

General Plan

**Economic Development
Element**

Adopted November 9, 2011
Amended September 26, 2017

County of Sacramento
Office of Planning and Environmental Review

This page blank.

Table of Contents

GOALS AND POLICIES	1
Introduction.....	1
Background	1
Relationship to Other General Plan Elements	2
A BALANCED MIX OF LAND USES	3
REGIONAL SALES TAX STRATEGY	4
NEW GROWTH AREAS.....	5
COMMERCIAL CORRIDOR REVITALIZATION	6
AGRICULTURE AND AGRICULTURAL TOURISM.....	8
McCLELLAN PARK AND MATHER AIRFIELD.....	9
McClellan Park	9
Mather Airfield	10
AIRPORT SYSTEMS	11
REGIONAL AND LOCAL PARTNERSHIPS AND PROGRAMS	12
BUSINESS RETENTION, ATTRACTION, DEVELOPMENT AND RECRUITMENT	14
INTERNATIONAL TRADE STRATEGY	15
SPORTS, TOURISM AND THE ARTS	17
Sports	17
Tourism.....	18
Arts.....	19
INSTITUTIONS OF HIGHER EDUCATION	21

SACRAMENTO COUNTY GENERAL PLAN ECONOMIC DEVELOPMENT ELEMENT

GOALS AND POLICIES

Introduction

The Sacramento County General Plan provides for growth and development in the unincorporated area through the year 2030. Portions of the General Plan will set policy for the distribution and intensity of land uses and the accompanying transportation plan to accommodate the mobility of the citizenry, goods and services throughout the County. The Economic Development Element will work in conjunction with the existing elements to provide consideration for and integration of economic development issues within the context of other relevant policy discussion regarding a variety of topics including: land use, public facilities, housing, and circulation.

Sacramento County recognizes that a healthy local economy is of vital importance to a jurisdiction's ability to provide public services to the citizenry and, therefore, has included an Economic Development Element in the General Plan. The goal of this element is to formulate a strategy for Sacramento County as both a local and regional entity and will recognize that the success of local and regional economies is interdependent.

In addition, the Economic Development Element will establish a set of policies that provide direction for focusing resources on retaining local business, attracting new industries, supporting the tax base and sustaining the ability to provide public services for current and future residents.

Background

The Economic Development Element was prepared by the Economic Development Division and the Planning Division of the Community Planning Development Department. In addition, input and guidance was received from the Economic Development Policy Stakeholders Working Group composed of a variety of private sector business and community organizations and from an internal committee of rotating staff from the Sacramento County Department of Transportation, the Sacramento Housing and Redevelopment Agency and the Sacramento County Division of Neighborhood Services.

Development of the element evolved through an internal assessment of organizational function, and input from the following groups: Board of Supervisors, the General Plan focus group, Policy Working Group and the aforementioned stakeholders. Information from all sources was considered and synthesized to prepare the Economic Development Element and to establish the policy framework for it.

The process described above resulted in the identification of the following focus areas:

- Setting policy to sustain a healthy economy allowing policy makers the ability to fund public services and enhance the quality of life in Sacramento County;
- Serving to integrate Economic Development issues as a component/consideration in evaluating land use, transportation and other policy issues; and
- Allowing the County to remain competitive in a jurisdictional landscape that focuses both on regional and jurisdictional goals.

The aforementioned focus areas have resulted in the development of the following strategic objectives that further define the focus and the policy framework of this element:

- Create a Balanced Land Use Policy Providing for Adequate Commercial, Office, Industrial, and Residential Land
- Identify New Growth Areas
- Promote and Support Commercial Corridor Redevelopment
- Attract Key Regional Sales Tax Generators
- Promote Agriculture and Agri-Tourism
- Continue Redevelopment of Mather Airfield and McClellan Park
- Support County Airport Systems
- Develop Regional and Local Partnerships and Programs
- Intensify Business Retention, Attraction, Development and Business Recruitment
- Develop International Trade
- Increase Sports, Tourism and the Arts in the Region
- Attract Institutions of Higher Education

The strategic objectives listed above have been incorporated into various portions of the element and have been framed to discuss policy from a macro level perspective. Readers may note that the element has been framed to incorporate the strategic objectives into a regional and local context as they relate to specific areas of land use policy, new growth, strengthening the regional and local economies and development and implementation of an Economic Development strategy.

