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**ECONOMIC
DEVELOPMENT ELEMENT**



4.1 Introduction and Purpose

Woodland's economy plays a crucial role in the physical development of the Planning Area and the City's ability to support implementation of General Plan policies and programs. The General Plan's goals are closely tied to a strong economic development strategy, the City's economic success, and its fiscal health. Economic development is a key part of defining a long-term framework for sustainable growth, providing a source of jobs and livelihood, and also providing for the wants and needs of residents, visitors, and businesses. The City of Woodland is committed to economic development and fiscal sustainability.

The Economic Development Element of the General Plan contains goals and policies that will enable the City to direct local resources to retain, relocate, expand, and assist local businesses and attract new industries that will increase the City's tax base and economic diversity. This Element provides policy direction for fostering development and revitalization to support a vibrant downtown; promoting growth in key target areas; providing jobs for the growing population; creating opportunities for supply of retail goods and services that will be needed by the community and patronized by regional travelers as well as business to business opportunities; and enhancing the City's ability to provide public services for current and future residents. This Element builds on the existing conditions and demographic trends that were discussed in the 2013 *General Plan Economic and Fiscal Background Report* and the *Opportunities and Challenges, Issues and Options* report.



Woodland is known as a center for agricultural technology and food production.

The Economic Development Element is organized as follows:

- **Section 4.1: Introduction and Purpose.** Introduces the topics covered in this Element and outlines the Element's relationship to State law, and the Visioning Statement and Guiding Principles.
- **Section 4.2: Economics of Woodland.** Presents an overview of the Woodland economy, current and projected employment, and jobs-housing relationship.
- **Section 4.3: The City's Role in Economic Growth.** Outlines the roles of the City of Woodland in promoting economic growth.
- **Section 4.4: Fiscal Sustainability, Land Use, and Infrastructure.** Provides an overview of the City's fiscal base and explains the relationship between fiscal sustainability, land uses, infrastructure, and economic growth.
- **Section 4.5: Business and Job Growth.** Presents strategies to attract and retain businesses and promote job growth and diversification in Woodland.
- **Section 4.6: Tourism in Woodland.** Describes tourism in Woodland and associated benefits for the community and the City, and provides strategies to increase tourism in Woodland.
- **Section 4.7: Developing Strong Partnerships.** Describes the benefits of strong partnerships and key organizations and institutions the City can partner with to realize benefits for the Woodland economy and community.
- **Section 4.8: Goals and Policies.**

Relationship to State Law

While the inclusion of economic development is not required as a mandated Element of a General Plan, California Government Code Section 65303 indicates that a General Plan may include additional elements that a community considers important to the physical development of the city.

Relationship to Visioning Statement and Guiding Principles

The Economic Development Element connects to many of the values contained in the Woodland Community Vision, but it most directly relates to the following statements:

- Woodland is a healthy community with livable neighborhoods, a thriving downtown, well-maintained infrastructure, excellent schools, and recreational amenities.
- The city is the region's center of agricultural technology and food production and is recognized globally as a leader in sustainable agriculture.
- The community is prosperous and fiscally sound, offering abundant employment opportunities to its diverse and creative workforce.
- Woodland has become a destination for visitors seeking to experience its unique agricultural, historical, recreational, cultural and entertainment amenities.

While the Economic Development Element's broad scope relates to many of the Guiding Principles, this Element most directly supports the following:

- **Economic Development:** Foster economic growth and diversification with a range of employment opportunities for all residents.
- **Historic Downtown:** Strengthen the historic downtown district as the City's center of shopping, dining, entertainment, and employment.
- **Quality and Character:** Retain and enhance Woodland's quality of life, its distinctive identity and small-town characteristics.

4.2 Economics of Woodland

Overview of Economy

Situated in the heart of Yolo County, Woodland's economy has historically been based on agriculture. Since the mid-1800s, crop production has thrived in the area due to the abundance of fertile soil, plentiful water, and a temperate Mediterranean climate. Today, Yolo County remains a leader in sustainable and diversified agricultural production. Many productive farms surround the city, producing vegetable crops, organic produce, seeds, and nursery stock. This is reflected by the city's diverse range of agriculture and food-related industries, as shown in Figure 4-1. Woodland and the surrounding unincorporated area is also home to one of the highest concentrations of seed research technology in the world. Twelve miles south of Woodland, the University of California, Davis is home to world-renowned agriculture and bio- and nanotechnology programs that support research and development efforts for cutting-edge, cost-effective farming advancements. Today the primary drivers of the Woodland economy are agriculture and value-added food processing, manufacturing, warehousing and distribution, retail and professional services, health care, and government.

Woodland's location is key and continues to add value to the city's development, industry, and economy. Woodland is favorably situated within the region and is well served by a variety of transportation modes including multiple freeways, rail and close proximity to air travel. The city has easy access to major north-south and east-west highway routes, as it sits at the intersection of Interstate 5 and State Route 113, which connects the city with Interstate 80 just 12 miles to the south. Genessee Wyoming Railroad (operating as California Northern Railroad) and Sierra Northern Railroad (operating as Yolo Shortline Railroad for freight) provide freight services to many of Woodland's industrial developments. Woodland is also in close proximity to Sacramento International Airport (eight miles south of Woodland) and the Port of West Sacramento (20 miles south of Woodland), which handles a variety of bulk and break-bulk cargoes.



Historically, the agricultural industry has been one of the largest contributors to Woodland's economy, and the General Plan contains policies to continue supporting this important sector of the local economy.



Woodland's location has also made it a hub for manufacturing and distribution.



The Gateway Commercial Center is one of the largest new retail developments in Woodland and expansion of this area as a regional retail destination is planned.

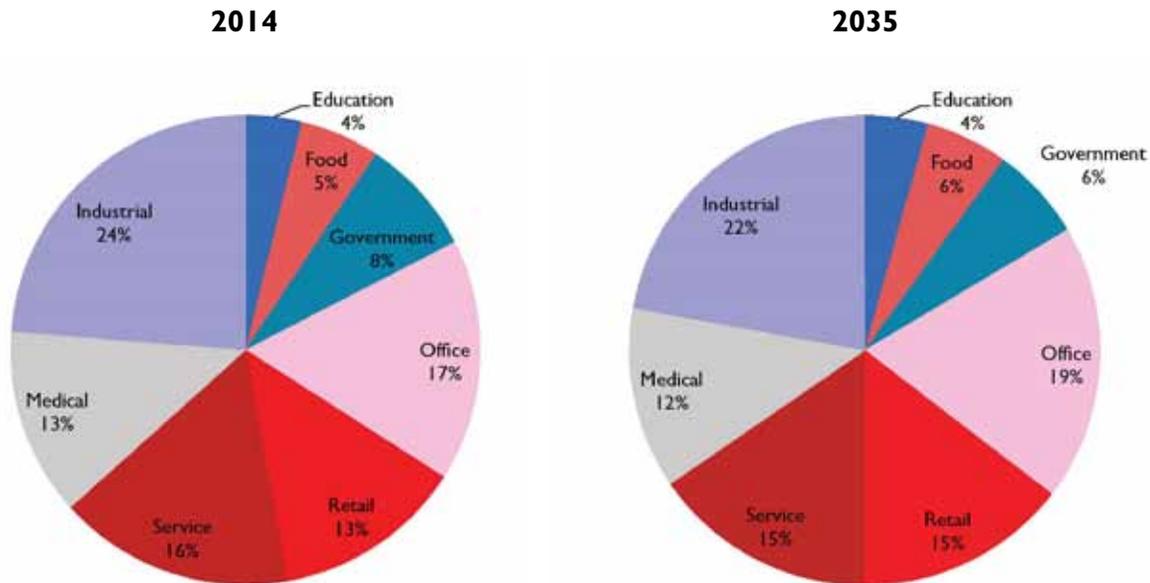
Due to its proximity to agriculture, farming, UC Davis, food and agriculture industry, and major transportation facilities, Woodland has become an increasingly important manufacturing and distribution center in the region and the West Coast. Development and industry in the city has responded to regional demand for space to process, store, distribute, and transport goods. As a result, Woodland is a significant industrial real estate sub-market in the Sacramento region. Additionally, as one of the county's population centers and the County Seat, other significant economic sectors in Woodland include professional and government services. The city is also home to Woodland Community College (WCC) and a number of large medical facilities, which drive health and educational services in the local economy.

