/Community Workshop meeting to brainstorm strategies to address high priority local economic development issues.

BAE synthesized the input from the Committee and workshop participants, and developed a preliminary set of implementation activities to go with each of the strategies. BAE then prepared an administrative draft of the updated Economic Development Strategic Plan, which reflected the work to date and provided this draft to the City, WERC, and the Chamber of Commerce for comment. Upon receiving comments, BAE made revisions and presented the draft to the Update Committee, for additional comments. BAE made additional revisions and then discussed the draft with the City Council's economic development subcommittee, making minor editorial revisions as a result. This Public Review Draft of the Economic Development Strategic Plan update is the result of that process.

GOAL AND STRATEGY SUMMARY

WOODLAND ECONOMIC DEVELOPMENT STRATEGIC PLAN

Goal 1: Enhance The Quality of The Local Economic Base

Issue: A. Businesses That Support The Community- Good Corporate Citizens

- Strategies:
1. Conduct due diligence to determine whether business attraction prospects have a record or potential to be contributors to the community.
 2. Support Chamber efforts to promote corporate citizenship of existing businesses.

Issue: B. Jobs That Create Retainable Skills/Pay Living Wages

- Strategies:
1. Focus attraction efforts on companies with high average skill and wage levels.
 2. Establish links with educational/training institutions and work with existing companies to develop training programs to support upgrading of employee skill levels to enable use of new technologies.

Issue: C. Industries That Will Attract High Skilled Workers

- Strategies:
1. Focus attraction efforts on technology intensive companies.
 2. City/WERC staff network in regional tech. and venture capital communities to identify prospects and raise Woodland's profile as a potential business location.
 3. Apply principles of Economic Gardening to assist local businesses in business retention/expansion efforts.

Goal 2: Improve Community "Infrastructure" For Economic Development

Issue: A. Quality Local Education

- Strategies:
1. Collaborate to generate broad-based community support for school improvement initiatives.
 2. Through corporate citizenship efforts, encourage businesses to provide donations, mentors, and other volunteers to support local schools.

Issue: B. Adequate Range Of Housing Options, Rental/Executive

- Strategies:
1. Identify opportunities and encourage a range of multifamily housing options, including upper floor residential in the downtown area, infill developments in established neighborhoods, and conventional and mixed use multifamily complexes in new development areas.
 2. Encourage a full range of high quality homeownership opportunities in Spring Lake and other new development areas, including homes for first time buyers, move-up housing, and executive style housing so that as local workers and businesses prosper, they have attractive options to move up within the community.
 3. Promote renovation and rehabilitation of upper floor downtown spaces and older single-family housing units near downtown as an option that is unique within the region for those seeking homes with historic character near the city core.

Issue: C. FEMA Flood Issues

- Strategy:
1. City continues to pursue FEMA flood control solutions in consultation with property owners and business community.

Issue: D. Labor Supply- Cost, Availability, Training/Skills

- Strategies:
1. WERC spearheads a public/private panel to review job training and placement needs/resources and opportunities to better serve local businesses.
 2. City plans for adequate housing for workers of lower and moderate income so that this remains a viable local labor supply.
 3. Leverage the City's diversity as a labor force asset that makes Woodland an opportunity for companies with unique needs.
 4. Expand local public/private partnerships involving schools-to-workforce links to simultaneously enhance the local labor supply and link local youth to economic opportunities

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GOAL AND STRATEGY SUMMARY

WOODLAND ECONOMIC DEVELOPMENT STRATEGIC PLAN

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Goal 3: Promote Woodland With A Positive Image

Issue: A. Coordinated Business Attraction Efforts

- Strategies:
1. Develop Woodland Marketing Committee - City, Chamber, WERC - and divide responsibilities
 2. Develop and implement initiatives for cooperative marketing efforts among businesses, the City, WERC, Chamber, etc.

Issue: B. Develop "Yolo County Bio Zone"

- Strategies:
1. WERC, the City of Woodland, and other Yolo County jurisdictions and organizations collaborate to promote Yolo County nationally as a location for bioscience and related firms.
 2. City/WERC participate jointly in outreach to the regional biotech industry.

Issue: C. Promote Tourism

- Strategies:
1. Develop "Visitor's Bureau" function in Woodland, starting with Chamber of Commerce committee.
 2. Develop cross promotion links with other Yolo County tourism activities
 3. Focus on and enhance Woodland's historic architectural assets.
 4. Explore feasibility of establishing a quality hotel in the downtown area.

Goal 4: Develop Leadership & Cooperation for Local Economic Development

Issue: A. City Staff & Leaders In Support Of Economic Development

- Strategies:
1. City Council must take leadership role in implementing the Strategic Plan
 2. City staff and officials participate with Chamber and WERC in business retention/expansion outreach activities.
 3. Demonstrate to private sector that community will support private efforts for economic development.

Issue: B. Ongoing Sources Of Funding for Economic Development

- Strategies:
1. City Council should establish funding commitments for economic development and seek to provide predictability in funding levels.