Relationship to Other General Plan Elements

The Economic Development Element is closely related to several other elements, in particular the Land Use and Circulation Elements. Land Use policy shapes development in terms of intensity, balance and mix of land use and is fundamental to a jurisdiction's ability to grow and sustain a healthy economic environment. Transportation and infrastructure policies are critical components of an economic development strategy for maintaining and attracting commerce and industry. Sound transportation and mobility policy ensures the ability to move goods and services and to provide visibility and accessibility for retail activity.

Consequently, the Economic Development Element is inextricably connected to the aforementioned elements and other important elements of the General Plan. Therefore, the

element should be read and considered in the context of other elements of the General Plan. It should also be noted that there may be topical areas (Commercial Corridor Planning and new growth areas) that will be addressed in multiple elements. The elements will be developed to work in coordinated fashion and to approach policy from their respective vantage points.

A BALANCED MIX OF LAND USES

GOAL: A balance of land uses with land appropriately and sufficiently designated to sustain a robust commercial, office, industrial and residential base. A balanced mix of commercial lands and services addressing neighborhood, community, regional and visitor’s needs of all sectors of the community, which are appropriately distributed to take advantage of pedestrian and vehicle access, as well as the County’s comparative advantages and strengths.

Objective: Ensure that the County’s land and infrastructure resources are planned and utilized in the most efficient and productive manner to promote a high quality of life for residents of the County and to enhance the fiscal stability of the County.

Intent: Traditional suburban development within Sacramento County has created areas of limited commercial services and limited job opportunities. The intent of this section is to support the concept of complete communities as defined in the Land Use Element and to reinforce the need for fiscal stability within the unincorporated area.

Policies:

- ED-1. Achieve complete communities that have enough land capacity to accommodate the development of general commercial, industrial, and office uses which support community needs in all areas of the County.
- ED-2. Concentrate commercial uses in areas best able to support them, including neighborhood, community and regional centers, transit stations, and commercial corridors.
- ED-3. Ensure a controlled, balanced and sustainable development pattern on a sub-regional and regional level through comprehensive planning incorporating multiple disciplines.

Implementation Measures:

- A. Actively participate in the Planning process of new growth areas to identify areas that create a balanced mix of land uses for a diversified and healthy economy and employment base. (ECONOMIC DEVELOPMENT)

- B. Undertake a comprehensive study (and update as necessary) to identify current and future retail sales leakage, anticipated housing, population and employment growth, and commercial land use inventory needs, in areas identified as commercially “underserved” and in any new growth areas. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- C. Develop a retail and consumer services strategy to attract regional and community serving commercial industries and ensure appropriate location availability to maximize growth opportunities and expand existing retail and consumer services businesses. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- D. Establish an inventory of turn-key regional and community serving retail sites, as well as industrial and office sites complete with zoning and infrastructure accessibility. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- E. Collaborate with stakeholders to ensure high quality, cohesive and compatible development patterns consistent with the General Plan and regional smart growth objectives. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)

REGIONAL SALES TAX STRATEGY

GOAL: Regional Sales tax generation, coupled with quality job growth and opportunities, is critical to a healthy economic foundation that funds public services. The appropriate County agencies will work collaboratively to develop a strategy that allows Sacramento County to effectively compete for regional sales tax generating uses and provides the Board of Supervisors with a portion of the appropriate tools to foster a healthy economy and enhance quality of life in the unincorporated area.

Objective: A cohesive retail strategy, in coordination with business retention, attraction and commercial corridor revitalization policies, will work to appropriately balance the fiscal, land planning and growth priorities for Sacramento County.

Intent: The intent of this section is to set the ground work for policies that will ensure that Sacramento County captures a fair share of retail demand generated within the unincorporated area while providing a balanced approach towards growth and land use principles. A sound retail strategy in conjunction with balanced land uses will provide residents convenient access to goods and services and provide additional revenues to the County to provide public services. A retail strategy will be included as part of the Countywide Economic Development Strategy. The following policies are intended to provide the framework to help determine how to integrate a successful strategy to attract regional sales tax generators.

Policies:

- ED-4. Identify opportunity sites within the unincorporated area that are appropriate for regional retail opportunities and other synergistic uses.
- ED-5. Ensure that adequate infrastructure is planned and developed to support regional retail opportunity sites.
- ED-6. Rezone designated regional retail sites.
- ED-7. Promote retail facilities of appropriate size and scale to serve the shopping needs of the local population and the populace at large when planning new residential neighborhoods or major residential developments.