As of 2014, the city's largest employers included the County of Yolo, Target Distribution Center, Woodland Joint Unified School District (WJUSD), Woodland Healthcare (Dignity Healthcare System), Walgreens Distribution, and Rite Aid Distribution Center. There are approximately 3,500 business permits issued annually in Woodland, of which 2,100 are issued to business establishments located in Woodland. The greatest number of business permits is in the Trade, Transportation, & Utilities sector, followed by the Professional & Business Services (legal, architecture and engineering, and business support) and Other Services (repair and maintenance, personal services, social and civic organizations) sectors.

Current and Projected Employment

The California Department of Finance estimated that there were about 26,000 jobs in Woodland in 2013. Sacramento Area Council of Governments (SACOG) projected that Woodland's employment would grow to a total of about 31,600 jobs by 2035, representing an increase of 5,600 jobs. SACOG categorizes employment projections by the land use categories that would support the jobs, such as industrial, service, office, and medical. For both 2014 and 2035, SACOG projected that the largest and most important employment sectors in Woodland would be the industrial, office, and service sectors; together, these sectors account for nearly 60 percent of jobs in Woodland in 2014 and 2035, as shown in Figure 4-2. Overall, SACOG anticipates that the percentage of employment in the industrial, medical, government, and service sectors will slightly decrease between 2014 and 2035. Office, retail, and restaurant/dining related jobs will increase slightly over the period.

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FIGURE 4-2: EMPLOYMENT ESTIMATES AND PROJECTIONS BY SECTOR, 2014 AND 2035

Source: SACOG, 2013; BAE, 2013.

This General Plan plans for a total of 45,340 jobs in Woodland by 2035. This total is greater than the 2012 SACOG projection of 31,600 jobs by 2035 to reflect the community's goal to increase Woodland's job base in the coming decades; a larger buildout projection for jobs provides Woodland with greater flexibility in achieving that goal. This jobs total also reflects the anticipated addition of new industries and businesses in Woodland on sites designated for commercial, office, and industrial uses on the General Plan Land Use Diagram (presented in the Land Use, Community Design, and Historic Preservation Element), such as the new Southern Gateway business park.

Jobs-Housing Relationship

Jobs-housing relationship is a useful tool for examining issues related to the local economy, commuting, vehicle miles traveled, and sustainable community design. It is especially useful for exploring whether an area is providing enough jobs for its residents. Jobs-housing balance examines the relationship between the number of jobs and the number of dwelling units within a specified area or region, and it is typically expressed as a ratio. Because most households have more than one wage earner, a desirable jobs-housing balance is often defined as a ratio greater than 1:1 but less than 2:0. Ratios below 1:1 suggest that residents are required to commute to jobs outside of their area of residence, and ratios greater than 2:0 suggest that companies are not able to house their work-

Jobs-housing balance is the relationship between the number of jobs to the number of dwelling units expressed as a ratio.

ers within the jurisdictions, so workers commute in to the area for their jobs. Theoretically, a balanced jobs-housing relationship would reduce the need for people to commute in or out of town for work. In reality, the match of education, skills, and interests is not always accommodated within the boundaries of one community, and regional interdependencies often result in inter-city commuting.

The jobs-housing relationship can also be used to examine whether an area is planning to provide local jobs at the same pace as housing, an aspect known as jobs-housing phasing. It is common for housing to be developed first in a community, with local employment opportunities often developed later. In addition, there can be market interest and pressure in converting land designated for commercial uses to residential uses, which can reduce the number of sites available for local employment opportunities and further skew the jobs-housing ratio in a community.

The jobs to housing match compares wages to housing prices.

Another aspect of the jobs-housing relationship is the jobs-housing match, or fit, which examines the relationship between employment wages and housing prices. It can be used to determine whether the people who work in an area can generally afford to live in that area and to match workforce needs to the availability of housing types and prices in an area.

Table 4-1 shows existing and projected jobs to housing ratios for Woodland. The existing jobs-to-housing ratio is 1.30, and at build-out in 2035, it is expected to increase to 1.67.

TABLE 4-1: JOBS-HOUSING BALANCE

	2013	2035 Buildout
Jobs	26,000	45,340
Housing Units	20,000	27,000
Jobs/Housing Ratio	1.30	1.67

Source: US Census Bureau; California Department of Finance; Dyett & Bhatia, 2016.

4.3 The City's Role in Economic Growth

While a significant level of economic development activity occurs in the private sector, the City will continue to work to ensure its policies provide a framework to support economic growth in the community. Overall, Woodland possesses many assets that make it attractive to business and industry. Looking ahead, the City intends to continue taking an active role in supporting local businesses and expanding and attracting additional industries and business establishments. Towards this end, the City is a liaison to connect businesses with resources and facilitators to address barriers to entry, growth, and expansion, as well as act as a catalyst for development in strategic market segments for the Woodland economy. Additionally, to achieve its fiscal sustainability goals, the City will continue to promote development that results in economic and fiscal benefits to the City, enhances community character and the public realm, and supports necessary infrastructure improvements.

The Economic Development Element sets goals and policies for long-term economic growth. This Element is implemented by a separate Economic Development Strategy (last comprehensively updated in 2002), which is appropriate for further defining and implementing goals and policies and establishes nearer-term goals. A coordinated Economic Development Strategy with a robust policy platform is essential for Woodland to support its community development objectives – such as a creating a diverse economic base, providing adequate levels of public services, maintaining essential infrastructure, and providing community amenities. A managed program of fiscal development, strategic public improvements, and balanced land uses will help maximize resultant community benefits.