Issue: C. Develop Consensus On Direction for Economic Development

- Strategies:
1. Convene Local Economic Development Council and meet two to four times annually to review, coordinate, and plan.
 2. Update overall Strategic Plan every five years or as needed and continue to seek buy in from key local economic development organizations.
 3. Conduct studies periodically in order to evaluate local balance of commercial supply and demand to identify unmet needs and opportunities.

Issue: 4. Educate Community About Benefits of Economic Development

- Strategies:
1. Issue periodic press releases that demonstrate the benefits of economic to the local community.

STRATEGIC PLAN FRAMEWORK

This section identifies and discusses four general goals for local economic development in Woodland. These goals serve as a framework to organize a series of more specific strategies and actions that the City and other local organizations will undertake in order to enhance and expand the local economy.

The findings from the Baseline Conditions Report completed as phase one of this project, key informant interviews and focus group sessions, and the deliberations of the Economic Development Strategic Plan Update Committee/Public Workshop meetings yielded the framework for the updated Strategic Plan. This framework is rooted in findings regarding local economic development needs and opportunities, and includes the following four broad local economic development goals.

Goal 1: Enhance the Quality of the Local Economic Base

The first broad goal represents the over-arching objective of local economic development, which is to expand the local economic base and create better economic opportunities for local residents, workers, and businesses. In the context of Woodland's Economic Development Strategic Plan, this means retaining/expanding the base of local jobs that pay living wages and that enhance the value of Woodland's "human capital" by providing employment opportunities that develop worker skills that are valuable, transferable, and lead to upward mobility. This goal also addresses the need to attract and expand businesses that will employ workers who bring with them high levels of skill and talent. When workers such as these live in the community, they can make valuable civic contributions and often represent the next wave of local business start-up entrepreneurs. Finally, Woodland understands that the civic contributions of local businesses are an important benefit of economic development. Woodland can grow stronger as a community by attracting and assisting companies that not only bring good jobs and employees who will be an asset to the community, but which are also good "corporate citizens." Corporate citizenship recognizes that a key ingredient for a strong local economy is a healthy community and that businesses have an important role in promoting the well-being of the community through civic involvement.

Goal 2: Improve Community "Infrastructure" for Economic Development

This goal recognizes that in order to be successful in retaining, expanding, and attracting a high quality local economic base, Woodland must work to ensure that the proper environment, or infrastructure, exists to make Woodland a competitive location for business.

During the economic development strategic plan update process, participants recognized that quality local education is key to local economic development in several ways. First,

local K-12 education is the first step in training the local work force. Businesses that rely primarily on entry-level workers will be sensitive to the quality of local public schools and graduates from these schools. Typically, businesses that pay higher wages can do so because they employ workers whose high productivity is based on high levels of skill and knowledge and ability to work with high technology/modern technology tools and processes. Businesses that operate in this realm require all levels of ongoing employee training. The local community colleges and the community's physical and technological links to UC Davis' world-class research and educational resources could be particularly useful in this regard. Finally, when a company employs workers who have high skill and educational levels, those employees typically make quality education a priority for their own children. Thus, to attract highly educated and skilled "knowledge workers" and the companies that employ them, Woodland must make sure that the local school system meets their high standards.

Housing opportunities and availability is another critical piece of "infrastructure" for local economic development. There is a need for adequate local housing for households at all income levels. Affordable rental housing and entry-level ownership housing can be critical for worker recruiting. When workers can afford good housing within the community, employers have better success with employee retention. The City also benefits from reduced incidence of commute trips generated by workers who live out of town. Particularly for small businesses, location decisions can weigh heavily on where the owners and managers want to live. If owners and managers do not find adequate housing opportunities in a community, then it will be more difficult to attract their companies. An outstanding need identified in the community has been upscale housing that will be attractive to the high wage workers and business people the City would like to attract.

Strategic Plan Update project participants identified flood control as a major issue needing to be addressed in order to encourage economic development. This Strategic Plan Update recognizes that the City is working diligently with other agencies and state and federal representatives to address and resolve flood control issues in Woodland. Once these solutions are identified, there will be an urgent need to effectively communicate to the regional real estate community that Woodland is effectively addressing flood control concerns and that existing and new commercial developments will be adequately protected in the future.

The local labor supply is another key piece of infrastructure for economic development. Businesses cannot survive without an adequate labor supply. In most companies, labor is the single largest component of the operating budget, meaning that business viability can be very sensitive to labor cost. Availability of employee training resources is very important to all sizes of businesses. There are a number of training resources available in Woodland and economic development leaders should work to be sure that these resources are available and accessible to employers. Economic development leaders should work to

better connect employers and workers with these training opportunities that will enhance the value of these resources to the local community.