Implementation Measures:

- A. Develop a program to facilitate the development of regional serving retail sites through facilitation of the permitting process, infrastructure planning and coordination, and marketing. (ECONOMIC DEVELOPMENT)
- B. Support the development of regional retail sites through the development of design guidelines and form based zoning that will streamline the permitting process and ensure quality design. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- C. Conduct a study every three years to determine the retail landscape in the County and assess areas of retail leakage and strengths to refine strategies to retain existing businesses and attract new retail operators. (ECONOMIC DEVELOPMENT)

NEW GROWTH AREAS

GOAL: Achieve balance of land use, including adequate commercial and employment opportunities, in new urban growth areas. Accommodate a portion of the projected population and employment growth where the appropriate level of public infrastructure and services are or will be available during the planning period.

Objective: Create complete communities in new growth areas (refer to Land Use Element for further discussion) including commercial retail, employment and residential nodes that features a mix of uses while expanding the commercial and industrial base of Sacramento County.

Intent: The Land Use Element identifies one new growth area for the County: the west of Watt area in North Highlands. There is a large amount of Agricultural-Residential zoned land west of Watt that was outside of the UPA. Planning and Environmental Review staff indicates that there

are 191 vacant acres and 99 acres of unused capacity in the West of Watt area, totaling over 240 vacant acres that could be developed for urban uses. The County intends to proactively master plan the entire area to ensure that future development is desirable and compatible with existing development, and that appropriate levels of residential, commercial and employment-related development are accommodated within this area.

For additional information regarding growth areas please refer to the Land Use Element.

Policies:

- ED-8. Create plans for new growth areas with a mix of land uses, including a balance of residential and employment (jobs-housing balance) as well as providing for neighborhood-oriented services and diverse commercial amenities to serve a broader portion of the population.
- ED-9. Plan new growth areas to emphasize full capture of retail and service demands within the planning area and within a broader area when appropriate.

Implementation Measures:

- A. New growth areas will be planned in a multidisciplinary manner incorporating principles of land use, transportation, open space and fiscal stability. A fiscal analysis will be a required component of all planning and visioning efforts conducted in new growth areas to ensure a jobs-housing balance. In addition, strategies will be incorporated to retain and expand the existing retail sales base within new growth areas or within the unincorporated County. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW, SACDOT)

COMMERCIAL CORRIDOR REVITALIZATION

GOAL: Sacramento County will commit to revitalizing its commercial corridors through a comprehensive and coordinated strategy that addresses economic development, commercial development, housing, and infrastructure improvements.

Objective: Utilize the existing assets to revitalize commercial corridors to create economically robust communities with new jobs, sales tax generation and associated housing.

Intent: Many of Sacramento County’s commercial corridors were developed in 1950’s and 60’s and would benefit from an approach to spur reinvestment and foster the economic revitalization of surrounding communities. The following policies support County efforts to continue the development of economically viable business districts and corridors where businesses can grow and new businesses can locate.

Policies:

- ED-10. Revitalize distressed and aging commercial corridors by developing mixed-use centers and urban villages along corridors to improve community quality of life, optimize economic development, balance land uses, and foster the opportunity to accommodate a portion of the anticipated future growth.
- ED-11. Foster orderly and efficient commercial and residential growth within identified commercial corridors, ensuring that adequate infrastructure and public services are available to support existing and new commercial activity on the established commercial corridors.
- ED-12. Improve the physical appearance and character of commercial corridors to attract new retail activity, solve functional and infrastructure issues, and create active and exciting corridors that serve as integral pieces of neighborhoods and communities.
- ED-13. Support location of County employment centers and facilities in areas in need of revitalization, including commercial corridors.

Implementation Measures:

- A. Identify all commercial corridors that will be subject to revitalization activities and create a priority list and schedule for completing corridor study area plans. Include corridors within established communities and within new growth areas. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- B. Develop a program to measure economic activity and local sales dollars captured, improved diversity of retail and entertainment offerings, as well as retention and expansion of locally owned and operated businesses. (ECONOMIC DEVELOPMENT)
- C. Develop a program to monitor the following key areas: (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- Retail leakage by established categories to monitor revitalization efforts and economic activity in selected commercial corridors.
 - Business diversity and vacancy rates in selected commercial corridors to monitor revitalization efforts.
 - Opportunity or catalyst sites.
- D. Coordinate with SHRA to promote the advantages of developing new businesses in the redevelopment areas along established commercial corridors. (ECONOMIC DEVELOPMENT)

- E. Continue to support Property Based Improvement Districts (PBIDs) through providing staff resources, permitting assistance and ombudsman services. (ECONOMIC DEVELOPMENT)

AGRICULTURE AND AGRICULTURAL TOURISM

GOAL: Provide for continuing sound and healthy agriculture economy in the county, and encourage a productive and profitable agricultural industry through the conservation of agricultural resources and protection of agricultural lands. Promote the agri-tourism economy while encouraging public education and participation in the agriculture industry.