Through 2035, the planning horizon year for this General Plan, the City of Woodland is expected to add about 19,300 new residents, for a total of 75,000 residents. In order to support this population, the City will need to increase employment opportunities and expand its employment base in concert with the evolution of industrial trends. While many jobs will “naturally” arise from the services needed to support this growing population (such as schools, retail and personal services, police and fire protection, and others),

The City is a liaison to connect businesses with resources and to act as a catalyst for development in strategic segments.

additional jobs in other sectors – appropriate for workers with a range of skill types – will also be necessary. Though its location in the Sacramento region offers many advantages to job creation, the City recognizes that it is also a competitive environment. Many cities in the region possess similar assets, including central location, available inexpensive land, and freeway and rail access; therefore, Woodland must build upon its unique strengths and differentiate itself from its neighbors to attract additional targeted industries, businesses, and jobs.

4.4 Fiscal Sustainability, Land Use, and Infrastructure

Fiscal Base

The City of Woodland strives to provide high quality services for residents and businesses while also maintaining a fiscally sustainable budget. The City's entire adopted budget for FY 2015-16 was about \$158 million, of which about 28 percent is the General Fund, the City's primary discretionary funding source. The General Fund gets the majority of its money from property taxes and property-based revenues; economically sensitive revenues such as sales tax, business license tax, transient occupancy tax, etc; interest and fees such as ambulance fees; and parking and traffic fines. The balance of the City budget is comprised of other funding sources such as grants, special tax revenue (like parks, libraries and paramedic services) and fees for specific services (marina berth fees, garbage and sewer fees, building permits, etc). Revenue generated from these sources must be spent on very specific services. For example, the City cannot use revenue collected from sewer fees to fund police officers.

Challenges in maintaining fiscal sustainability stem from the fact that the majority of revenues used to provide public services are derived from sources that are very susceptible to economic changes over which the City has little control. For instance, broader economic recessions result in declines in sales tax revenue and, often, property values. When coupled with fixed-cost budget constraints, rising personnel costs, and long-term liabilities, generating adequate funding to meet operating expenses and ongoing needed maintenance is challenging. The General Plan's role as a long term planning document is to ensure that land uses are planned and allocated in a way that can positively contribute to the City's tax base over time, and to establish achievable and sustainable standards for level of service.



City residents treasure Downtown Woodland for its charm, local businesses, and historic character. They also want to see the area become livelier, with more opportunities for entertainment and a greater mix of uses.

The Land Use, Community Design, and Historic Preservation Element goals and policies work hand in hand with the Economic Development Element.

Promoting Development That Results In Fiscal Benefits For Woodland

Land use and public policy priorities in the General Plan have broad implications for Woodland's economic and fiscal well-being. This General Plan focuses on improving Woodland's quality of life by deploying strategic land use policies to enhance the quality of life and promote economic prosperity. Through the framework established in this General Plan, the City will approach, analyze, and evaluate land use and physical development decisions holistically, rather than as distinct or independent actions. Individual decisions about land use and physical development will be made with an understanding of their broader impacts, as one decision about a land use change or development project can contribute to a variety of outcomes and create a range of impacts across the city as a whole. For example, an over-emphasis on creating additional capacity for revenue-generating land uses, such as "big box" retail, will not necessarily improve the City's long-term fiscal health if household incomes do not support growth in consumer demand or if new store sales "cannibalize" existing retail areas. A balanced and integrated approach to planning future land use and investing in public services and facilities that improves quality of life for existing and future residents is the best way to ensure viable growth and the City's economic and fiscal sustainability.

The relative fiscal benefit or burden that a use places on the City is an important consideration.

Property taxes are the foundational source of revenue for the City's General Fund.

The relative benefit or burden that a use places on the City is an important consideration in the allocation and prioritization of future development. For uses that provide particularly high net fiscal benefits – such as commercial uses – Woodland needs to preserve an adequate inventory of development opportunity sites, which must be balanced with the need to create and maintain community character and seek to achieve a healthy jobs-housing relationship. There are three critical sources of revenue for the City that are directly supported by land use policy: property tax revenue, sales tax revenue, and transient occupancy tax.

- **Property Tax Revenue.** Property taxes are the foundational source of revenue for Woodland's General Fund. The City's property tax revenues increase as property values rise due primarily to reinvestment and new development activity. Overall, Woodland receives approximately a 17 percent on average share of the 1 percent ad-valorem property tax collected by the County within the City limits. However, the City's actual

share of a particular parcel's property tax is determined by the Tax Rate Area (TRA) within which the parcel is located; therefore, the geographic distribution of growth will affect the City's portion of future property tax revenues. As shown in Figure 4-3, TRAs with lighter shades of yellow signal that a lower proportion of property tax revenues are remitted to the City, and darker shades of red indicate a higher proportion of tax revenues. The City receives nearly double the underlying property tax within the downtown core area than growth within the recently approved new growth areas. For this reason, the General Plan supports increased development intensity in areas with darker shades of red, especially in Downtown and along the East Street and Main Street corridors.

It is important to note that the TRAs shown in Figure 4-3 only apply to areas within the city limits and do not include areas that are currently unincorporated but within the city's Sphere of Influence and Urban Limit Line. As new growth areas are annexed to Woodland, property tax sharing agreements with the County will be negotiated. While the City will certainly advocate for as favorable of an agreement as possible, it is likely that the property tax revenue of new growth areas will not be as high as areas that are more central to Woodland.

- **Sales Tax Revenue.** Sales taxes are currently the highest source of revenue for Woodland's General Fund. Ultimately, overall sales tax generation is a function of the amount of taxable goods purchased in the city, and the General Plan includes strategies to generate additional sales tax revenues. However, sales taxes are a volatile source of revenue because they depend on the local retail economy, which can rapidly change, especially as more and more retail purchases are made on the internet. The General Plan supports an increase in the number of residents who live in Woodland, which will increase the base of retail demand within the city and generate new local sales taxes. In addition, the General Plan supports an increase in the amount of retail commercial development, especially stores and restaurants, to increase the capture of expenditures and sales taxes from local residents and regional shoppers. Lastly, the General Plan increases the amount of industrial or office space in the city. As the City successfully attracts additional industrial or office uses that sell taxable products to other end-users in Woodland (i.e. business to business sales), the City may realize new sales tax revenues and point-of-sale industrial development.

The City's share of a parcel's property tax is dependent upon the tax rate area (TRA) within which the parcel is located.

Sales taxes are currently the highest source of revenue for the City's General Fund.

Section 4.6 of this Element outlines the General Plan strategy for increasing tourism and hotel occupancy.

More detail on the specific characteristics, economic potential, and planned land uses for these areas is found in the Land Use, Community Design, and Historic Preservation Element.