Goal 3: Promote Woodland with a Positive Image

This goal recognizes that a coordinated, concerted effort is necessary to inform the world outside Woodland about what the City offers as an attractive location for economic activity. Perceptions and image can be as important as reality in influencing business location decisions. The strategic plan update process revealed that outsiders' perception of Woodland did not reflect the satisfaction that most residents report in regard to their city. There is a need to promote Woodland as a community with an attractive overall quality of life in general, and to promote Woodland as a community that meets the key requirements of targeted industries. Different strategies are necessary to address these different types of promotional needs and it is important that local organizations coordinate the use of their resources to deliver a consistent and compelling message.

Goal 4: Develop Leadership and Cooperation for Local Economic Development

This goal represents the understanding on the part of all who have been involved in the strategic plan update process that City leadership (from the public as well as private sectors) must maintain a unified vision of where Woodland wants to go with economic development. Community consensus must be presented consistently to the general public, local residents and businesses, and prospective businesses and their representatives from outside the City. In addition to sharing common local economic development values, the key local players in economic development must also communicate and coordinate seamlessly among themselves to implement the specific activities called out in the Strategic Plan Update. The preceding discussions show how Goals 2, 3, and 4 represent three key ingredients that will be critical to achieving success with the first goal to enhance the quality of the local economic base.

WORK PLAN

This Work Plan uses the four primary goals of the Economic Development Strategic Plan Framework described in the preceding section to organize a series of issues, strategies, and implementation activities that will guide economic development activity in Woodland in the coming years. This Work Plan reflects high priority issues identified by a broad cross-section of community members who participated in the February 20, 2002 Update Committee/Public Workshop meeting, either as members of the Update Committee, or representing the public at large. It incorporates a range of strategies to address high priority issues that were initially identified by BAE, City, and WERC staff and subsequently refined by the participants in the April 17th Update Committee/Public Workshop meeting to address Woodland's high priority economic development issues. After refining the strategies at the meeting, BAE then identified one or more specific activities to implement each strategy and then forwarded those ideas to staff at the City, WERC, the Chamber of Commerce, and the Woodland Joint Unified School District for review, comment, and refinement. The results of this process are provided below.

Four sections follow this section. Each section presents one of the four primary Strategic Plan Goals. Associated with each Goal is a series of issues lettered A, B, C, etc. A series of strategies numbered 1, 2, 3, etc. follows each high priority issue. A bulleted list of implementation activities follows each strategy.

GOAL 1: ENHANCE THE QUALITY OF THE LOCAL ECONOMIC BASE

A. Businesses That Support the Community – Good Corporate Citizens¹

1. Conduct due diligence to determine whether business attraction prospects have a record or potential to contribute to the community
 - Provide recruitment prospects with referral to Chamber to discuss local opportunities for business involvement
 - Interview contacts in companies' existing communities
2. Support chamber efforts to promote corporate citizenship of existing businesses.
 - City will regularly provide Chamber with listing of new business license applicants so that Chamber can conduct outreach.
 - City and WERC collaborate with Chamber to help promote and encourage business participation in Chamber's activities.

B. Jobs That Create Retainable Skills/Pay Living Wages

1. Focus attraction efforts on companies with high average skill and wage levels.
 - Target business/professional services companies for downtown locations; leverage inter-relationships between existing base of government, courts/legal, and professional services companies; establish links to growing tech sector
 - Target ag-related biotech companies for light industrial/business park locations; leverage access to surrounding agricultural lands and to UCD as a source of research, training, and innovation
 - Target computer and software-related companies for light industrial/business park locations; emphasize affordable business space, growing local tech sector, travel access and communications connectivity, residential quality of life
 - Target manufacturing/modular construction businesses that employ skilled tradespeople for light industrial/industrial locations; emphasize existing labor pool and relatively affordable location for labor force to find good housing
 - Working with warehouse/distribution companies, explore possibility to identify and grow a local warehouse/distribution services business cluster that provides automation, inventory control, logistics management, and other "high tech" services to the sector.

¹ *Corporate Citizenship: Companies that want to help improve the community, that will offer their resources to help improve the community, that treat their employees fairly and with dignity, and that encourage their employees to get involved in civic affairs.*

2. Establish links with educational institutions and work with existing companies to develop training programs to support upgrading of employee skill levels to enable use of new technologies.

- See Goal 2, Strategy D.1.

C. Industries That Will Attract High Skilled Workers

1. Focus attraction efforts on technology intensive companies.

- See Strategy 1.A. activities related to attraction of companies that provide retainable skills/provide living wages.

2. City and WERC staff network in regional technology and venture capital communities to identify prospects and raise Woodland's profile as a potential business location.

- Actively participate in Davis Area Technology Association on an ongoing basis
- Actively participate in UCD Connect functions on an ongoing basis
- Actively participate in Company X functions on an ongoing basis
- Actively participate in Regional Technology Alliance programs on an ongoing basis
- Participate in regional venture capital forums such as those sponsored by the Golden State Capital Network
- Establish contacts with the venture capital arms of large companies with a regional presence, such as Intel and Hewlett Packard to identify opportunities to work with start-up companies.

3. Apply principles of Economic Gardening to assist local businesses in business retention/expansion efforts.

- Develop inventory of locally available business assistance resources and publish in pamphlet and web form.
- Using periodic business surveys, advertising, and outreach activities, identify businesses interested in obtaining assistance and identify their needs
- Match needs with existing resources or collaborate with local partners to identify strategies to fill needs.