Objective: Improved economic vitality for the local agricultural industry and the individual farmer and rancher.

Intent: Agriculture has traditionally played a significant role in the economy of Sacramento County and the region. Large portions of the South County are dedicated to agricultural pursuits and provide existing opportunities to strength Sacramento County’s role as a producer and processor of agricultural products. New opportunities also exist to expand into the growth and production of specialty goods and the nexus with the growing demand for agri-tourism (refer to the Agricultural Element for additional discussion regarding agri-tourism).

Policies:

- ED-14. Support and promote a healthy and competitive agricultural industry whose products are recognized in local, national and international markets.
- ED-15. Support ongoing efforts by the agriculture community to develop high value products and new markets for goods that can support higher paying and more steady employment opportunities in the unincorporated area.
- ED-16. Encourage the establishment of agriculture uses, specialty crops and specialized animal facilities in the Agriculture land-use category, including complimentary uses.
- ED-17. Support agricultural agencies, marketing cooperatives and other agricultural organizations in their efforts to research global, domestic and new markets for Sacramento County farm produce.
- ED-18. Encourage local and regional processing facilities that create high quality jobs.
- ED-19. Support and encourage the maintenance and growth of commercial agricultural businesses in Sacramento County.

Implementation Measures:

- A. Conserve agricultural land and to promote improved soil productivity in areas designated by the Agricultural and Conservation Elements. (PLANNING & ENVIRONMENTAL REVIEW)
- B. Collaborate with research institutions and responsible agencies to research global and domestic markets for processed foods capable of production in Sacramento County. (ECONOMIC DEVELOPMENT)
- C. Amend the Zoning Code to allow limited service commercial-type uses where needed to support local agricultural production. (PLANNING & ENVIRONMENTAL REVIEW)
- D. Research the viability of agricultural tourism opportunities in Sacramento County and promote, expand, and market Sacramento County’s agricultural tourism base. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)

McCLELLAN PARK AND MATHER AIRFIELD

Intent: McClellan Park and Mather Airfield are former military airbase facilities that transferred from the Federal Government to the County for redevelopment purposes. The former bases provided tens of thousands of jobs, both military and civilian. Replacing the aforementioned jobs and revitalizing the facilities as economic engines and vital parts of the surrounding communities are of significant importance to a balanced and healthy regional economy.

McClellan Park is approximately 3000 acres in size and is located seven miles northeast of downtown Sacramento near the intersection of Interstate 80 and Business 80. Mather Airfield is comprised of 5,716 acres centrally located on the south side of the Highway 50 corridor.

McClellan Park

GOAL: Sacramento County will integrate McClellan Park into the North Highlands Community and the Sacramento Region. The facility will remain a viable air facility with aviation industrial uses and serve as a business park and major employment center. The county will continue to support and facilitate McClellan Park’s conversion into an industrial park with a core of aviation industrial and related uses that will forge a new identity that links the current form and function with the future needs of the community and serves as a major job center for the County.

Objective: McClellan Park will serve as a major catalyst for the redevelopment and economic development of North Highlands and the Sacramento Region.

Policies:

- ED-20. Emphasize the efficient reuse of existing facilities and the high quality development of underutilized properties within the former base and the adjacent areas.
- ED-21. Promote an orderly, balanced, and integrated land use pattern that optimizes existing McClellan Park assets, supports sustainable land utilization, and enhances local and regional character, identity, and quality of development.
- ED-22. Support the redevelopment and revitalization efforts in the surrounding communities and create interrelationships with portals into the community along Watt Avenue and Winters Street.
- ED-23. Encourage economic development activities that support and complement local and regional economic development activities including the creation of high quality jobs.
- ED-24. Support the continued use and growth of McClellan Park as an on-site educational, research and training facility to serve the surrounding community and the region.

Implementation Measures:

- A. Pursue public and private funding sources to upgrade infrastructure and support the continued economic development of McClellan Park. (ECONOMIC DEVELOPMENT)
- B. Emphasize the efficient reuse of existing facilities and the high quality development of underutilized properties within the base and the adjacent areas. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- C. Promote an orderly, balanced, and integrated land use pattern that optimizes existing McClellan Park assets, supports sustainable land utilization, and enhances local and regional character, identity, and quality of development. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- D. Support the continued implementation of the McClellan Park Special Planning Area and the McClellan Park Investment Strategy to create new high quality job opportunities and support the core aviation and industrial uses. (ECONOMIC DEVELOPMENT)

Mather Airfield

GOAL: Sacramento County will continue to coordinate the integration of Mather Airfield into the surrounding community and the Sacramento Region. The facility will remain a major center for job creation with an airport, aviation industrial uses and additional components to include: a business park, major employment center, commerce center, regional park ecological resources and public amenities opportunities.