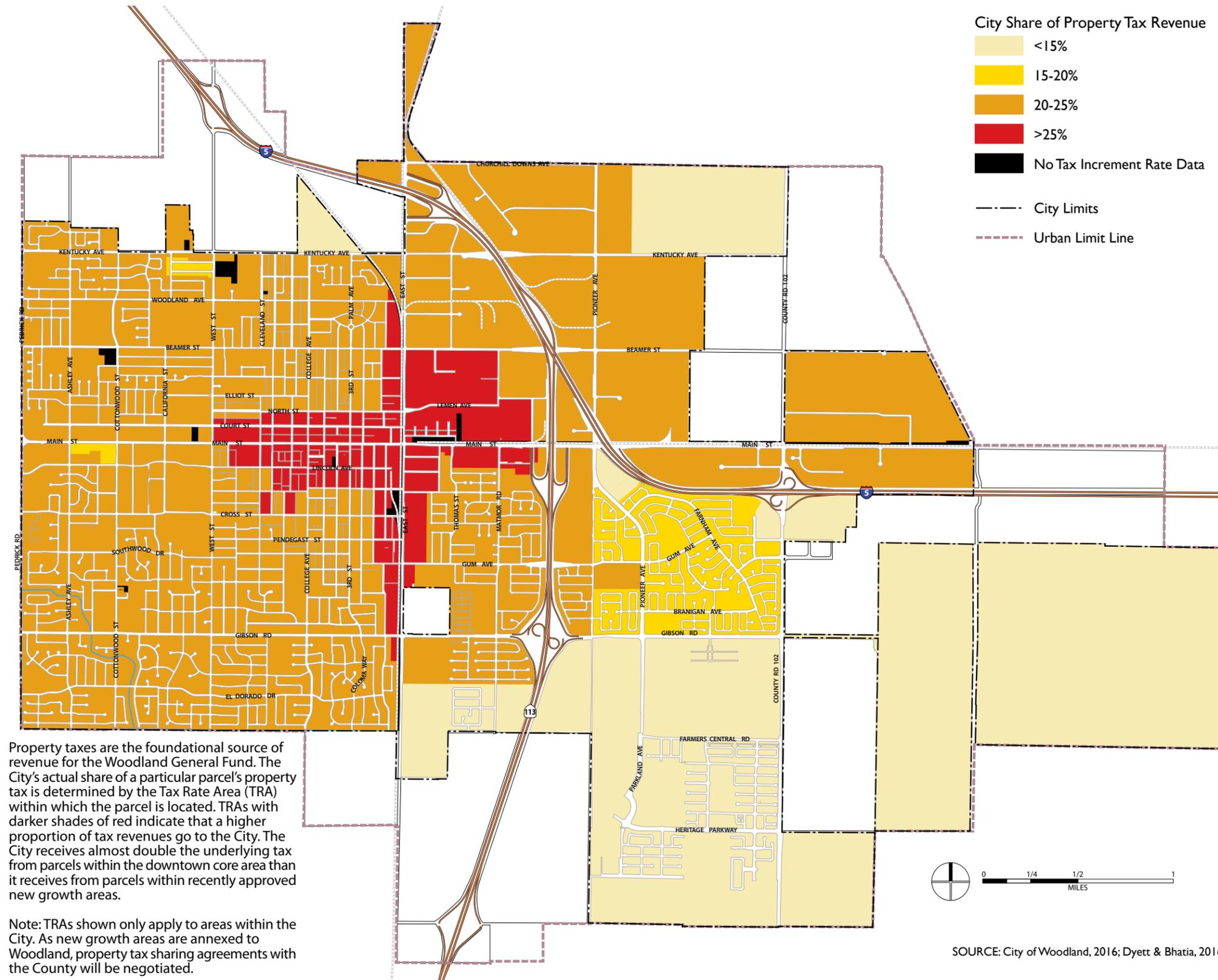
- **Transient Occupancy Tax.** Transient occupancy taxes (TOT) are a significant source of revenue for Woodland's General Fund. The TOT is established by local Ordinance No. 669, which states that transient occupants must pay the city 10 percent of the cost of the unit rental per overnight stay in Woodland's hotels and motels. It also encourages increased occupancy rates and provides for an increase in overall capacity with more hotel rooms, both of which would increase TOT revenues for Woodland. Currently there are 729 hotel/motel taxable rooms in Woodland. There is also a proposed extended stay project that has been approved by the Planning Commission, and City Council has entered into a Development Agreement for this project located in Historic Downtown Woodland.

Focus Areas for Economic Growth

The City's Economic Development Strategy includes focusing economic growth in key areas around the community, including areas that provide a higher proportion of tax revenues as illustrated in Figure 4-3. These areas are listed below.

- Downtown
- Main Street Corridor (East & West)
- East Street Corridor
- Kentucky Avenue Corridor
- CR 102 Corridor
- Northeast Industrial Area
- Spring Lake Specific Plan Growth Area
- SP-1 Growth Area and Southern Gateway
- SP-2 Growth Area
- SP-3 Growth Area

FIGURE 4-3: TAX RATE AREAS, 2013



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Development Approval Process

The City of Woodland has a direct role in how efficiently and effectively development applications are processed in the city. While a number of agencies and utilities are involved in approving and processing development within the city limits, the City of Woodland is the lead agency on the process. As a result, for proposed projects that are consistent with the General Plan, the City can add value to industrial and other types of development through a clearly defined entitlement process. Ensuring an efficient and effective development process for projects that are consistent with the General Plan is a key strategy for supporting the expansion of local industries and development.

Maintaining and Enhancing Infrastructure and the Public Realm

Infrastructure improvements can be targeted to facilitate or expedite certain developments, or to ensure that infrastructure capacity does not become an impediment to growth. The City of Woodland has structured its budget and operations such that much of the infrastructure capital requirements and some operating cost requirements related to serving new development are funded by developer fees and exactions. However, while new growth pays for public infrastructure needs generated by that growth, Woodland needs to continue to maintain and enhance existing infrastructure and the public realm. For example, roads, bikeways, and parks and open spaces are needed to serve residents and ensure the city remains an attractive location for new private investment. Since the City's ability to pay for public works and services is in part determined by its fiscal health, these roles are closely intertwined.

There are four infrastructure projects that are critical to Woodland's economic success. The first project is a long-term, comprehensive solution to flooding challenges in the northeastern and eastern portions of the city. Potential flooding from Lower Cache Creek and Yolo West Bypass floodplains poses a threat to development in those areas. A comprehensive solution is required to remove constraints on the northeast industrial area and capitalize on the city's opportunities in food and agriculture-related industrial activity, which is linked to the surrounding region's agricultural production, as well as the city's transportation access for regional distribution functions.

These and other infrastructure projects are discussed in the Public Facilities and Services Element.



Infrastructure improvement projects are essential to accommodate new growth in Woodland.

Broadband internet service policies are contained in the Business and Job Growth section of this Element, as well as the Public Facilities and Services Element.

The second infrastructure project concerns water supply in Woodland. The Davis-Woodland Water Supply Project, a partnership between the City of Woodland, City of Davis, and the University of California, Davis to secure use of surface water from the Sacramento River, in order to avoid overdrafting the aquifer with the expected increase in water demand from future growth. This project launched in mid-2016 to provide a cleaner and more sustainable source of water to support existing and future additional “wet” industries, such as food processing, in Woodland.

The third infrastructure project concerns the wastewater collection system near Downtown, which is currently near capacity. The General Plan prioritizes implementing improvements to the City’s wastewater collection system to facilitate growth and accommodate infill development at increased densities near Downtown.

An additional infrastructure project that will need to be addressed in the very near future and years to come is broadband telecom infrastructure. In the twenty-first century, broadband telecommunications infrastructure is as essential to the activities, quality of life, and productivity of residents, businesses, and organizations as water and electricity. The City considers broadband to be a major utility that is essential to Woodland’s economic success.

