



Office of Economic Development 2017 – 2022 Economic Development Strategy

Economic Development Advisory
Committee Recommendation

May 2, 2017

City Council Approval
September 20, 2017



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Roseville, CA 95678
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City of Roseville – 2017-2022 Economic Development Strategy Goal Mapping

Vision	City Council Goals	Economic Development Strategy Implementation Components	Economic Strategies Actions
<p>Roseville Is the City of Choice for Business, Investment and Lifestyle The Economic Development Strategy focuses on leveraging partnerships, sharing resources, and building on Roseville’s Competitive advantages in an effort to strengthen Roseville’s position as the region’s community of choice for business and investment. We will reach our economic goals by embracing regional collaboration efforts that attract and grow jobs.</p> 	<p>The Economic Development Strategy identifies implementation components that implement City Council goals.</p> <p>The Economic Development Strategy relies on implementation of specific actions to ensure success. In turn, each action relies on implementation components as the mechanism to complete these actions.</p> <ul style="list-style-type: none"> • Public Safety • Fiscal Soundness • Economic Development • Sound and Stable Utilities • A Great Downtown • Legislative Advocacy • Civic Engagement • Core Neighborhoods 	<p>The Economic Development Strategy focuses on leveraging partnerships, sharing resources, and building on Roseville’s Competitive advantages in an effort to strengthen Roseville’s position as the region’s community of choice for business and investment. We will reach our economic goals by embracing regional collaboration efforts that attract and grow jobs.</p> <ul style="list-style-type: none"> • Business Retention & Expansion • Business Attraction • Entrepreneurs, Small Businesses & Technology • Higher Education • Development Support • Marketing • Partnerships • Enhance Quality of Life • Roseville Non-Profits 	<p>Focus Area: Establish Roseville as a city known for quality businesses, a business friendly environment and a community that provide diverse job opportunities and high business values.</p> <p>Strategy 1: Business Retention & Expansion 1.a- Enhance the Business Retention & Expansion Program 1.b- Select and Prioritize Targets for Site Visits</p> <p>Strategy 1.1: Business Attraction 1.1a- Advantage Roseville Business Attraction Program 1.1b- Engage Regional Service Providers in Business Attraction Efforts 1.1c- Partner with Greater Sacramento Economic Council (GSEC) 1.1d- Implement Downtown-focused marketing</p> <p>Strategy 1.2: Support Entrepreneurs, Small Businesses & Technology 1.2a- Identify and support the needs of Roseville Small Businesses 1.2b- Produce marketing materials for business assistance program resources 1.2c- Position Roseville to develop, attract and retain young workforce</p> <p>Strategy 1.3: Support Higher Education 1.3a- Support Higher Education attraction access 1.3b- Communicate regularly with area higher education institutions. 1.3c- Promote the commercialization of academic research</p> <p>Strategy 1.4: Development Support 1.4a- Implement the City’s Fee Deferral Program</p> <p>Strategy 1.5: Marketing 1.5a- Update and build focused content 1.5b- Regularly update and monitor the website and social media efforts 1.5c- Promote cross marketing messages that further economic goals</p> <p>Focus Area: Roseville as a City known for quality and being a community of choice. Roseville shall expand mutually beneficial partnerships, enhance regional quality of life, and continue to support nonprofits that are integral to enriching Roseville’s quality of life.</p> <p>Strategy 2: Partnerships 2a- Select Partners based on organization’s strengths and areas of expertise</p> <p>Strategy 2.1: Enhance Quality of Life 2.1a- Coordinate regional quality of life and economic development 2.1b- Support Placer Valley Tourism 2.1c- Maintain a leadership role in influencing legislation</p> <p>Strategy 2.2: Support Roseville Non-Profit Entities 2.2a- Support of local non-profit entities</p>

INTRODUCTION AND EXECUTIVE SUMMARY

I. Vision

“Roseville is the city of choice for business, investment, and lifestyle”

II. Purpose

The Economic Development Strategy synthesizes the actions to be taken to ensure Roseville's economic growth. The goal of the Strategy is to capture and expand business investment that supports the community values by instituting policies that help achieve a safe environment and an equitable economy for our businesses, residents and development community. This Strategy focuses on leveraging partnerships, sharing resources, building on Roseville's competitive advantages, and strengthening Roseville's position as the region's community of choice for business and investment. We will reach our economic goals by embracing regional collaboration efforts that attract and grow jobs.