GOAL 2: IMPROVE COMMUNITY “INFRASTRUCTURE” FOR ECONOMIC DEVELOPMENT

A. Quality Local Education

1. Collaborate to generate broad-based community support for school improvement initiatives.
 - Develop a public/private partnership involving City, WERC, Chamber, and schools that will work to mobilize local resources in support of school improvement
2. Through corporate citizenship efforts, encourage businesses to provide donations, mentors, and other volunteers to support local schools.
 - Local businesses partner with schools to implement School to Work/School to Career programs
 - Develop City programs such as the Minor Home Repair Program finance via CDBG funds. This program promotes a partnership with schools where HS seniors receive credits for participation in such programs for assistance to disabled low income individuals
 - Link local technology companies with high school programs in related fields to provide advice on curriculum, mentors/guest instructors, donations of equipment, internships

B. Adequate Range of Housing Options, Rental/Executive

1. Identify opportunities and encourage a range of multifamily housing options, including upper floor residential in the downtown area, infill developments in established neighborhoods, and conventional and mixed use multifamily complexes in new development areas.
 - Housing Element site inventory identifies available and underutilized locations to be redeveloped and programs to facilitate and encourage housing suitable for all segments of the community
 - Downtown Specific Plan identifies second floor and infill opportunities
 - East Street Corridor Specific Plan identifies infill opportunities
 - Specific Plans for new development areas identify opportunities for conventional and mixed-use projects.
 - City will seek grant funds and other resources to provide financial and technical assistance.
2. Encourage a full range of high quality homeownership opportunities in the South East Area Specific Plan community, Spring Lake Specific Plan community, and other future development areas, including homes for first time buyers, move up housing, and executive

style housing so that as local workers and business owners prosper, they have attractive options to move up within the community.

- Specific Plans for new development areas identify opportunities for a full range of homeownership opportunities in high quality residential settings that will be attractive to workers of all income levels.

3. Promote renovation and rehabilitation of upper floor downtown spaces and older single-family housing units near downtown as an option that is unique within the region for those seeking homes with historic character near the city core.

- Utilize redevelopment agency resources to promote housing renovation and rehabilitation in and near downtown (Central Business District [CBD]).
- Continue historic home/district tours and provide information to visitors regarding homeownership opportunities in historic areas.
- Encourage Bed & Breakfast zoning in the Historic area of the Central Business District

C. Resolve FEMA Flood Issues

1. City continues to pursue FEMA flood control solutions in consultation with property owners and the business community.

- Work with other public agencies and state and federal representatives to develop solutions and secure funding.
- Develop public/private partnership to promote preferred flood control strategies and build consensus, and develop necessary local political support.
- In conjunction with Goal 3 activities, build awareness in regional real estate community that Woodland is effectively addressing the flood control issues and residential and commercial areas will have a plan or will be protected (if possible).

D. Labor Supply – Cost, Availability, Training/Skills

1. WERC spearheads a public/private panel to review job training and placement needs/resources and opportunities to better serve local businesses.

- Include K-12 schools, community college, Workforce Investment Board, and representatives of other agencies.
- Develop actions in consideration of the findings from the Labor Force Gaps Analysis study conducted by WERC.
- Begin by working with manufacturing/modular construction businesses to identify common employee recruiting and training needs and develop strategies to encourage better use of existing services and programs

2. City plans for adequate housing for workers of lower and moderate income so that this remains a viable local labor supply.

- See strategy 2.B. above.

3. Leverage the City's diversity as a labor force asset that makes Woodland an opportunity for companies with unique needs.
 - Identify types of companies that have a good "fit" with Woodland's unique labor force characteristics (e.g., bilingual English/Spanish speakers) and conduct targeted outreach.
 - Develop capacity to provide targeted companies with assistance in employee recruiting.

4. Expand local public/private partnerships involving schools-to-workforce links to simultaneously enhance the local labor supply and link local youth to economic opportunities.
 - Promote and expand the Chamber of Commerce and School's existing "Work Ready Certificate" program as a source of quality entry-level workers for local companies.
 - Evaluate local schools' community service programs as a potential opportunity for additional youth job readiness training.