4.5 Business and Job Growth

Stimulating business and job growth are some of the City's key strategies to strengthen the local economy. Local businesses are an important source of jobs in the community. Retaining existing and attracting new business is key to providing greater disposable income in a community. Increased disposable income then creates a larger market for retail locally, supporting new retail and commercial development and creating opportunities to recapture sales and associated tax revenue that are currently lost to retail centers in surrounding communities.

The retention and expansion of existing business establishments and firms is key to maintaining employment and a stable tax base and ultimately to attracting new business and promoting job growth. The City engages in a retention and expansion program that uses a systematic approach to gather information from the local business sector, identify and address immediate problems, and develop local government programs and policies that promote a diversified, stable local economy.

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. Through nu-



Monsanto recently expanded its research facility west of Woodland. Growth in the agricultural technology industry and proximity to UC Davis represent an opportunity for the city for development of similar business/research park uses in Woodland.

merous studies and plans, including the Economic Development Strategy and the Downtown Specific Plan, the City has identified retention and attraction of its primary economic base – food and agricultural industries – as desirable and economically viable for Woodland. Many of the General Plan policies are focused on supporting growth in this specialized economic base for the city.

The City has also demonstrated a strong interest in diversifying Woodland’s economic base over the planning horizon of the General Plan. A diversified economic base is desirable because it can be less sensitive to fluctuations in the wider regional economy and can foster more robust economic growth over the long term. Woodland’s economic base would benefit from growth in the knowledge economy, which is based on production and services of knowledge-intensive activities, such as technological or scientific advances and professional services. Firms and businesses in the knowledge economy rely on intellectual capabilities, rather than solely on physical inputs or natural resources. As such, firms and businesses in the knowledge economy depend on highly skilled and creative workers. The City has identified the biotech industry as one sector of the knowledge economy with strong potential for growth in Woodland—a knowledge-based industry that builds directly on the City’s existing strength in food and agriculture technology.



Woodland’s assets, such as freeway, rail, and airport access, have attracted manufacturers and industrial uses. Job growth and diversification is an emphasis of the City’s economic development efforts.

There are a number of factors that the City can directly or indirectly influence to enhance the perception of Woodland as a competitive location for business. These include differential economic factors including cost of land, fees, and tax rates; ease of doing business; availability of suitable sites; the reputation of the city among its existing companies; and available financing. Communities with a high quality of life and a vibrant urban core can also increase their competitive edge in attracting businesses and workers, especially in the knowledge economy; thus, strengthening Woodland's downtown core and providing high-quality community services are important components to the City's economic development strategy. The City will increase its ability to grow and attract high-wage employers by investing in relevant education and training to increase the number of well-educated workers.

The quality and types of utilities available in a city, from water to telecommunications, also play a role in increasing a community's competitive edge and supporting economic growth. In particular, in the coming years, the quality of broadband internet service will play a critical role in affecting the activities and productivity of businesses, workers, and residents in Woodland. The City needs to have affordable, abundant bandwidth available to the whole community that does not constrain innovation, economic growth, or social progress.

Whether the City becomes a provider/installer and maintains a Broadband Enterprise Fund, or businesses continue to rely on the private sector, this General Plan prioritizes and considers broadband internet service as a major utility affecting the City's economic success. Zoning, construction, permitting, rights-of-way management, and other traditional municipal activities will affect what kind of broadband networks Woodland will have in the years ahead. The Yolo County Broadband Strategic Plan was completed in 2015, establishing the basic framework for a Broadband Implementation Plan. An implementation priority of this General Plan is to determine how to implement the installation and management of a Broadband Telecom Infrastructure System, to ensure that all its residents and enterprises will have affordable, abundant bandwidth.

The Public Facilities and Services Element contains goals and policies to support development of broadband internet service.



The Opera House is a unique amenity that attract tourists to Woodland.



The Historic Hotel Woodland is a designated National Historic Landmark.

Refer to the Land Use, Community Design and Historic Preservation Element for more on Woodland's historic resources.



The California Agriculture Museum is a popular local attraction.

4.6 Tourism in Woodland

Expanding tourism by creating and enhancing cultural, entertainment, and recreational activities and facilities in Woodland provides an opportunity to attract visitors and strengthen the local economy. Activities and special events sponsored by various special interest, cultural, and ethnic groups are encouraged to create a regional draw of individuals to the community. Additionally, recreational, entertainment, and cultural facilities and activities for youth can improve the quality of life for the Woodland community and attract tourists.

Promoting Woodland as a tourist and convention center (business center) destination can lead to additional economic activity in the city and provide additional revenue for the City through increased sales tax revenue. Marketing of Woodland's historical character, community events like the annual Stroll Through History event, and attractions including the Opera House, Gibson House Museum, the California Agriculture Museum, and Train Depot Museum are important parts of this effort. Additionally, music and art in public places can create a vibrant atmosphere and attract local residents and visitors to the area for casual occasions, in addition to special events. As discussed in Section 4.7, Woodland partners with the Yolo County Visitor's Bureau (YCVB) to promote Woodland as a tourism destination, which increases the city's transient occupancy taxes (TOT).

Hotels are a commercial use that has potential for growth in Woodland. The local business sector and the local residential base both attract visitors whose destination is Woodland. In addition, Woodland is one of the closest cities to Sacramento International Airport and can draw visitors looking to stay overnight near the airport. Increases in travelers passing through Woodland en route to other destinations can create additional demand for hotels. Building upon interest in local attractions, such as the Woodland Opera House, the California Agriculture Museum, and other entertainment and cultural amenities, would also help in this regard. As a result, over the planning period, an increase in demand for hotels is expected.

4.7 Developing Strong Partnerships

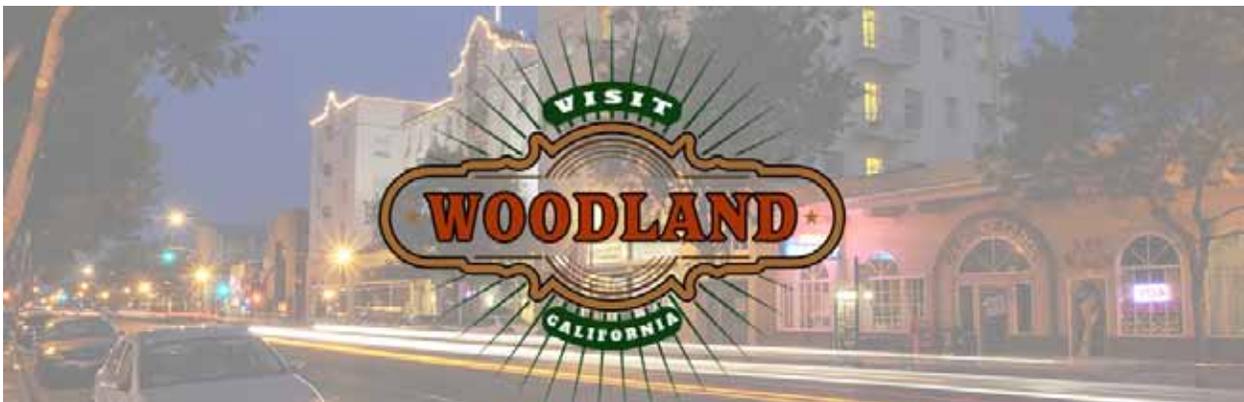
Partnerships with local organizations, businesses, and neighboring communities can help to strengthen the Woodland “brand,” foster public/private partnerships, and promote associations with research and higher educational institutions, as well as regional organizations in industries that will attract businesses to Woodland. Partnerships between local businesses and Woodland Community College (WCC) can help ensure that Woodland has a workforce trained for jobs that are available locally. Other key partners include: Woodland Chamber of Commerce, Greater Sacramento Area Council (GSAC), the Yolo County Virtual One-Stop Shop (Workforce Innovation Occupation Agency), Sacramento Metropolitan Chamber (Sac Metro Chamber), Los Rios Community College, YCVB, and others. More details on key partnerships with the Chamber of Commerce, UC Davis, Yolo County One-Stop Shop, YCVB, Next Economy/Valley Vision/AgPlus, SACOG, GSAC, Nor-CalWTC, and AgStart are discussed below.