III. Guiding Framework

The City Council established the Economic Development Advisory Committee (EDAC) as the primary “Economic Development Strategy Team” with a goal to:

- Create a diverse economy
- Consider the entire community
- Provide high level, customer focused services
- Promote and protect the City's strengths
- Create opportunities to ensure success of Roseville businesses
- Build programs to effectively retain, attract, and grow business
- Provide opportunities for residents to live and work in Roseville
- Expand partnerships with jurisdictions and economic development organizations
- Deliver City services in an efficient and cost effective manner

IV. Implementation, Monitoring Strategy and Goals

This Strategy identifies actions and tactics to be implemented over the next five years. Appendix A provides a Status Report for the first year action plan in a table format. To ensure flexibility and responsiveness to changing conditions and emerging opportunities, the Strategy proposes annual monitoring and adaptation.

Successful implementation of the Economic Development Strategy requires annual review and evaluation. EDAC is responsible for evaluating the Strategy's effectiveness in the following areas:

- The Goals, Strategies and Actions are effective in achieving the vision.
- The Strategy is relevant and reflective of Roseville's overall goals and vision.

Office of Economic Development (Economic Development) regularly and often monitors key demographic indicators to measure the health and success of a City.

The following demographic indicators are used to measure Roseville’s well-being.

	2016	Comments
Population	134,072	Up 2% since 2015
Median Home Value	\$390,950	Up 5% since 2015
Home Ownership	65%	Ranked 50 th in CA for affordability
Average Household Income	\$80,658	Up 18.3% since 2010
Educational Attainment	95% = HS Diploma 39% Bachelor’s or higher	
School Ranking	9 out of 10 (CA School Ranking)	
Number of Jobs	76,925	Up 19.2% since 2010
Unemployment	3.8%	Lowest 4% in the State
Vacancy rates	Industrial = 8.2% Office = 11.8% Retail = 8.4%	
Property Tax Valuation Revenue	\$19.7 billion	Up 6.82% since 2015
Sales Tax Revenue	\$43.5 million	Up 19% over fiscal year 2014 (2014 -2015)
Target Industries	Healthcare Emerging Technologies Government Manufacturing Life Sciences Information Technology	

Stretch Goal

In addition to the recommended actions and goals identified within this Strategy, a “stretch goal” has been identified to ensure future advancement and growth beyond the City’s current projections. The stretch goal shall be to locate a new business in Roseville that will generate 1,000 jobs or greater.

CHAPTER 1 – COMPANIES AND JOBS

One of the primary goals of the Economic Development Strategy is to enhance Roseville’s reputation as a City known for quality businesses, a business friendly environment and a community that provides diverse job opportunities and high business value. This goal will be achieved through the incorporation of strategies related to:

- business retention
- business expansion
- business attraction
- support for small businesses
- expansion of higher education
- marketing and promotion

STRATEGY 1 - BUSINESS RETENTION & EXPANSION

Strategy Objective

Continue the business retention and expansion program to build a strong business support structure to enhance economic outcomes. Seek opportunities to apply more resources to create more robust efforts.

Action 1a – Enhance the Business Retention & Expansion Program.

The Business Retention & Expansion (BRE) program shall address the following objectives:

- Prevent existing business from relocating out of the area.
- Assist in expansion of existing businesses in the community.
- Assist existing businesses in meeting their business needs.
- Address common business concerns to improve the local business climate.

City staff will assume the lead role in implementing a comprehensive BRE program due to its frequent “first point of contact” interaction with local businesses. Partnership with the Chamber of Commerce will be essential to success of the BRE program. In addition, it is recommended that previously surveyed businesses and the broader community be regularly updated regarding identified business climate issues and progress toward addressing common concerns. City staff will track business interactions to monitor results to ensure the established performance standards are met.

Action 1b - Select and prioritize targets for site visits.

Economic Development will adopt the following site visit procedures to ensure consistency in business data collection:

1. Send a reminder to the company contact one week prior to the scheduled visit.
2. Gather pertinent background prior to the visit. Note any topics discovered in the background search that may warrant follow up inquiries (e.g. headquarters activities, supplier company activities, and new product/ service development).
3. Provide the company contact with basic city services and business support information.
4. Conduct open-ended interviews including standard questions.
5. Assess potential obstacles for business expansion and develop strategies to remove obstacles.
6. Review meeting outcomes, analyze interview results, and communicate with service providers as necessary.