Objective: Mather Airfield will serve as a major catalyst for the redevelopment, and economic development of surrounding jurisdictions and the Sacramento Region by providing aviation, commercial and recreational uses as defined in the Mather Field Specific Plan.

Policies:

- ED-25. Reuse of Mather Airfield will emphasize the efficient reuse of existing facilities and the high quality development of underutilized properties within the base focusing on the transition of vacant and underutilized properties into airport, commercial, and recreation uses.
- ED-26. Utilize the unique aviation facilities and resources of Mather Airfield to spur economic development, job replacement and growth.
- ED-27. Provide roadway connections through Mather Airfield to improve regional mobility and facilitate the movement of goods and services.

Implementation Measures:

- A. Support the redevelopment of Mather Airfield through the implementation of the Mather Airfield Specific Plan, the Mather Airport Master Plan and the Mather Regional Master Plan. (ECONOMIC DEVELOPMENT, AIRPORTS)
- B. Pursue public and private funding sources to upgrade infrastructure and support the continued economic development of Mather Airfield. (ECONOMIC DEVELOPMENT)
- C. Invest public and private resources into vacant and underutilized properties to create economic growth and job opportunities at Mather Airfield. (ECONOMIC DEVELOPMENT)
- D. Continue to focus resources on the planning and development of Mather Airfield to facilitate a development program incorporating the airport, commerce center, Mather Regional Park and economic development properties. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW, REGIONAL PARKS)

AIRPORT SYSTEMS

GOAL: Efficiently accommodate regional, national and international demand for air service for present and future use and provide opportunity for complimentary commercial and industrial uses.

Objective: Expand the role of the airport system as a gateway to and from the region and provide opportunity for related development and activity that stimulates the economic and commercial development to benefit the region.

Intent: The Sacramento County Airport System serves as a significant economic resource to the community and the region. The airport system serves as a gateway for travelers and as a critical component of a transportation system that moves goods into and out of the region. An efficient and viable airport system is vital to our region's ability to remain competitive for job growth and business development. The policies contained in this document are to support the goals and objectives as articulated by the Sacramento County Department of Transportation and the Sacramento County Airport System.

ED-28. Support the Sacramento County Airport Systems Master Planning efforts that advance the long-term economic interest of the County and the region and maximizes economic growth in aviation and non-aviation-related areas.

Implementation Measures:

- A. Preserve appropriate airport land boundaries to ensure that long-term aviation and economic development goals can be achieved. (ECONOMIC DEVELOPMENT)
- B. Participate in the development and revisions of the Airport Systems Master Plans to represent economic development and to ensure that lands can be preserved for long-term aviation needs and economic development goals can be achieved. (ECONOMIC DEVELOPMENT)

REGIONAL AND LOCAL PARTNERSHIPS AND PROGRAMS

GOAL: Sacramento County will need to become increasingly competitive to achieve its economic development objectives in the regional and global economy. The variety of private and public economic development agencies and organizations in the region will improve coordination of efforts to ensure the best utilization of each entity and to address issues that impact the local and regional economies.

Objective: To work with all levels of government, economic development organizations and the business community to cooperatively support and promote economic development efforts in the County and the Region.

Intent: Successful business development requires several key foundations including, but not limited to, access to capital, modern infrastructure, availability of a skilled labor force, access to technology, competitive tax and regulatory policy and an attractive quality of life.

Consequently, a community's economy is greatly influenced by the larger region of which it is a part. No single jurisdiction controls all facets of the necessary key foundations required for economic development. However, cooperative agencies with common goals can work synergistically to achieve successes that would not be attainable otherwise. Recognizing the importance of partnerships as a mechanism to achieve desired results, the County has developed the following set of goals and policies in support of Economic Development. This document

will not focus on partnerships with individual entities; rather it will provide the guiding principles for future efforts. Specific strategies will be defined and included in a Countywide Economic Development Strategy.

Policies:

- ED-29. Strive to further the County's economic base through cooperative efforts of local businesses and agencies.
- ED-30. Serve as a catalyst for local governments and private business to develop a coordinated and regional approach to a sustainable economy for Sacramento County.
- ED-31. Support business and private sector efforts to create regional, state, national, and international markets for the Sacramento County's products and services.
- ED-32. Promote networking, information sharing, and coordination among the local public and private economic development agencies and organizations, educational and job training organizations, and business groups.
- ED-33. Partner to create and maintain an adaptive/skilled workforce to meet the needs of existing and future businesses.