GOAL 3: PROMOTE WOODLAND WITH A POSITIVE IMAGE

A. Coordinated Business Attraction Efforts

1. Develop Woodland Marketing Committee and divide and coordinate responsibilities
 - City staff will need to perform a coordinating function
 - Include staff from City, WERC, and Chamber and the Downtowners (WDIA)
 - Develop common set of collateral materials to use for general marketing and information purposes; consider innovative materials such as a CD-ROM “business card” for the City.
 - Develop marketing specifically tailored to targeted industries such as high tech, and biotech.
 - Coordinate and divide responsibilities for information to be posted on Committee member web sites.
 - Attraction efforts may include attendance at trade shows, direct mailings, articles and display ads in industry publication, and other means of distributing information about Woodland, depending on the targeted audience.
2. Develop and implement initiatives for cooperative marketing efforts among businesses, the City, WERC, Chamber, etc.
 - Work with local real estate brokers/developers/owners to promote Woodland’s residential and commercial opportunities regionally.
 - Support Downtown Association efforts to promote downtown as a destination

B. Promote “Yolo County Bio Zone”

1. WERC, the City of Woodland, and other Yolo County jurisdictions and organizations collaborate to promote Yolo County nationally as a location for bioscience and related firms.
 - The collaborative is preparing a one-year promotion campaign that will involve a promotional insert in a national site selection publication, follow-up ads, direct mailings, fax broadcasts, web presence, and trade show attendance.
2. City/WERC participate jointly in outreach to the regional biotech industry.
 - Staff will network in regional biotech oriented professional organizations and venture capital community (See Strategy 1.C. activities related to networking).

C. Promote Tourism

1. The Chamber of Commerce should explore developing Visitor’s Bureau function in Woodland.
 - Start with Chamber of Commerce committee comprised of local lodging industry and visitor services representatives.
 - Identify funding strategy for Visitor’s Bureau functions

2. Develop cross promotion links with other Yolo County tourism activities
 - Yolo County agri-tourism activities
 - Other regional attractions such as Cache Creek or Raley Field.
 - UC Davis related events and activities that attract visitors and create spillover potential (e.g. Picnic Day, commencement, Mondavi Center performances)
3. Focus on and enhance Woodland's historic and architectural Assets
 - Promote Woodland's downtown core as an Historic District
 - Establish zoning to facilitate establishment of B&Bs in historic areas near downtown.
 - Continue to promote Woodland Historic Stroll through History
4. Explore feasibility of establishing a quality hotel and conference facilities in the downtown area
 - Monitor local lodging vacancy rates to determine strength of demand for hotel sector in general, considering market segmentation (e.g. budget, business travel, B&B, etc.)
 - Survey local businesses regarding their potential use of a downtown hotel and/or conference facilities for visitors and meetings; build on recent WERC data gathering in this arena, including a survey of businesses regarding their demand for hotels and restaurants conducted two years ago
 - Survey courts and government offices regarding their overnight visitors and/or conference facility needs.
 - If findings are positive and an appropriate site can be located, consider commissioning a more detailed feasibility study.

GOAL 4: DEVELOP LEADERSHIP & COOPERATION FOR LOCAL ECONOMIC DEVELOPMENT

A. City Staff & Leaders In Support of Economic Development

1. The City Council must take a leadership role in economic development.
 - City Council and City Manager work to instill economic development as a priority among all City staff and provide leadership for implementation of the Economic Development Strategic Plan.
 - City Council members should participate in City/WERC/Chamber outreach efforts to new businesses and for business retention/expansion.
 - City Council subcommittee should work directly with City Manager and Redevelopment Manager to review City status/progress on economic development matters on at least a quarterly basis.
 - City Council members will take an active role in building collaborative relationships with their peers from partner organizations (e.g. Chamber board, WERC board, etc., Yolo Co. EDC)
 - City Council should allocate adequate staff resources to support economic development. It should be recognized that full implementation of the Economic Development Strategic Plan will most likely require more than the portion of the Redevelopment Manager's time that is currently allocated to economic development activities.
2. City staff and officials participate with Chamber and WERC in business retention/expansion outreach activities.
 - Establish joint City/Chamber/WERC business visitation program to demonstrate commitment to communicating with local businesses and responding to their needs.
3. Demonstrate to private sector that community will support private efforts for economic development.
 - Develop public/private partnerships with clear City roles and follow through
 - Use Economic Development Council to establish city/private consensus on key local economic development issues

B. Ongoing Sources of Funding for Economic Development

1. City Council should establish funding commitments for economic development and seek to provide predictability in funding levels.
 - Attempt to handle all economic development-related funding decisions as a group each year.

- Seek to use funds in a revolving loan fund manner wherever possible to establish a stream of repayment funds that can serve as an ongoing source of economic development capital.
- Continue to aggressively pursue grant funding opportunities to bring outside resources to Woodland.

C. Develop Consensus on Direction for Economic Development

1. City staff perform a coordinating function to review, coordinate, and plan local economic development activities.
 - See discussion in Woodland Economic Development Roles and Responsibilities section, above.
2. Update overall Strategic Plan every five years and continue to seek buy in from key local economic development players
 - City staff, in consultation with representatives from local partner organizations will periodically update the strategy, oversee implementation activities, and coordinate activities with other partner organizations.
3. Conduct studies periodically in order to evaluate local balance of commercial supply and demand to identify unmet needs and opportunities.
 - Tie studies in with Strategy 1 C “economic gardening” efforts to provide local businesses with information they can use to enhance their business efforts.

D. Educate Community About Benefits of Economic Development

1. Issue periodic press releases that demonstrate the benefits of economic development
 - Showcase the community benefits provided by good corporate citizens
 - Build awareness of job creation and public revenue generation from economic development activities
 - Publish the Economic Development Strategic Plan and conduct community outreach with stakeholder groups to publicize the City’s goals and actions.