STRATEGY 1.1 - BUSINESS ATTRACTION

Strategy Objective

Increase Roseville's competitiveness for new businesses and those seeking to relocate. Focus on companies that create quality jobs, strengthen high value industries, support existing businesses, fill vacant tenant spaces, and provide support that the community values.

Action 1.1a - Advantage Roseville Business Attraction Program

Advantage Roseville is a Public/Private partnership that includes several components:

- Marketing – creation of marketing collateral that can be easily customized and tailored to specific Business Sector Targets (e.g. Advanced Manufacturing, Technology Based Companies, Medical and Health Services, Financial & Shared Services, and Information & Communication Services) and Business Location Targets (e.g. City of Roseville, Bay Area, California, and International).
- Website – provide current information relevant to potential businesses, brokers, and property owners that is comprehensive and easily navigable. The domain name www.advantageroseville.com shall be used for business attraction efforts.

Roseville must continue to emphasize and market its desirable business climate and assets on a regional, statewide, national, and international level. The City's marketing campaign should be directed at companies considering relocation due to growth needs, property or utility costs, end of lease, workforce needs, or proximity needs. Consider Bay Area markets, out of State markets and overseas markets. The City should continue and enhance partnerships with *Greater Sacramento Economic Council* (GSEC) to jointly market to these areas and share resources, where feasible. Additionally, the City should partner with the Roseville Community Development Corporation (RCDC) – Advantage Roseville to attract businesses, with a particular focus on established businesses in the region that may be considering additional locations. The City should be well represented at business events in the region and not only by staff, but with EDAC members attending at least two business and job events in the region. EDAC members shall be ambassadors for the City and will have a goal of providing five or more business referrals to Economic Development staff annually.

Action 1.1b - Engage County and Regional Service Providers in Business Attraction Efforts.

The City should continue to augment business attraction efforts and maintain access to knowledge and experience with Placer County agencies and organizations. Roseville shall participate in regional developments through various meetings, trade shows, and other networking opportunities.

Action 1.1c – Coordinate with Greater Sacramento Economic Council (GSEC).

The City shall continue regional business recruitment efforts with GSEC to jointly market to businesses within the Greater Sacramento Area, State and nationally.

Action 1.1d - Implement Downtown-focused marketing.

The City shall continue its efforts to support and promote growth of new and existing businesses in Downtown. The City and RCDC will actively recruit businesses that support or enhance the Downtown vision. Communication between the City, RCDC, Downtown Roseville Partnership and Merchant Association shall continue on a regular basis.

STRATEGY 1.2 - SUPPORT ENTREPRENEURS, SMALL BUSINESSES, AND TECHNOLOGY

Strategy Objective

The City shall encourage opportunities for small businesses, entrepreneurs and start-up companies by building a network of resources that assist these types of businesses and helps them to grow and succeed in the local economy. The City shall take advantage of potential technology transfer opportunities from area colleges and universities.

Action 1.2a - Identify the needs of Roseville Small Businesses.

The City and Chamber shall jointly analyze the needs of small businesses and develop and provide training opportunities. The City and RCDC shall continue to provide training sponsorship through Advantage Roseville and in kind support from the City.

Action 1.2b - Produce marketing materials cataloging business assistance program resources.

Strategic outreach is necessary to focus collective resources on the businesses most likely to provide a long-term benefit to the community. Business groups recommended for targeted outreach include:

- Small Businesses with annual sales of \$500,000 or more with five-year growth of 20 percent or greater
- Small Businesses in identified viable industries, clusters, and high value activities
- Newly relocated Small Businesses
- Small Businesses companies flagged from Business Walks/Visits
- Small Businesses that have received City incentives

The City, Chamber, and Advantage Roseville will work to establish outreach goals in the short-term and on an ongoing basis, based on available resources. Business support providers such as Northeastern California Small Business Development Center, SCORE, “Counselors to America’s Small Business” and other external service providers shall be surveyed to determine the business needs of small businesses that have used services and those that possess characteristics of a potentially successful company. The feedback effort should be considerate of confidentiality agreements between businesses and service providers. Additionally, the City shall support the Chamber in their business walk efforts.

Action 1.2c - Ensure Roseville is well positioned to develop, attract and retain talented young workers, particularly those that are entrepreneurial in nature.