- **Woodland Chamber of Commerce.** The mission of the Woodland Area Chamber of Commerce is to foster an economic climate in which business, industry, and agriculture will flourish. In addition, the Woodland Chamber has four objectives: coordination of commerce, industry and the professions; stimulating activities that lead to development of human and economic resources; developing creative leadership and effective coordination of all interested parties when solving community problems; and creating a broad understanding and appreciation of the great opportunities that Woodland has to offer. The City works closely with the Chamber on many projects that serve to stimulate economic activity and growth opportunities. Additionally, the Chamber of Commerce partners with the City in its business retention and expansion program, serves as the local Visitor Center, and provides programs and events to assist existing and prospective businesses.
- **UC Davis.** UC Davis Seed Biotechnology Center has an initiative called Seed Central to energize the seed industry cluster surrounding UC Davis. It seeks to ensure that the region retains its preeminence in the rapidly growing field of competing seed and ag-biotech hubs, to attract more innovative



companies to the region, and to bring science to market faster. A number of the world's largest and leading seed companies already have a presence in Woodland. Seed production, as well as the research and development activity surrounding it, could be a significant opportunity for economic growth, which Woodland should seek to leverage through partnership with UC Davis and Seed Central.

- **Yolo County One-Stop Shop.** The Yolo County One-Stop Shop is a collaboration between the Yolo County Department of Health and Human Services and the State Employment Development Department (EDD), acting as the managing agency of the Workforce Innovation Opportunity Agency. This collocation of departments offers a unique opportunity for employers and job seekers to make “one stop” in their pursuit of fulfilling their employment needs. The agency also administers a powerful online tool designed to assist job seekers or students in searching for the right job, and help employers who are looking for the best job candidates. The agencies also offer a tremendous amount of employment data and statistics for the region.
- **Yolo County Visitor's Bureau.** The Yolo County Visitor's Bureau (YCVB) is a countywide (except for the City of West Sacramento) nonprofit marketing collaboration that was created to encourage visitation and market Yolo County as a tourism destination. The City works with the YCVB to specifically promote Woodland to the broader area and population. Additionally, the YCVB maintains websites, such as www.visit-yolo.org and www.discoveryolo.org, assists with the management of Yolo County events, and produces many helpful brochures, maps, and pamphlets with helpful information about Woodland and Yolo County and all it has to offer.



Partnership with hoteliers is beneficial in helping promote Woodland's assets and attracting tourism to the city.

- **Small Business Development Center/Sacramento Metropolitan Chamber of Commerce/Davis Chamber of Commerce.** Woodland is part of the Capital Region Small Business Development Center (SBDC), which provides free consultation to businesses in a variety of areas. The local office for the SBDC is located at the Davis Chamber of Commerce. Woodland partners with the Sacramento Metropolitan Chamber of Commerce to put on an annual business walk to keep the City apprised of the current business climate and trends over time.
- **Greater Sacramento Area Economic Council (GSAC).** The Greater Sacramento Area Economic Council is an organization created and led by CEOs from the Sacramento region to retain, attract, grow, and create sustainable businesses in the region's six counties, including El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba. GSAC works directly with local governments to strengthen the region's job-creating capacity; it also collaborates with regional partners to market and promote the region to attract quality business to the area and strengthen ties with companies already in the area. GSAC works regionally on economic issues, including identifying and building the infrastructure necessary to attract businesses and employees to the area. The City of Woodland is a member of GSAC and will continue to partner with the organization to strengthen the city's economy by attracting businesses and developing its workforce.
- **Next Economy/Valley Vision/AgPlus.** The Next Economy initiative is a private-sector partnership and effort to chart a course of action for the six-county Sacramento region to create a diversified, robust, and sustainable economy. The initiative identifies a number of targeted business industries for the region as well as goals to support industries. The Next Economy Capital Region Prosperity Plan, in which the City is a participant, was developed to accelerate job creation and new investment in the Sacramento region through a number of programs and strategies. Given Woodland's current positioning within a center of business activity related to the agriculture and food sectors, the City is well-positioned to take a leadership position within the region's agriculture and food cluster in particular.
- **SACOG.** The Rural Urban Connections Strategy (RUCS) is a SACOG project that aims to be an environmental and economic sustainability strategy for the region's rural areas.

To that end, SACOG is developing data and tools to assist rural area stakeholders to help their communities thrive. As a hub for surrounding agricultural areas, with many established agriculture-related businesses, Woodland has the opportunity to attract additional economic activity related to agricultural production on nearby farmlands, whether providing products and services to support agricultural production, or through value-added processing of crops grown in the area. Woodland will continue to partner with SACOG, as the results of the RUCS research will potentially help Woodland to better understand these opportunities and how to strengthen the local economy by supporting the regional agricultural economy.

- **Northern California World Trade Center (NorCal-WTC).** The Northern California World Trade Center is part of the International World Trade Centers Association and facilitates integration of Northern California businesses into the global marketplace. NorCalWTC is leading implementation of the California Capital Region Export Plan to identify and activate the best opportunities to expand exports from the region and stimulate economic growth. The California Capital Region Export Plan was developed as part of the Next Economy Capital Region Prosperity Plan. Woodland is currently a leading industrial submarket in the region and more growth is expected in the coming years, and the City will continue to partner with NorCalWTC to identify export expansion opportunities, as well as other business opportunities, in Woodland.
- **AgStart.** Originally part of the Sacramento Regional Technology Alliance, AgStart is located in Downtown Woodland and helps agricultural entrepreneurs start their own businesses. AgStart offers incubator co-working space for start-ups and early stage food and agriculture companies. It hosts a number of events and initiatives, including mentoring opportunities, and its other services range from basic advisory consultations to business development and investment opportunities. UC Davis' World Food Center, large regional law firms, local governments, industry exports, and others in the ag-tech field are involved in advising and supporting AgStart. The City of Woodland has assisted AgStart by providing funding and helping it find a suitable location in Downtown and will continue to support agricultural entrepreneurship in Woodland.