STRATEGIC PLAN IMPLEMENTATION

The purpose of this section of the Strategic Plan is to describe how the City of Woodland will work to implement the updated Economic Development Strategic Plan, with a particular emphasis on defining how to coordinate the City's efforts with those of other local economic development organizations. Successful local economic development is a long-term activity and it requires the cooperation of a number of stakeholders. Throughout the process of updating the City of Woodland's Economic Development Strategic Plan, staff from the City and other local organizations, consultants, local leaders, and members public have recognized that responsibility for economic development lies not just with the City of Woodland and WERC, but also with any other organization that can help to promote the success of local businesses, improve economic opportunities for local residents and workers, and to attract new economic activity to Woodland.

With the need for cooperation and collaboration in mind, this section describes how the City will use the updated Economic Development Strategic Plan to focus its own internal economic development efforts as well as how the City will seek the cooperation and assistance of other local organizations to work toward the Strategic Plan's major goals.

Coordination with Other Local Partners

A key element of the implementation plan for the updated Economic Development Strategic Plan is the means for the City to coordinate its implementation activities with those of other local partner organizations. The Woodland City Council has directed that City staff undertake this coordinating function by informally consulting with representatives from local partner organizations, determining appropriate implementing activities and responsible parties, and then reporting back to the City Council annual for approval of an Economic Development Action Plan. The Action Plan will specify the activities to be undertaken in the coming year, parties responsible for implementation, and funding sources. Submittal of the Action Plan will also be a mechanism for reporting back to the City Council on the progress and results from activities undertaken in the preceding year.

Implementation

- Annually, the City Manager, Community Development Director, and Redevelopment Coordinator informally consult with representatives of WERC, Chamber of Commerce, and other local organizations as necessary to identify a preliminary set of activities that should be undertaken to implement the Economic Development Strategic Plan in the coming year and identify responsibilities and funding needs.

- Incorporating input from other organizations, City staff draft a preliminary Annual Action Plan that lists the proposed implementation activities for the next 12 months, identifies responsible organizations (e.g., City, WERC, Chamber, or other organization), identifies the resources necessary for implementation (e.g. funding amounts, staff resources and other in-kind contributions), and proposes funding sources.
- City staff will present the preliminary Annual Action Plan to the City Council at a semi-annual visioning session. Along with the preliminary Annual Action Plan, staff will also present the City Council with a progress/status report on the prior year's Economic Development Strategic Plan implementation activities and results. The City Council will give staff feedback on the preliminary plan and direct any changes that are necessary so that staff can finalize the Annual Action Plan.
- In conjunction with the City's annual budget adoption process, City staff will present the revised Annual Action Plan to the City Council, seeking approval for the work plan and in the process requesting budget allocations for funding necessary to undertake the implementation activities proposed for the coming year. The funding requests would also include financial support of outside organizations, such as membership fees for WERC and the Chamber of Commerce. If the Annual Action Plan proposes to "outsource" some of the implementation activities to outside organizations on a fee-for-service basis, then City Council approval of the Annual Action Plan will be the mechanism for the City Council to authorize the City Manager to contract with those outside organizations for the specified services.
- Once the City Council has approved the Annual Action Plan and incorporated the required funding into the adopted City budget, City staff will begin implementing the Annual Action Plan, including initiating "in-house" responsibilities as well as executing and administering contracts for services to be provided by outside organizations. City staff will track Annual Action Plan activities throughout the year, so that the information on Economic Development Strategic Plan progress and results can be reported back to the City Council at the start of the next cycle.

Roles of Key Local Economic Development Organizations

The City of Woodland, WERC, and the Woodland Chamber of Commerce are the three primary economic development organizations in Woodland. The Economic Development Strategic Plan has been updated with the resources and capabilities of these and other organizations in mind, assuming that these three primary organizations and others will all be involved in implementing the updated Strategic Plan; however, the updated Strategic Plan does not attempt to speak for all activities of these different organizations. The City of Woodland has many responsibilities extend well beyond the Economic Development

Strategic Plan. Likewise, it is also expected that in addition to cooperating with the City on activities outlined in this Strategic Plan, outside organizations will identify other activities that they will pursue in order to fulfill their own missions.

During all phases and all aspects of the work on the economic development strategic plan update process, the need to identify the roles and responsibilities of the Woodland's key economic development organizations was a recurring theme. The primary focus was to establish how the City of Woodland and WERC could more effectively collaborate on economic development matters but this also highlighted the need to better coordinate the work of the Woodland Chamber of Commerce, the K-12 schools, Woodland Community College, and other local organizations/stakeholders that can make contributions to economic development.

Starting from an initial outline prepared by BAE, participants in an Update Committee/Community Workshop meeting held in March, 2002 were able to review, discuss, and refine roles and responsibilities for Woodland's key economic development organizations, as reflected below. Representatives of the City of Woodland, WERC, the Chamber of Commerce, Woodland Joint Unified School District, Update Steering Committee members, and members of the general public participated. Following is an outline of the targeted roles for the City, WERC and the Chamber of Commerce.