The City should continue to support “Ignite,” a young professionals’ organization. Ignite was founded by the Chamber of Commerce with the City’s assistance and has experienced rapid growth in a short timeframe. The City should work with the Ignite executive team to identify opportunities for mutual support. The City should also look for mutual marketing opportunities and

use Ignite as a tool to help attract young talent and new businesses to Roseville.

STRATEGY 1.3 - SUPPORT HIGHER EDUCATION

Strategy Objective

Assist Higher Education in development and expansion of higher education facilities and opportunities.

Action 1.3a - Support higher education attraction access.

City staff should meet with key staff from local higher education facilities at regular intervals to receive updates on programs and services related to workforce development and training, or other benefits to the business community. Based on this information, new or updated programs and services shall be incorporated into the City's marketing materials.

Action 1.3b - Maintain communication with area higher education institutions. Become familiar with programs and services offered that can assist local businesses. Promote these programs and services to existing businesses and use in marketing material for business attraction.

The City should establish contacts and relationships with representatives of Higher Education Facilities such as Sacramento State, UC Davis Innovation Access and the University of Warwick to maximize opportunities for technology transfer to existing Roseville businesses. Additionally, focus should be placed on partnerships with Higher Education and the Chamber of Commerce. Specifically related to the Chamber's Internship Program that places students with business contacts in their desired field of study. Finally, the City should explore opportunities to bring new companies to Roseville that are created around technology or patents emerging from UC Davis and the University of Warwick.

Action 1.3c - Meet with representative from Higher Education Facilities (e.g. UC Davis, Sacramento State, the University of Warwick, Sierra College) responsible for technology transfer to determine how Roseville can benefit from the commercialization of academic research.

Analyze the need and feasibility of developing a university research/technology park in conjunction with UC Davis, Sacramento State, the University of Warwick, and/or other university systems. A research park may also include a business accelerator or start-up space that fosters new companies.

STRATEGY 1.4 – DEVELOPMENT SUPPORT

Strategy Objective

Determine the best development support for business attraction, retention, and support of entrepreneurs and start-ups that maximizes the City's return on investment. Modify existing incentive programs, if necessary.

Action 1.4a - Implement the existing Fee Deferral Program.

The City's fee deferral program reflects the current business needs with the intent of attracting new businesses or encouraging the expansion of existing businesses. The fee deferral program is aimed at providing an incentive for residential and nonresidential development. This program should continue to be supported and promoted by the City.

The City also participates in the Statewide Community Infrastructure Program (SCIP) that provides a longer term financing option attractive to larger scale projects. This program should continue to be supported and promoted by the City.

STRATEGY 1.5 - MARKETING

Strategy Objective

Develop an annual marketing plan that provides updated and relevant information to existing businesses, potential businesses, and entrepreneurs. The marketing plan should be coordinated with other local and regional marketing plans (i.e., Chamber, GSEC). Marketing efforts should emphasize use of the web, but also consider social media applications.

Action 1.5a - Update general information on website and build focused content.

The City should implement the following design changes to its Economic Development website:

- Direct users to “Advantage Roseville” as the primary contact point for business-related matters.
- Incorporate a common marketing message and image “Advantage Roseville” into website and related content, including any downloadable or print pieces.

Action 1.5b - Regularly update and monitor the web site and social media efforts.

Multiple City departments generate information relevant to businesses, including but not limited to: City Manager’s Office, Roseville Electric, Environmental Utilities, Planning, Parks, Police, and Fire Departments. To ensure maximum impact and readership, the City’s cross-departmental communications team should work to coordinate the timing, content, format, message, and design of various publications generated by City departments. Procedures should be established to ensure consistency between City publications relevant to businesses. Alternatively, the City could work to produce fewer, more comprehensive publications.

Developing a citywide business communications plan will assist business customers in quickly finding the information they need. Other benefits include:

- “Customer centric” organization of information – organized by the customer’s needs rather than by City department.
- Coordination of City’s overarching message to business customers.

Action 1.5.c - Identify cross marketing messages, particularly those that further the goals of the City and the Strategy.