Vibe Analytics prototype at Agstart.

4.8 Goals and Policies

Goal 4.A **Economic Growth.** Support a wide range of economic activity in Woodland that capitalizes on the city's location, strengthens the City's tax base, and supports and enhances quality of life.

- Policy 4.A.1** **Economic Development Strategy.** Periodically update the City's Economic Development Strategy and ensure the City has appropriate resources in place for implementation. Focus economic development efforts on projects and programs that will maximize long-term net revenues to the City and diversify the City's economic base. Establish priorities for use of City funding to fulfill economic development objectives, including construction of critical public infrastructure that will reduce barriers to job growth and business investment.
- Policy 4.A.2** **Predictable Business Environment.** Support a predictable and welcoming business environment in Woodland by improving, streamlining, and consistently applying regulatory and permit processes, and striving to keep regulatory and permit costs as low as financially feasible.
- Policy 4.A.3** **Additional Funding.** Identify, pursue, and capture federal, State, and other grants for economic development, marketing, workforce training, and incentives to recruit new businesses.
- Policy 4.A.4** **Anticipating Economic Trends and Shifts.** Identify and plan for potential economic and market trends such as growing automation, the impacts of e-commerce, the downsizing of retail sales areas, the migration of stores to mixed use walkable corridors, and the impact of millennials on employment and purchase preferences.

Goal 4.B **Fiscal Sustainability.** Achieve fiscal sustainability while providing core public services and maintaining public facilities and infrastructure.

See also policies in the Land Use, Community Design, and Historic Preservation Element

- Policy 4.B.1** **Public Service Standards.** Ensure adequate funding through the Capital Improvement Program and General Fund revenues to build and maintain necessary public infrastructure.

See also policies in the Public Facilities and Services Element.

- Policy 4.B.2** **Efficiency of Public Services.** Ensure that public services are being delivered as efficiently as possible. Strive to provide exemplary public service.

- Policy 4.B.3** **Fair Share.** Require new development to pay its fair share of needed public facilities and infrastructure improvements, as well as for operations and maintenance, through impact fees, assessment districts, and other mechanisms as appropriate.
- Policy 4.B.4** **Fiscal Management.** Continue to implement responsible fiscal management practices.
- Policy 4.B.5** **Budget for Maintenance.** Balance ongoing operating costs, paying off internal debt, and building reserves with the need to plan and pay for regular, basic maintenance and replacement of public equipment, infrastructure, and property.
- Policy 4.B.6** **Equitable Payment of Services.** Equitably distribute the burden for services between all areas of the city.

Goal 4.C **Strategic Land Uses and Development.** Recognize the important roles that land uses and development play in the City’s economic success and fiscal health. Consider economic benefits and costs and long-term community needs in land use decisions, and reserve sites for designated uses.

See also goals and policies in the Land Use, Community Design, and Historic Preservation Element.

Policy 4.C.1 **Strategic Catalysts.** Undertake strategic initiatives to attract new retail and commercial development in key locations in focus areas for economic growth, especially in areas that provide a high proportion of tax revenue to the City (as identified in Figure 4-3). Strategic initiatives may include: promoting catalyst projects at key locations to stimulate private investment; encouraging quality retail and restaurant uses to locate near existing successful areas; and building on synergies that could occur between complementary businesses.



Policy 4.C.2 **Infill Development.** Incentivize infill and redevelopment, particularly in areas that provide the City with higher proportions of tax revenue (see Figure 4-3), that makes use of existing infrastructure and services.

Policy 4.C.3 **Development Permit Process.** Promote the advantages of General Plan consistency, including California Environmental Quality Act (CEQA) streamlining potential, to development project applicants.

Policy 4.C.4 **Development Incentives.** Adopt development incentives for projects that provide a substantial benefit to the community, such as providing large numbers of primary wage-earner jobs.

- Policy 4.C.5** **Strategic Land Inventory.** Maintain an adequate amount of land properly zoned, consistent with the General Plan, and ready to be expeditiously developed, redeveloped, and/or revitalized for economic development and job creation purposes. The land inventory should include parcels of a range of sizes, locations, and job-supporting land use designations in order to support a wide variety of industries and development needs.
- Policy 4.C.6** **Monitor Trends.** Monitor economic trends to identify emerging industries, new market opportunities, and the performance and mix of businesses to allow the City to be proactive and adjust to market changes.
- Policy 4.C.7** **Annexation Agreements.** For lands annexed to Woodland, negotiate annexation agreements with the County that ensure the City of Woodland will receive the necessary revenues to support the services and infrastructure maintenance needs of the development proposed on lands to be annexed.
- Policy 4.C.8** **Retail Base.** Enhance the city’s retail base through land use and development policies to support businesses that generate sales tax revenue, serve the needs of the local residents, and attract visitors from outside of the community. Promote and develop a clean, visually inviting and safe shopping environment, recognizing its importance in enhancing retail trade. Prepare zoning and development standards that accommodate the shifts in the downsizing of retail stores; the preference for walkable, mixed use corridors; and the need for on-street parking.
- Policy 4.C.9** **Importance of Agricultural Industry.** Recognize the importance of agriculture-related business and industries to the City and region, and support the continuation and development of agriculture and agriculture-related enterprises in and around Woodland by:
- Accommodating agriculture-related industries in Industrial and Business Park districts;
 - Promoting locally-grown and produced agricultural goods and value-added foods and beverages, and the image of Woodland and Yolo County as an agricultural region; and coordinating with the County on agriculture-supporting policies and programs, including ag-technology accelerators, agricultural processing facilities, and flood control and water management.
- Policy 4.C.10** **Provide Infrastructure.** Strive to provide necessary major street infrastructure and utility capacities, including broadband internet service, for properly zoned land, consistent with the General Plan, so this land can be efficiently and effectively developed in a timely manner. Ensure the City’s public works, public utilities, and

capital improvement plans are aligned to support the economic development objectives in the General Plan.

See also goals and policies in the Public Facilities and Services Element.

Policy 4.C.11 Comprehensive Flood Solution. Continue to work with Army Corps of Engineers and responsible State and regional agencies to identify and implement a comprehensive flood solution to reduce risk of flooding in Woodland, especially in the northeast industrial quadrant and eastern portion of the city.

See also policies in the Public Facilities and Services Element.

Policy 4.C.12 Water Supply and Infrastructure. ASR programs support completion of the Davis-Woodland Water Supply Project, Aquifer Storage and Recovery wells, and related local facilities to ensure water supplies are available to serve current and future water needs in Woodland.

See also policies in the Safety Element.

Policy 4.C.13 Industrial Park Infrastructure. Ensure infrastructure in the areas designated for industrial uses on the Land Use Diagram is well maintained and has capacity to serve expanded business growth aligned with Woodland’s economic strengths as a center for food and agriculture processing and technology.

Policy 4.C.14 Downtown Utility Infrastructure. Advance improvements to ensure that the utility infrastructure serving Downtown has capacity to accommodate new infill growth at increased densities and intensity of use.

See also policies in the Public Facilities and Services Element.

Policy 4.C.15 Education and Training. Increase the opportunities for educating and training the workforce to meet the demands of employment by working with employers and business educators.