City of Woodland. The City will have a primary role in local economic development activities involving public infrastructure, permit processing and local regulations, and use of public financial resources to stimulate economic development. The City will collaborate with local partners on marketing and outreach, recruiting, and business retention/expansion efforts. The City's economic development implementation responsibilities could include, but are not necessarily limited to:

Implementation

- Conceptualize and implement local economic development support activities that primarily involve City government functions, such as public services and infrastructure, financial assistance from public sources, redevelopment and land use, and other regulatory issues.
- Designate the Redevelopment/Economic Development Manager as a single point of contact for new businesses to interface with City government. The Redevelopment/Economic Development Manager will facilitate City regulatory review and City assistance; serve as liaison to SACTO, and coordinate with WERC on an ongoing basis. The City will offer streamlined/parallel processing of applications as an option to speed permitting.
- If an interested business contacts the City first, the Redevelopment/Economic Development Manager will handle the initial "intake" process in regard to needs

from the City and will then refer the business to WERC for additional follow-up as necessary. The City and WERC will coordinate throughout the process until all business needs are met.

- Prepare and maintain a checklist package of materials to assist businesses to move through its permitting and licensing process. This should also include a Frequently Asked Questions sheet with answers to common inquiries regarding City processing along with a flow-chart that illustrates the process. The City will develop informational materials appropriate for new businesses that need to purchase land and build facilities as well as for existing businesses that want to remodel, expand, relocate, put up a sign, etc. The City will conduct outreach to local real estate brokers and developers to educate them about the process they or their tenants can expect when seeking planning and business licensing approvals.
- In consultation with WERC, monitor the supply of vacant land and infrastructure availability for commercial development and initiate planning and or capital improvement projects to remedy deficiencies. The City will conduct other monitoring activities as deemed necessary to provide prospective businesses and local leaders and decision-makers with information in support of economic development activities.
- Participate jointly with WERC and the Chamber of Commerce on projects and activities to promote Woodland to potential recruitment candidates located outside Woodland, including marketing, in-person outreach, and networking activities to be conducted in concert with WERC and Chamber staff.
- Staff a local economic development Attraction/Retention/Expansion Strike Team along with WERC and Chamber of Commerce staff.

WERC. WERC will have a primary role in developing and coordinating private sector support for local economic development initiatives. Leveraging its existing ties to the Workforce Investment Board, WERC will take a lead in coordinating local labor force enhancement projects. In addition, WERC will collaborate with the City and Chamber of Commerce on economic development marketing, outreach, and recruiting activities. WERC's economic development implementation responsibilities could include, but are not necessarily limited to:

Implementation

- If an interested business contacts WERC first, WERC will serve as an initial point of contact and handle intake in regards to assistance that WERC can provide; WERC will then immediately establish contact between the interested business and the City's Redevelopment/Economic Development Manager for City intake

and follow-up. WERC and the City will divide responsibilities for follow-up, with the City and WERC coordinating throughout process.

- Maintain an economic development web site to include economic development links, demographics, and representative examples of available industrial/commercial properties.
- Conduct local economic conditions monitoring activities in coordination with the City of Woodland and the Chamber of Commerce. This will include keeping records and surveys and reporting at least annually on the availability and skills of labor. WERC will also maintain information on key market data, private business infrastructure (i.e., telecommunications) and how the business sector views Woodland's quality of life.
- Maintain a database of available industrial/commercial properties with the cooperation of real estate brokers listing properties within the City.
- Provide businesses with information and referrals to other local services as required.
- Staff a Business Attraction/Retention/Expansion Strike Team with City and Chamber of Commerce staff.
- Conceptualize, develop, and implement activities and media that involve promoting Woodland outside Woodland (i.e., external attraction/outreach activities to targeted businesses and industries) in collaboration with the City and Chamber of Commerce. WERC has expressed interest in taking the lead on these activities in consultation with the City and Chamber.
- Conceptualize and implement local economic development support activities that primarily involve the private sector such as enlisting the assistance of private utilities and commercial banks in local economic development. WERC will seek to develop private sector resources in support local economic development.
- Given WERC's existing involvement and close ties to the Workforce Investment Board, WERC will continue to take the lead in linking job training resources to local economic development activities.