Implementation Measures:

- A. Establish and maintain liaison with local and regional business organizations to improve coordination of efforts relating to business issues, and to provide continual feedback from problem solving activities to the County. (ECONOMIC DEVELOPMENT)
- B. Work cooperatively with identified organizations to improve the business climate to retain and expand existing businesses, to recruit new businesses and support emerging industries. (ECONOMIC DEVELOPMENT)
- C. Coordinate with educational partners to provide incentives for employers to educate and train their workforce for high wage jobs and to meet the needs of the employment base in the region. (ECONOMIC DEVELOPMENT)
- D. Develop a mechanism to maintain and update the inventory of vacant and underutilized commercial and industrial land within the cities and unincorporated areas of the County. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)
- E. Work with stakeholders of the key industry clusters to prioritize industry needs and to address issues. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)

BUSINESS RETENTION, ATTRACTION, DEVELOPMENT AND RECRUITMENT

GOAL: Sacramento County will proceed with proactive programs to foster the retention and expansion of existing enterprises within the County and focus on the creation of new businesses which are a critical component of a growing economy.

Objective: Generate new jobs by enabling existing companies and growth industries to retain and expand their businesses in Sacramento County and by attracting new growth industries to the unincorporated area.

Intent: Since existing companies in the community generate a majority of new jobs, the prosperity of existing businesses is of paramount importance to the future economic welfare of Sacramento County. The ability to retain and grow high quality businesses and companies combined with successful efforts to attract new businesses provide the basis for fiscal stability and a growing economy. The following policies set a framework to support retention and attraction efforts. Additionally, the County will develop an overall retention and attraction strategy as part of the countywide Economic Development strategy.

Policies:

- ED-34. Identify and attract industries that are consistent with the County's goal of economic vitality and providing a high quality of life.
- ED-35. Encourage new industries that provide employment opportunities to offset industries with declining employment levels.
- ED-36. Pursue new developments and businesses that add to the County's economic base, particularly those that generate sales tax and property tax revenue.
- ED-37. Assist local firms in the trade and service sectors to expand their existing markets.
- ED-38. Identify and recruit new firms that supply or otherwise support businesses already located in the Sacramento area.
- ED-39. Facilitate communication between small businesses and County government to encourage entrepreneurship and business growth.
- ED-40. Identify and support community resources which assist new and expanding businesses, such as marketing, venture capital, financing, permit processing and management.

Implementation Measures:

- A. Establish a system for annually inventorying existing industries and businesses in order to provide early warning of businesses that are at risk and are considering moving or expanding out of the County. (ECONOMIC DEVELOPMENT)
- B. Conduct meetings and interviews with existing companies in growth industries focusing on service needs and local government's ability to address those needs. (ECONOMIC DEVELOPMENT)
- C. Conduct economic base studies to identify trends in industry and to identify those industries which are well positioned in the local, regional, state, national, or international markets to experience and sustain economic growth. (ECONOMIC DEVELOPMENT)
- D. Develop an information system on significant potential vacancies in office, commercial, and industrial space to facilitate the movement of business from one facility to another. The information system should include data which characterizes the type and source of utilities available at each vacancy. (ECONOMIC DEVELOPMENT)
- E. Assist in the retention and expansion of existing businesses through focused outreach and public and private incentive programs and target new industries which diversify and strengthen the economy. (ECONOMIC DEVELOPMENT)
- F. Conduct outreach to targeted industries for potential locations in Sacramento County. (ECONOMIC DEVELOPMENT)
- G. Work with the stakeholders of the key industry clusters to prioritize industry needs and to obtain support for the development of funding initiatives and potential solutions that support key industries. (ECONOMIC DEVELOPMENT)
- H. Continue to support the Business Environmental Resource Center (BERC) to provide assistance to businesses throughout the region. (ECONOMIC DEVELOPMENT)

INTERNATIONAL TRADE STRATEGY

GOAL: It is the County's goal to pursue a strategy that will increase international trade conducted within the County to continue the diversification of the local economy. In addition, the County will develop strategies to increase the international demand for local goods and services.

Objective: Support the expansion of international trade to foster the local economy and create jobs.

Intent: Development of international markets has been shown nationally to be an efficient form of creating jobs for local companies. However, only a fraction of the firms that have international

sales potential ever pursue international markets. Sacramento County is uniquely positioned given our location, access to transportation infrastructure, and the rising global economy to pursue expand on opportunities.