Many of the identified partners have marketing plans to promote and advertise their programs and services. In addition, neighboring jurisdictions also market and promote their cities in some way. When meeting with partners, discuss marketing plans and identify potential joint marketing efforts. Examples include promoting business related workshops on the City’s website that are being sponsored by other organizations or joint advertising by Roseville, Rocklin and Lincoln and their respective Chambers of Commerce. Conversely these partners would promote City messages through their media outlets. Promoting the programs and services of other organizations that reciprocate in promoting the City message maximizes City exposure resulting in the greatest benefit.

Chapter 2 – PARTNERSHIPS AND QUALITY OF LIFE

Quality of life is an important aspect of the Strategy and is a locational decision factor for potential residents and businesses. Roseville has many attributes that support a high quality of life, including: proximity to regional attractions, strong job base and labor force, diverse array of housing, low crime rates, low traffic, great parks and recreational opportunities, quality schools and education, high quality, reliable, and affordable municipal services, and retail opportunities. These attributes may often be among the first factors considered by business owners considering relocation. Therefore, expanding mutually beneficial partnerships, enhancing regional quality of life, and supporting Roseville nonprofits will each play an integral role in the implementation of the Strategy as discussed further in this chapter.

STRATEGY 2 - PARTNERSHIPS

Strategy Objective

Identify and work with partners that advance the actions and goals set forth in this Strategy to ensure a regional collaborative approach consistent with the City’s Economic Development goal.

Action 2a - Select partners based on organization’s strengths and areas of expertise.

The City shall participate in partnerships with key local leaders that help Roseville implement the Economic Development Strategy. It is essential to identify the expected outcome of the partnership and clearly define partner responsibilities. Specific actions need to be listed with partners acknowledging their role in support of the Strategy.

The City of Roseville currently works with several partners and plans to continue working with and supporting these organizations. Listed below are the City’s current partners in economic development along with a brief description of the affiliation to the City.

Partnering Organization	Affiliation to the City
Roseville Chamber of Commerce	Business assistance, information and referral services. Membership (\$40,000/yr.)
Greater Sacramento Economic Council (GSEC)	National and International attraction, recruitments, and marketing. Membership (\$55,000/yr.)
Placer County Office of Economic Development (PCOED)	Provides a variety of services for job seekers and employers with hiring needs including job fairs, interview appointment scheduling, conference room space for employee testing or interviews, and assistance with Work Opportunity Tax Credits.
Northeastern California Small Business Development Center (SBDC)	Provides one-on-one consulting, training, and technical assistance in all aspects of small business management.

The City’s participation in these partnerships is often realized as financial support provided by the City. Other partners may be supported by the City providing services or facilities. For example the City may provide a meeting room for a workshop at no charge to the partner organization. In exchange the City often receives a seat at the table at these workshops which allow the City to promote the Strategy.

STRATEGY 2.1 - ENHANCE QUALITY OF LIFE

Strategy Objective

Support the maintenance and enhancement of the region's Quality of Life.

Action 2.1a - Coordinate regional quality of life and economic development

The City shall engage and be an active participant in regional initiatives that enhance quality of life or positively impact the social good.

Action 2.1b - Support Placer Valley Tourism. Work to develop and strengthen tourism in Roseville and South Placer County, with a particular emphasis on sports tourism.

Placer Valley Tourism shall continue to primarily focus on attracting amateur athletic events to the area, such as youth multi-day softball or soccer tournaments. These events frequently use City softball and soccer fields, basketball courts, and swimming pools, for which many were planned and developed to facilitate "tournament" level use.

Action 2.1c - Maintain a leadership role in influencing legislation affecting Roseville's economy.

Each year the City Council adopts a legislative platform highlighting key areas of focus. This platform guides City staff in tracking issues and legislation at the state and federal level. Economic development, revitalization, and housing are recurring issues adopted with the platform. Other issues are also tracked that may have economic development implications, such as legislation affecting utility rates. The City Council should continue its practice of adopting an annual legislative platform. City Government Affairs staff, with the assistance of outside lobbyists, should continue with its efforts to track and influence legislation where directed, and inform City departments of pertinent issues.

STRATEGY 2.2 - SUPPORT ROSEVILLE NON-PROFIT ENTITIES

Strategy Objective

Strengthen and promote non-profits that serve Roseville and South Placer.

Action 2.2a – Continue support of local non-profit entities.

The City should continue its support of local non-profit entities that enhance Roseville's quality of life, through participation in the Citizens Benefit Fund, REACH, and other services. Roseville should also continue to coordinate opportunities for partnerships between local businesses and non-profit entities.