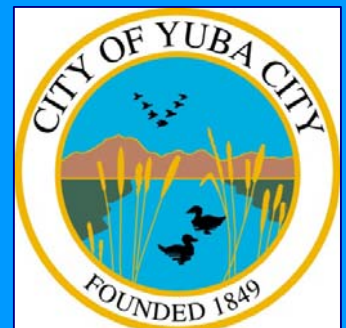


# City of Yuba City



## Economic Development Work Plan 2011



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## Creating Economic Prosperity

Although Yuba City is seeing investment in new commercial developments, the current and future economic base is facing challenges for healthy expansion and growth with the downturn in the local, state and national economy. Creating economic prosperity for a community requires focus and diligence on changing the economic structure, creating a quality business climate and attracting/expanding job generating businesses.

In March 2008 the City appointed an Economic Development Advisory Group to embark on a planning process which would result in a strategic direction for the City's economic development efforts. The key to the process was involvement of 24 private and public-sector stakeholders, passionate about the community and representing key areas of the local economy – industry, small business/tourism, agriculture, education, health care and construction.

The process and results were driven by these stakeholders working in teams to address the physical, economic, social and political environments that support and/or challenge economic diversification and sustainability for the City. The City Council adopted the plan in 2008 and immediately began initiating the recommendations:

- Appointing an Economic Development Advisory Commission
- Hiring a full-time Economic Development Manager
- Implementing strategies and tasks outlines in the work plan as well as defining other needs and opportunities to enhance the economic environment of Yuba City.

The updates to the Work Plan in 2010 and 2011 were completed by the Economic Development Commission and continue to focus on the top three key initiatives identified and adopted by the City Council in 2008:

1. Grow Opportunities for well-paying jobs
2. Create a positive and inspiring self-image
3. Enhance the Quality of Life through collaborative and integrated actions

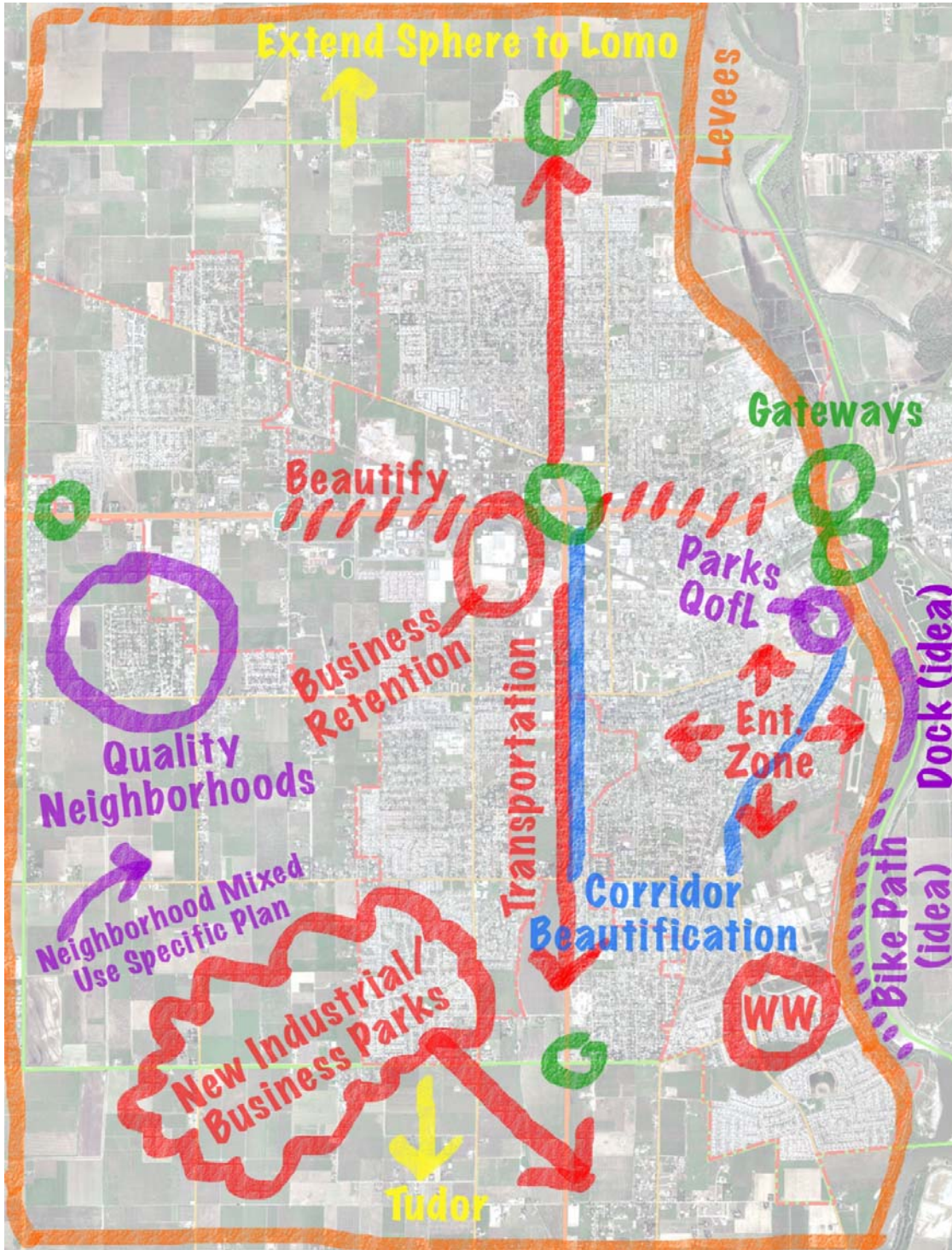
*Yuba City values its  
heritage,  
natural resources  
and  
cultural diversity  
while embracing  
progressive, proactive  
and responsible  
actions to create a  
sustainable future.*



