



Memo

Date: October 17, 2007
To: Mayor and Members of the City Council
Via: Steven Jepsen, City Manager
From: Steve Kroeger, Assistant City Manager
Re: Economic Development Work Session

On September 21, 2007, the Executive Team met to discuss the formation of an Economic Development Strategy for the City. The session provided an opportunity for staff to become more familiar with the various elements of a successful ED Strategy and explore what a strategic plan might “look like” for Yuba City.

The session was facilitated by Audrey Taylor of Chabin Concepts, a well renowned economic development firm. The outcome of the meeting included conceptual ED goals, program elements, and strategic plan elements. The related notes are provided as an attachment to this memo

A work session of the City Council has been set for October 23, 2007. Ms. Taylor will be in attendance and available to provide an overview of strategic approaches to economic development and assist the City Council in identifying policy direction to staff regarding the desired next steps in the development of Yuba City’s Economic Development Strategy.

Attachment – Executive Team ED Work Session Notes

Cc: Department Heads



Yuba City - Economic Development Work Session

Date: September 21, 2007
Work session: Leading a Competitive Economic Development Strategy
Attendees: City Executive Team
Expected Outcome: Consensus for an outline for Economic Development Strategy

Work session Agenda

1. What is Economic Development in today's economy
2. Inter-related factors that drive successful ED
3. What would a strategic plan look like for Yuba City?

The session began with background of Economic Development in today's economy, the challenges of creating healthy economies, recruiting and expanding businesses, creating job opportunities, competition within regions, state and countries and review of community factors that drive successful economic development for companies to consider Yuba City as a place to locate and expand. The driving question throughout the process was *"Why would a business consider locating in Yuba City and no where else?"*

Executive Team Interactive Session

Executive Team actively participated in questions about Yuba City

1. *How is Yuba City Perceived by Outsiders*

- Old Reputations:
 - Rand McNally rating of Worst Place to live
 - Juan Corona
- Flooding
- "Rural"
- Hot - good weather
- Don't know where it is
- Duck hunting, fishing
- Ag.
- Next to Marysville (historic)
- Family
- Location - proximity to Sacramento, Tahoe
- Small town





Yuba City - Economic Development Work Session

2. Attractiveness of a business environment is determined by many factors – how would we rank Yuba City?

Using the graphic as a guide, Executive Team ranked +/- on how Yuba City rate

-Workforce - Points:

- Call Center - did not have enough qualified people to respond
- + Bodies - although not sure of skill levels
- Yuba College, Voc/Tech, basic, some classes eliminated
- Graduates leaving
- Recruiting young people difficult, not a hip community

- Infrastructure

- Levees
- +Got water/sewer
- No industrial land
- + Telecom
- Wi-Fi
- Real Estate
 - No office
 - No industrial
 - Lots of commercial

- Natural Disaster - High Risk

+/- Innovation

+/- Living

- + Family
- Executive housing
- Young
- + Retire
- +Affordable housing

+ Business Costs

+ Incentives EZ

+ Regulatory





Yuba City - Economic Development Work Session

3. *What would be our ED Goals*

Short-Term Goals (1-3 years)

- Bring Players Together
 - Vision common
 - Goals
 - Ownership
 - Engagement
- Create a Positive Image
 - Locally and nationally
 - Develop a brand
 - Get on the Radar Screen
- Lead an ED Strategy
- Education - Workforce
 - Collaborative players - broad
- Product - something to sell - Industrial/Business Park, Annex
- Actively Participate in General Plan of county
- Match Assets to Targets
 - Market
- Retention - Expansion
 - News
 - Marketing
 - Enterprise Zone
 - Entrepreneurs / Innovation
- Enhance Landscaping
 - Gateway Image

Long Term Goals (3-5 years)

- Maintain & enhance quality of life in Yuba City
- Jobs - retention and attraction
- Infrastructure
- Shovel-Ready Industrial park
- Retail
 - Tourism
- Convention Bureau



Yuba City - Economic Development Work Session

4. What Economic Development Program Elements are priorities for Yuba City?

Program Elements ranked in priority order:

- 1 - (1) Marketing & Business Attraction
- 1 - (6) Education (K-12)
- 1 - (7) Workforce Development
- 2 - (2) Business Retention & Expansion
- 3 - (8) Place Development
- 4 - (3) Entrepreneurship & Innovation

ECONOMIC DEVELOPMENT PROGRAM ELEMENTS

- 1. Marketing & Business Attraction
 - a. What type of businesses?
- 2. Business Retention & Expansion
 - a. Which businesses, why?
- 3. Entrepreneurship & Innovation
- 4. Financing & Small Business Development
- 5. Visitor Attraction & Tourism
- 6. Education
- 7. Workforce Development
- 8. Place Development



Yuba City - Economic Development Work Session

5. Questions for developing an Economic Development Strategic Plan Outline

Using a 5-Step Strategic Planning Process the following questions were asked to develop an outline and next steps for:

- 1) beginning Economic Development and
- 2) initiating an Economic Development Strategic planning process

5-Step Strategic Planning Process

1. Where are we now?
2. Where do we want to be?
3. How will we get there?
4. Who does what?
5. How will we measure?

Why ED in Yuba City?

- Quality of life - maintain and enhance
- Long-term fiscal health
- Self-sustaining community
- No one else will do it for you
- Benefits to community - grow wealth
- Increase average wages
- Retain our educated youth
- Grow and diversify economy

Strengths, Weaknesses, Opportunities & Threats

S	W	O	T
Small Town Atmosphere Family Friendly Affordability Location Safe Community	Workforce Flood Plain Infrastructure - Land Image - nonexistent	Collaboration Image - Brand Land Availability (industrial) Ag Base - "Green" Beale Air Force Medical Services	FEMA flood plain mapping Non-contiguous County development BRAC





Yuba City - Economic Development Work Session

Next Steps

- #1 Finding Collaborative/Advisory Group to bring forward
 - Key stakeholders
 - Community Ownership
- #2 Prepare Advisory Group with facts (demographic/statistical data)
Economic Base & SWOT - Interview
- # 3 Advisory Group Identification of ED Strategy Goals and Objectives
- #4 Vision - ED Strategy Development
 - Action Plan - L/T - S/T
 - Initiatives
 - Timelines
 - Budget
 - Resources / Responsibilities-Roles
 - Measurements

6. What could be done now?

Several actions rose to the top that could be initiated now to be working with existing businesses and taking proactive steps to improve Yuba City's business climate:

- Business Focus
 - Informing existing businesses of the benefits and value of the Enterprise Zone
 - Meetings and outreach with existing businesses
- Landscaping, gateways, image
- Begin planning for industrial park development