Chamber of Commerce. The Chamber of Commerce will continue to take a lead role in conducting outreach to, and representing the interests of the existing local business community. The Chamber will have a central role, along with the City and WERC, in business retention and expansion efforts. The Chamber will take the lead on developing a visitor's bureau function for the City, and in encouraging corporate citizenship among

existing businesses. The Chamber's economic development implementation responsibilities could include, but are not necessarily limited to:

Implementation

- The Chamber of Commerce and WERC should collectively take the lead in business retention/expansion outreach to existing businesses. When businesses with specific needs are identified through outreach activities, then the assisting agency (WERC, Chamber of Commerce, or City) will be dependent upon the business and its need. It will be important for the Chamber and WERC to maintain good communication with the City's ED staff to hand off businesses needing City assistance. In addition, the Chamber and WERC should work with the City's ED staff to enlist City support and involvement (e.g. City Council economic development committee members, City Manager, ED Manager) for specific activities designed to show public/private collaboration to respond local business concerns.
- Establish a committee and develop initiatives for visitor promotion that would involve its lodging industry members as well as members from various local cultural/recreational organizations and attractions.
- Promote Corporate Citizenship among existing businesses. The Chamber will work to get members involved in supporting local economic development, including activities that may not be directly business related, such as supporting efforts to enhance local schools.
- Provide new businesses with referrals to other local businesses.
- With the support of WERC and the City, sponsor business events to promote Woodland within the region.
- Represent and advocate for business community in City affairs.

City of Woodland Annual Action Plan and Reporting

Each year, in conjunction with the annual budget process, the City of Woodland's Redevelopment/Economic Development Manager will prepare an internal economic development Action Plan for review and approval by the City Council. This Action Plan will identify elements of the Strategic Plan that the City will implement in the following 12 months. It will identify the anticipated economic development results from the implementation activities, and will identify the City resources required for implementation. (See Work Plan, Goal 4, Strategy B-1.) The Action Plan will also include a re-cap of the progress made in implementing the prior year's Action Plan, and the results.

The annual Action Plan will form the basis of an annual budget request for economic development-related funding. It is intended that this process will help the City Council to consider the use of various economic development-related funds as a whole, rather than making decisions regarding the use of different funds on a piecemeal basis. At the same time, the report on the prior year's results will also inform the City Council of the effectiveness of the City's ongoing investments in economic development.

City staff will prepare the Action Plan in consideration of input collected through informal consultations with representatives of local partner organizations. Staff will need to evaluate which implementation activities will require coordination of everyday activities with other outside organizations, and which implementation activities may require formal contracting for services (see discussion below). If the City targets certain implementation activities for contracting with outside organizations, City staff should include a proposed work scope and budget for each as part of the proposed Action Plan submitted to the City Council.

City's Relationship With Outside Organizations. The City of Woodland recognizes that outside organizations are independent and set their own agendas. It wishes to encourage this independence and at the same time to encourage more effective collaboration in areas of mutual concern, including implementing the City's Economic Development Strategic Plan. As described above the City expects outside organizations to play key roles in support of the Economic Development Strategic Plan. Many of these activities should be carried out as part of the normal day-to-day functions of the respective organizations. Other activities, such as special marketing initiatives, conducting special research, or developing collateral materials to support local economic development activities may be beyond the scope of activity that outside organizations can deliver using their own "in-kind" resources (i.e., their staff and normal operating budgets). If during the course of establishing annual economic development Action Plans the City identifies such special activities and targets outside organizations for implementation, the City will also work with the targeted organization to identify supplemental funding sources to finance the activity. This may include securing grant funding, or allocating City funds for specific activities.

Implementation

- The City will commit baseline funding to support local economic development partners on an annual basis. For example, the City will fund a voting Board position with WERC and will make an appropriate payment for Chamber of Commerce membership.
- The City will allocate its remaining economic development resources consistent with the Strategic Plan, establishing an economic development Action Plan each budget year. City staff will develop the economic development Action Plan in

consultation with representatives of the local partner organizations, identifying elements of the Strategic Plan that are to be implemented in the coming year. City staff will present this Action Plan to the City Council annually for review and approval, including a review of activities and results from the prior year's activities.

- As part of its annual Economic Development Action Plan process and with input from representatives of local partner organizations, the City will identify Strategic Plan tasks that it can fund and that it wishes to outsource to other local organizations for implementation. Additional funding for these tasks will be provided to the outside organizations on a fee for service basis, tied to work scopes, progress milestones, payment schedules, and documentation of results. This will allow the City to accurately track the use of resources allocated to economic development and the benefits that the City is realizing from its investments.

APPENDIX A: UPDATE STEERING COMMITTEE MEMBERS

Gary Sandy
Woodland Downtown Improvement
Association

Francisco Rodriguiz
Woodland Community College

Roger Kohlmeier
Turn-of-the-Century

Matt Silveira
Captus Networks

Nora Moore-Jimenez
UCD Connect

Robert Ball
Woodland Joint Unified School District

Julie Farnham
Woodland Chamber of Commerce

Rick Elkins
Coldwell Banker Commercial, Capital
Valley

Casey Stone
Yolo County Farm Bureau

Martie Dote
Woodland City Council

Barbara Hayes
SACTO

Vince Bowey

Don Sharp
ReMax Realty/WERC Board
of Directors

Jennifer Pearson-Cruckshank
Hispanic Chamber of Commerce

John DiMichele
Yolo Community Bank

Tom Lawson
AFL-CIO Sacramento/Yolo Counties

David Flory
Mayor, City of Woodland

Tom Shipley
Interland