*“We have a unique  
opportunity to create the  
future of Yuba City.*

Stakeholder,  
2008 Work Session

# Planning Opportunities



## *Why is Economic Development Important to Yuba City?*

### **Economic Development Strategy**

#### **Three Key Initiatives:**

#### **1. Grow opportunities for well-paying jobs.**

- **Business Climate**
- **Growth & Expansion of Existing Business**
- **Business Space**
- **Workforce & Education**
- **Steady growth of new business**
- **Economic Incentives Program**

#### **2. Create a positive and inspiring self image.**

- **Gateways**
- **Promotions**

#### **3. Enhance the Quality of Life through collaborative and integrated actions.**

- **Collaboration**
- **Infrastructure**
- **Education**
- **Safety**

- *Increase wealth.*
- *Enhance community image.*
- *Across the board business growth.*
- *Keep jobs and talent local.*
- *Maintain and enhance quality of life, such as, safety, health and education.*
- *Create fiscal health and sustainability.*

Stakeholder Work Session, 2008

#### **Keys to implementing a successful Economic Development Strategy:**

- Long-term commitment to sustainable economic development.
- Focus on actions that are visible and measurable.
- Public-private leadership to ensure maximum benefit accrues to local businesses, workers and residents.

*“It is not only important for us to consider business and job opportunities for today but for our future generations.”*

*Stakeholder,  
2008 Work Sessions*



## **1. Grow Opportunities for Well-Paying Jobs**

The “core” economic development initiative identified by the Advisory Group was “*Grow Opportunities for Well-Paying Jobs.*”

This initiative identifies five strategic actions needed for Yuba City to be “prepared” for economic growth. During 2010, much was accomplished in this area to position Yuba City for future growth. Much still needs to be accomplished particularly given the flat economy and the affect the economy has had on businesses in Yuba City. In 2010, the Economic Development Manager established and/or strengthened relationships with other agencies, such as the Enterprise Zone, Workforce Development, Yuba College, SACTO, LEED and other regional business organizations. Today there is still a need to focus on Yuba City specific issues to ensure the city’s competitiveness for local expansions and new locations. Working in collaboration with other economic development issues and opportunities for the region will be an on-going effort.

### **Business Climate**

It is important to continue involving the community as the economic development plan continues to be implemented. Creating a Business Climate conducive to retaining, expanding and attracting business is a major goal of the economic development strategy. The Economic Development Commission provides expertise and direction to the implementation of the annual work plan.