Policies:

- ED-41. Support the expansion of international trade by creating a promising business environment, facilitating trade opportunities, supporting trade organizations and creating supportive physical and institutional improvements.
- ED-42. Establish the necessary physical and institutional support for international trade and local exporting opportunities.
- ED-43. Support the activities of the Northern California World Trade Center that foster export trade opportunities for Sacramento County.
- ED-44. Promote the establishment of Sacramento County as a gateway to Pacific markets by collectively marketing to companies that have established foreign markets and taking advantage of existing facilities and infrastructure that facilitate the movement of goods and services to foreign markets.
- ED-45. Pursue partnerships that expand efforts to provide firms with the information and resources to market their products and services overseas, including sources of export/import financing.
- ED-46. Support improvement of regional transportation facilities, including freight and air cargo systems, to support increased hauling of raw product into the county and export of finished goods nationally and globally.

Implementation Measures:

- A. Support the efforts of the U.S. Department of Commerce Export Assistance Center, the Northern California World Trade Center and other appropriate agencies to sponsor trade fairs, missions, and shows, recruiting the participation of local firms in these events. (ECONOMIC DEVELOPMENT)
- B. Support SACTO in efforts to recruit and attract international companies and companies that have established international businesses. (ECONOMIC DEVELOPMENT)
- C. Support regional marketing efforts that promote the region as a gateway to foreign markets. (ECONOMIC DEVELOPMENT)

SPORTS, TOURISM AND THE ARTS

Intent: Sports, tourism and the arts can play a significant role in local and regional economies and can also provide additional intangible benefits to a community by improving quality of life for residents. Fostering sports and recreational opportunities, in addition to increasing tourism and support of the arts, can complement efforts to attract quality companies and high wage jobs.

Sports

GOAL: The County will increase the visibility and expand opportunities for athletic and recreational activities and work to attract, foster and develop professional and amateur sports opportunities and events in the Sacramento Region while maintaining and promoting existing athletic programs and attractions.

Objective: Capitalize on the growing industry of professional and amateur sporting events to serve as an economic engine for the unincorporated area and the region.

Policies:

- ED-47. Actively encourage major recreational events (e.g., professional bicycle races, running events, equestrian shows, and athletic events) to showcase Sacramento County and increase tourism.
- ED-48. Support the Sacramento Sports Commission in their efforts to market and attract regional, national and international sporting events.
- ED-49. Foster the development of existing and proposed sports and recreational facilities to expand the participation and attendance of local, regional, national and international sporting and recreational events.
- ED-50. Promote development of sporting and recreation venues for both public and private use.

Implementation Measures:

- A. Work in conjunction with the Sacramento Sports Commission and operators of athletic venues to attract high profile national and regional sporting events. (ECONOMIC DEVELOPMENT)
- B. Include community recreation needs in community plans to ensure that recreation facilities and programs reflect the community needs. (ECONOMIC DEVELOPMENT, PLANNING & ENVIRONMENTAL REVIEW)

- C. Balance the scheduling of programmed and non-programmed use of recreation facilities to provide access to a diversity of users. (REGIONAL PARKS)
- D. Engage in multi-purpose planning to provide a variety of compatible recreational facilities in a given location. (REGIONAL PARKS)
- E. Work with local school districts, colleges, and universities to continue development of on-campus joint-use recreation facilities including multi-purpose courts, and multi-purpose athletic fields. (REGIONAL PARKS)

Tourism

GOAL: Sacramento County will support the development and marketing of the Sacramento Region as a travel destination and tourism location. It is the intention of the County to capture tourist dollars within the County by providing opportunities to establish new tourist-related commercial operations while promoting and maintaining existing tourist commercial operations.

Objective: Capture a greater share of retail and tourist dollars within the County and State by providing opportunities to establish new tourist-related commercial operations while promoting and maintaining existing tourist commercial operations.

Policies:

- ED-51. Increase the Sacramento Regions’ and the unincorporated areas’ share of tourism and travel spending.
- ED-52. Expand lodging choices in the County by attracting and retaining high-quality facilities desired by visitors to the community.
- ED-53. Utilize recreational opportunities to attract a greater number of tourists and visitors to Sacramento County. Encourage by various means, including marketing, the potential for growth in visitor spending.
- ED-54. Protect and maintain existing tourist based assets.
- ED-55. Cluster commercial/recreational opportunities in an effort to provide “linked” activities for tourists.
- ED-56. Develop private recreational facilities that preserve scenic and environmentally sensitive resources and that do not result in the creation of land use conflicts.