Policy 4.C.16 Safety and Security. Maintain a high level of safety and security for the benefit of residents, visitors, employers, and employees. Tools and techniques should include good lighting, policing of public spaces and places, and encouraging an abundance of “eyes on the street” by maximizing opportunities for living, working, recreating, and shopping within the observable proximity of fellow citizens in the public realm.

Goal 4.D **Support Businesses in Woodland.** Facilitate retention, expansion, attraction, and formation of businesses in Woodland that will serve Woodland residents, increase job creation, and meet the city's economic development objectives.

- Policy 4.D.1** **Business Expansion and Attraction Program.** Periodically update and continue to administer the City's programs aimed at expanding existing businesses and attract new businesses to Woodland, particularly in the food, agriculture, and biotech industries.
- Policy 4.D.2** **Marketing.** Continue to market Woodland as a desirable business location, targeting core industries and emerging technologies aligned with the research strengths at UC Davis.
- Policy 4.D.3** **Branding.** Create effective city branding that focuses on Woodland's suite of physical assets; housing, educational, and entrepreneurial opportunities; and safety and security.
- Policy 4.D.4** **Information on Woodland's Economy.** Make current information pertinent to the Woodland economy available to the public, such as the city's demographics, employment and market statistics, future plans, and population growth.
- Policy 4.D.5** **Targeted Incentive Program.** Develop a package of incentives, such as City loans, expedited permit review and approval, and floor area bonuses, to consider offering to targeted industries and businesses that locate in Woodland. Ensure that the long-term benefits accrued to the City ultimately exceed the value of the incentive package provided.
- Policy 4.D.6** **Consult with Business Community.** Actively and regularly solicit the views of the business community in matters affecting Woodland's economic climate and development.
- Policy 4.D.7** **Business Licenses and Fees.** Require all businesses and persons that do business with the City of Woodland to have a business license, and establish business license fees that are competitive with neighboring jurisdictions, ensuring that Woodland benefits from economic activity taking place within its borders.
- Policy 4.D.8** **Home Businesses.** Encourage home-based businesses compatible with the surrounding neighborhoods, in accordance with the Zoning Ordinance, and support opportunities for alternative employment forms and incubators for small businesses.
- Policy 4.D.9** **Broadband Internet Service as Economic Development Strategy.** Recognize the critical role that the quality of broadband internet service plays in Woodland's economy and the city's ability to

attract and retain businesses, workers, and residents across diverse sectors of the economy.

See also policies in the Public Facilities and Services Element.

Goal 4.E Promote Job Growth and Diversification in Woodland. Promote expansion, attraction, and formation of jobs in Woodland across diverse economic sectors.

Policy 4.E.1 Job Expansion through Business Expansion. Encourage the expansion and attraction of diverse businesses and industries that create and increase the quality and amount of stable, year-round jobs available locally.

Policy 4.E.2 Workforce Development. Cultivate a skilled, educated, and well-trained workforce by supporting school and college programs that produce increased educational attainment and relevant job skills that appeal to existing and future businesses.

See also policies in the Developing Strong Partnerships Section of the Economic Development Element.

Policy 4.E.3 High-Quality Community. Support high-quality community services and facilities for existing and future residents as a key economic development strategy, and promote them in the city's marketing campaigns to showcase Woodland's high quality of life as part of its competitive edge.

See also policies in the Public Facilities and Services Element.

Policy 4.E.4 A Vibrant Downtown for Economic Growth. Recognize that a vibrant urban environment in Downtown Woodland can serve as an important economic development strategy by attracting businesses, workers, and residents to the community. Invest in and maintain Downtown infrastructure, and support Downtown businesses.

See also policies in the Land Use, Community Design, and Historic Preservation Element.

Goal 4.F Tourism in Woodland. Promote tourism as part of Woodland's economic base.

Policy 4.F.1 Comprehensive Tourism Management Program. Develop and maintain a comprehensive tourism and visitor attraction program to define the city's target market, and identify and implement strategies to promote tourism in Woodland.

Policy 4.F.2 Special Facilities. Develop and expand tourism in Woodland by attracting, developing, and expanding public and private recreational and entertainment venues and facilities for visitors of all ages,

including youth; by building on Woodland's existing unique facilities, such as the Woodland Opera House, the California Agriculture Museum, the Sports Park and Community and Senior Center, and the Yolo County Fairgrounds; and by capitalizing on the historic character of the city.

- Policy 4.F.3** **Provide Overnight Accommodations.** Encourage provision of quality hotel facilities in Woodland in visitor-serving areas, such as Downtown and East Main Street, and work with owners of motels to upgrade existing facilities in the right locations, and at a scale appropriate to the city's character, to enhance the quality of visitor-serving areas.
- Policy 4.F.4** **Special Events.** Encourage, sponsor, and increase the number and quality of special events and recreational programs that are attractive to both visitors and residents.
- Policy 4.F.5** **Marketing and Programming Coordination.** Work with owners, managers, and employers of retail, entertainment, dining, hotel, and recreation businesses in developing a cooperative marketing and programming approach.
- Policy 4.F.6** **Agricultural Tourism.** Respect and promote the city's culture of agriculture by supporting historical agriculture attractions. Local historical facilities in Woodland are encouraged to promote community programs and events which recognize the importance of Woodland's agricultural history. Examples include the California Agriculture Museum, the Yolo Archives, and the Gibson Mansion.

Goal 4.G **Strong Partnerships.** Foster strong working relationships and continue to partner with businesses and employers, non-profit and private sector organizations, higher education and training institutions, and other public agencies in Woodland and in the region on economic development efforts.

- Policy 4.G.1** **Regional Coordination.** Strive to coordinate economic development efforts with the efforts of the Chamber of Commerce, Greater Sacramento, Yolo County, other Yolo County cities, the University of California at Davis, Woodland Community College (WCC), and other economic development organizations.
- Policy 4.G.2** **Strategic Partnerships for Biotech and Seed Industry.** Foster partnerships with educational institutions, private sector entities, and public agencies—such as UC Davis and Next Economy—to support biotech, agricultural, and seed industries in Woodland; ensure that adequate land, infrastructure, and amenities are available in Woodland to attract potential businesses associated with these industries.

- Policy 4.G.3** **Fostering Businesses through UC Davis.** In accordance with ongoing regional efforts, develop and administer programs to facilitate and foster entrepreneurial business efforts by UC Davis graduates and others.
- Policy 4.G.4** **Business Incubators/Accelerators.** Support public-private partnerships to incubate and accelerate the growth of new companies, especially in locally strong sectors such as agricultural technology.
- Policy 4.G.5** **Industry-Education Partnerships.** Facilitate partnerships between area businesses and educational and training institutions to provide training programs that will enable the labor force to meet the needs of business and industry and to improve the match between emerging job opportunities and training programs.
- Policy 4.G.6** **K-12 Education.** Support WJUSD and its efforts to provide the highest quality educational facilities and programming, and market these successes as part of the City’s business recruitment program.
-  **Policy 4.G.7** **Buy Local.** Educate the community and promote and market the benefits of a “Buy Local” campaign.