## **Actions – Grow Opportunities for Well-Paying Jobs**

### **City Economic Development Manager**

- Be the “point person” for economic development for the City
- Continually promote economic development and business assistance through personal contacts
- Business Incentive Program for new and existing businesses
- Keep Economic Development Commission advised of activities through email and Monthly Commission meetings
- Call upon Economic Development Commissioners to assist with projects and businesses on an “as needed basis”

## **Actions – Grow Opportunities for Well-Paying Jobs**

### **Growth & Expansion of Existing Businesses**

- Goal: Regularly connect with every business through communications, events and/or one-on-one meetings
- Formalize the “Adopt a Business Program” to include Economic Development Commissioners, City Council, and City Executive Staff
- Continue to increase promotion of Enterprise Zone Tax Credits and other resources available to businesses
- Continue development and measuring economic development benchmark data
- Use “off-the-shelf” contact management software to create employer database and record management
- Prioritize employers with highest opportunity for expansion/growth
- Follow AB 811 Program, energy efficiency and renewable energy installation financing program

## **Actions – Grow Opportunities for Well-Paying Jobs**

### **Business Space**

- Continue efforts to work with real estate brokers
  - Input sites and building inventory to City’s economic development web-based real estate property database, [www.thinkyubacity.com](http://www.thinkyubacity.com).
  - Continue frequent meetings with brokers
  - Align buildings with potential business uses
  - Review opportunities with older buildings requiring substantial improvements
- Continue and accelerate long term objective to identify industrial land and development of a Business Park
- Identify incubator-type facilities for start-up, identify assistance programs (by other agencies) to help start-ups with financing, market information, counseling, workforce and any other assistance
- Work with other departments to identify locations for development of industrial/business park opportunities and expanding sphere of influence

## Three Key Initiatives -

1. Grow Opportunities for well paying jobs.
2. Create a positive and inspiring self image.
3. Enhance the quality of life through collaborative and integrated actions.

### **Actions – Grow Opportunities for Well-Paying Jobs**

#### **Workforce & Education**

- Continue to build relationships with workforce development, North Central Counties Consortium (NCCC) and Yuba College on programs, opportunities and vocational training
- Partner with Builders Exchange, Yuba College, and NCCC to work with businesses on energy efficiency, such as AB 811 and green/renewable energy catalyst projects
- Assist in development programs to create job opportunities for dislocated workers
- Identify other opportunities to expand Yuba College's development project to a campus center, such as, co-location of facilities:
  - Workforce Development
  - Incubator Space
  - State Telecommute Center (state workers living in Yuba City work at the Center as a telecommuter vs. commuting to Sacramento (save on gas and emissions).
  - University satellite campus
- With information from business survey and on-site meeting, meet with Workforce Development and education to discuss training, such as, skilled trades