- ED-57. Continue to support the Convention and Visitors Bureau marketing partnerships that promote California and Sacramento Region destinations and target key consumer markets including the British, European and Asian markets.
- ED-58. Support and facilitate projects and events that increase the awareness, visibility and image of the Region and unincorporated area on a regional, national and international level.

Implementation Measures:

- A. Continue to support marketing efforts to in-state, out-of-state and international travelers to increase the region’s share of tour operator travel and independent travel. (ECONOMIC DEVELOPMENT)
- B. Expand lodging choices in the County by attracting and retaining high-quality facilities desired by visitors to the community. (ECONOMIC DEVELOPMENT)
- C. Continue to support the Sacramento Convention and Visitors Bureau (CVB) efforts to secure conventions and travel industry sales. (ECONOMIC DEVELOPMENT)
- D. Capitalize on the cultural diversity of the Sacramento Region to support and promote multi-cultural events, regional meetings and conventions. (ECONOMIC DEVELOPMENT)

Arts

GOAL: Sacramento County will support local and regional arts programs and recognize the significant social, educational and economic impact the Arts provide. The Arts represent an industry that generates jobs and supports the local economy. The presence of art programs and facilities is a community asset and an attractive component when encouraging businesses to relocate or expand within the community. The Arts are a catalyst for tourism, and encourage growth and creativity in communication, entertainment and technology.

Objective: Support and promote an artistic, cultural and arts-education environment in Sacramento County.

Policies:

- ED-59. Encourage and promote regional, countywide and neighborhood arts and cultural events, activities and educational endeavors.
- ED-60. Encourage public events that allow people to gather for the purposes of entertainment and education, such as art and music festivals, farmers markets, and other performance events.

- ED-61. Publicly recognize those who create and support the arts in Sacramento County, including institutions, organizations, businesses and individuals.
- ED-62. Encourage corporate, business and foundation support of artistic and cultural activities through mutual programs and public-private partnerships.
- ED-63. Facilitate the development of clustered affordable artist studio and gallery space and foster the development of an arts district.
- ED-64. Support the Sacramento Film Commission and their efforts to promote the region's many unique locations for film, video and television production.
- ED-65. Foster the development and growth of film, video and television production companies through the film commission and streamlined approval processes for facilities and location work.
- ED-66. Promote the local visual and performing arts community through identified local and regional organizations and programs.
- ED-67. Support local and regional arts programs through cross promotions and the use of County programs and facilities when appropriate.

Implementation Measures:

- A. Support efforts to develop and annually update a comprehensive guide of local studios, galleries, performing arts events, festivals and public art. (ECONOMIC DEVELOPMENT)
- B. List arts and cultural events in County calendars and publications. (ECONOMIC DEVELOPMENT)
- C. Consider providing fee waivers or other appropriate financial support to exemplary arts and cultural activities held for the community's benefit. (ECONOMIC DEVELOPMENT)
- D. Support the art community and the Sacramento Metropolitan Arts Commission to explore the development of public-private partnerships to provide support for the development of artistic and cultural activities. (ECONOMIC DEVELOPMENT)
- E. Increase awareness of the public benefits of the arts by recognizing and promoting the arts, artists, performing arts, and cultural organizations as valuable resources of the community for economic vitality. (ECONOMIC DEVELOPMENT)

INSTITUTIONS OF HIGHER EDUCATION

GOAL: Provide a diversity of higher educational opportunities within Sacramento County.

Objective: Attract new institutions of higher education to the region and further integrate new and existing institutions into the local and regional economy.

Intent: Our Universities and other institutions of higher education make substantial contributions to the local and regional economies. Institutions of higher education serve as a critical links between the public and private sector and play vital roles in the regional economy. Direct economic impact associated with the number of quality jobs created and the infusion of discretionary spending from faculty and students is beneficial. In addition, the entertainment, cultural and visitor spending normally associated with a university is also significant to the regional economy.

A quality educational system helps build a balanced, diversified and competitive economy in the region by preparing an educated and productive work force attractive to employers, transferring technology to the private sector, meeting the challenges of a global economy, incubating new businesses, and enhancing the quality of life in the community.

ED-68. Attract additional institutions of higher education to Sacramento County.

ED-69. Support the continued integration of the regional institutions of higher education into the local and regional economies.

Implementation Measure:

- A. Partner with and support institutions of higher education efforts to develop human capital and a quality workforce, transfer knowledge and technology, cultivate entrepreneurs, attract venture capital, license technology and foster dialogue for a regional economy.
(ECONOMIC DEVELOPMENT)