### **Actions – Grow Opportunities for Well-Paying Jobs**

#### **Steady Growth of New Business**

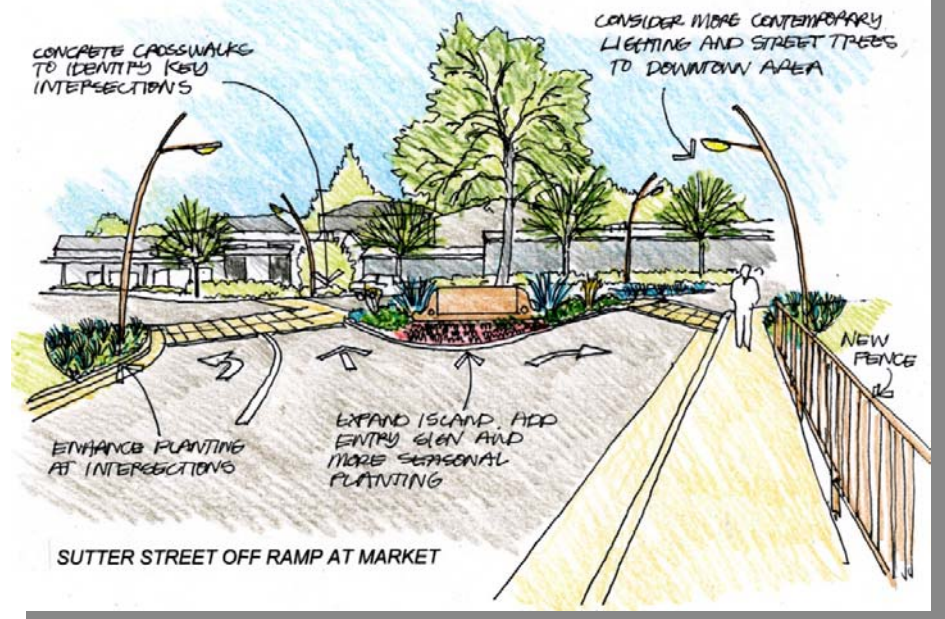
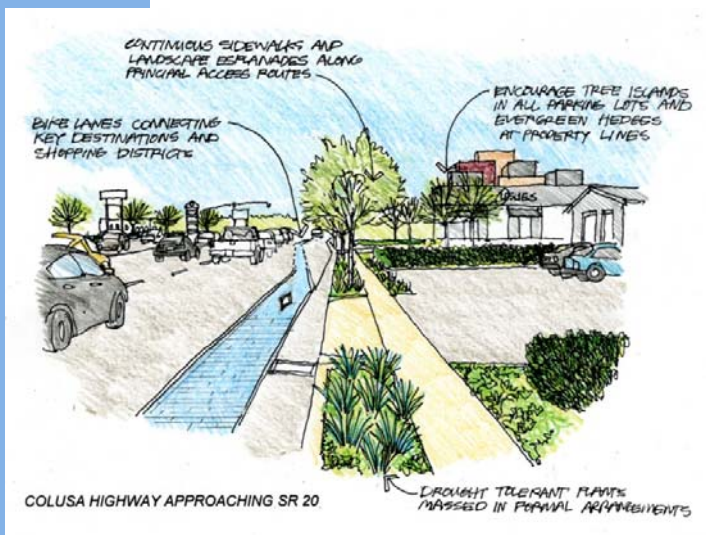
- Target entrepreneurs, small niche businesses owners with less than 50 employees
- Continue to work with Golden Capital Network on implementing Grow/California program in Yuba City to identify young growth companies, emerging companies and traditional growth companies seeking investment funding
- Green businesses are the new frontier, begin targeting “green” and clean tech niche businesses.
  - Green targeting may also involve Yuba City defining its “green” policies – “green” businesses want to be in “green” communities
- Investigate other opportunities for unique developments:
  - Ag-tourism markets along Hwy 99 – during assessment for way signage, identify sites appropriate for local/natural ag-market development. Engage workforce development to assist in a feasibility study focused on ag-development
- Identify agri-business industries for relocation to Yuba City
- Work with Farm Bureau to identify opportunities to marketing Yuba City as the “Ag Capitol” of Northern California

## 2. Create a positive and inspiring self-image.

Yuba City's image is a top priority as it relates to economic development. This includes the city's physical image as well as its perceived image to visitors and commuters "passing through" Yuba City. The two areas of focus are – Gateways and Promotions.

### Gateways

The physical image of the community is the "first impression" particularly to an outsider. Given the recent highway construction by CalTrans it is a perfect opportunity to improve the physical "curb appeal" at key gateways as well as define way signage opportunities.



## Actions - Gateways

### Beautification of entrances and corridors:

- Continue to create a *Sense of Place*
- Prepare allocation for a Sustainability Grant for Hwy 20 Walkable Corridor
- Continue to Negotiate with CalTrans to assist in beautification of their key node site at Hwy 99/Hwy 20 intersection
- Complete design and construct Hwy 99/Hwy 20 intersection landscape improvements and construction
- Continue discussion with other property owners at key nodes for participation in a beautification plan to improve aesthetics and attract more customers
- Work with Yuba Sutter Chamber of Commerce to locate an official California Welcome Center at the historic Madden House
- Continue to assess all entrances for visual appearance, upgrade with signage and landscaping to create consistent image
- Continue to assess corridors for screening of visual unappealing views

## Actions - Gateways

### Signage to create *Sense of Place*:

- Work with a landscape architect or a professional “way signage” firm, identify appropriate locations for way finding signs, particularly for Plumas Street and other key locations
- Continue to assess billboard opportunities north and south of Yuba City as well as along corridors for message and directional signage
- Continue to assess opportunities to use street signs as part of branding Yuba City
- Create a design guideline for way signage, street sign and business signage. Create conceptual billboard themes that would promote local businesses while branding the City
- Continue working with business on co-op billboard campaigns

## Actions - Gateways

### Enhance areas with landscaping:

- Continue to identify other key public areas that can easily be enhanced with a simple landscape design
- Continue to identify private sector areas that could be visually improved through landscaping design
- Continue to work with Public Works to create a landscaping upgrade schedule

## Actions - Gateways

### **Create a Business Improvement District for corridors:**

- This action is a long term effort which will require active involvement and agreement of business owners to enter into a Business Improvement District whereby they would be self-assessed dues to fund physical improvements and promotions
- Support the DBA in their effort to adopt a property based business improvement district (P-BID) in 2011
- Present concept and opportunity to business owners

## Actions - Gateways

### **Plumas Street Shopping District**

- Significant improvements were made to Plumas Street as the City's downtown. This plan supports those on-going efforts to enhance Plumas Street as the City's core
  - Support local non-profit efforts to renovate Arts Center (Sutter Theater) with an historical restoration of the façade and marquee
  - Continue refining and implementing programs
    - Façade Improvement Program
    - Sign Program
    - Public Arts Program
  - Review and implement recommendations from the Downtown Business Association Plumas Street Work Plan
- Economic development efforts for Plumas Street, as a supportive role, would assist in:
  - Attracting new business to vacant facilities
  - Ensuring way finding signage
  - Inclusion in promotional materials



## Promotions

Along with the physical image of Yuba City, a “refreshed” brand image should be developed and promoted to increase awareness of activities and opportunities in Yuba City.

### Actions - Promotions

- Continue Internal Marketing – *Think Yuba/Sutter First*

### Think Green

- Businesses are moving to incorporating green policies and sustainability into their business practices and corporate values – a trend that will need to be watched and incorporated into the economic development strategy
- Further define how the City can position to be a “green” advocate and incorporate “thinking green” into the City’s philosophy and promote as an economic development advantage
- Promote AB 811 business and residential energy financing program when adopted and established

### Brand-refreshed slogan

- Retain a professional marketing/graphic design firm experienced in economic development to create 2-3 brand slogans
  - Catalog all existing brands and materials
  - Catalog all potential uses of brand, i.e., billboards, street signs, promotional materials, electronic
- Involve Economic Development Commission for input and selection of preferred concept/brand

### Promote Assets

- Use key assets - location, cultural diversity, recreation, business programs - as key themes and messages in promotional materials.
- Develop promotional tactics and schedule to create awareness.
  - A phased campaign over time building to a business attraction campaign.
- Create collateral material for business promotion purposes – build on a business case of *why business should locate and expand in Yuba City*

### Rebuild a “Data-Rich” Economic Development Web Site

- Update data on City’s economic development website
- Collaborate with real estate brokers to maintain current inventory of available space
- Update resources as needed



### **3. Enhance the Quality of Life through Collaborative and Integrated Actions.**

Quality of life is also important to Yuba City's image and economic development efforts. Enhancing and maintaining Quality of Life involves many diverse organizations as well as public-private partnerships to address constraints, issues and opportunities.

#### **Collaboration**

The City Council, Economic Development Manager, and Economic Development Commission will participate as needed and provide leadership when necessary to drive quality of life initiative. For the most part these initiatives will be collaborations with departments, agencies and organizations, integrating and leveraging actions for results. This would include working with school district, community college, Workforce Investment Board, Chamber of Commerce and other business organizations.

#### **Infrastructure**

Of specific importance is the resolution of the levees. Transportation and water/sewer directly affect economic development. The Economic Development Manager would work closely with City departments on these issues to ensure quality and capacity is sufficient for business needs.

#### **Education**

There are multiple facets of education. Of critical importance is having a quality, top-notch K-12 education system with test scores higher than state average. High quality, recognized, vocational training is also of importance to businesses.

Economic Development begins in Kindergarten for a good foundation and keeping young adults engaged in business in Yuba City

#### **Safety**

Safety is a critical measure of quality of life. Zero Tolerance for gangs was and still is a priority. The issue of safety also includes having quality programs for youths, health care and police and fire departments.

#### **Youth**

The Economic Development Commission has specific actions for identifying activities centers and programs for youth:

- Collaborate with other agencies such as Boys and Girls Club, YMCA, NCCC, & Schools
- Identify other potential "Businesses" that are youth oriented, such as , indoor softball
- Provide job shadow opportunities, business entrepreneur fairs, and local business lecture opportunities at all local high schools



*Economic Development is only one factor in creating a quality of life desired by residents and businesses.*

*Communities are most often ranked or judged by factors such as education, housing, vibrant downtowns, recreational open space and safety.*

*Community Development and Economic Development must work together to create that quality "Sense of Place".*

## Acknowledgement

The City of Yuba City thanks the members of the Economic Development Commission for their time, passion, knowledge, commitment and participation in creating the City's 2011 Economic Development Work Plan

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