

# County of Yolo



## Comprehensive Economic Development Strategy (CEDS) 2009-2014 (As Amended -- August 2009)

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March 25, 2009

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## EXECUTIVE SUMMARY

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The Comprehensive Economic Development Strategy (CEDS) process is a local planning and implementation process designed to help create jobs, foster more stable and diversified local economies, improve living conditions, and provide a mechanism for guiding and coordinating the efforts of persons and organizations concerned with economic development. The County and its four cities see this CEDS process as an important opportunity to improve mutual cooperation, to determine their joint and individual economic development plans and projects, and to collaborate on common issues such as land use, housing, infrastructure, transportation, etc. The county continues active engagement with its cities, chambers of commerce and various committees and industry councils, and seeks to maintain close alliances to move forward as an effective economic development force.

The document includes all the required components of a CEDS, summarized below. It includes background information, an analysis of issues and strengths and weaknesses, a vision statement and process, prioritized goals, a prioritized action plan, an implementation schedule, and a feedback loop. As such, the document is a good planning tool for economic development county-wide, and it is also a certifiable CEDS document so eligible jurisdictions can access future EDA grants and other funding.

### Data

A physical, demographic, employment and economic picture of Yolo County includes:

- A 1,021 square-mile county set in the rich agricultural region of California's Great Central Valley and the Sacramento River Delta, with over 92% of the land dedicated to agricultural production;
- A 2008 population of almost 200,000 persons, over 88% concentrated in the cities of Davis (65,814), West Sacramento (47,068), Winters (7,052), and Woodland (55,866). By 2015, the population should grow modestly to 227,000. Over 300 youth drop out of high school each year, with dropout rates highest in West Sacramento and Woodland. Davis High School sends a remarkable 75.9% of its graduates to college each year;
- Yolo County employment was 100,500 in 2006, with 36 percent working in government occupations, followed by transportation and warehousing at 7.6 percent, and retail at 6.9 percent. Agriculture employs 4.2 percent of the population, double the state average. Employment is expected to reach 140,000 by 2015, with the greatest job growth in education and healthcare, professional and business services, and leisure and hospitality. West Sacramento is the county's most jobs-rich community;
- Per capita income in Yolo County is below the state average, but has grown over the last six years. Davis is our most affluent community. Madison and Knights Landing are our poorest. There are about 70,000 households throughout the county, with an expected 13,000 new units by 2015, a very modest 1.9% growth rate. Assessed property values reached \$20 Billion in 2008;

- UC Davis is the largest employer in Yolo County (11,455), followed by the Cache Creek Casino (2,420), the State of California (2,162), and the U.S. Postal Service (1,900).

### Common Vision

The CEDS is designed to advance a common vision of economic sustainability in Yolo County, and specifically seeks to:

- More closely match the county's primary, secondary, community college curricula with workforce needs, workforce training, and with UC Davis and the expertise it is creating at the graduate and undergrad levels.
- Create a sustainable economy by encouraging these target industries:
  - Technology, including biotechnology & clean energy and transportation technologies;
  - Food processing and agriculture;
  - Tourism, including agri-tourism, eco-tourism and downtown attractions;
  - Retail development, including local-serving and regional serving;
  - General distribution and manufacturing.
- Create land use, regulatory and incentive policies with enough capacity and flexibility to encourage future sustainable development;
- Develop a physical environment that has the necessary infrastructure, dynamic marketplaces, and ample quality of life opportunities, thus attracting economic innovators and leaders;

### Common Goals

The 44-member CEDS Committee has developed seven goals that implement the common vision:

- Full alignment of workforce skills and industry needs;
- Business climate and business support;
- Support for technology and innovation;
- Vibrant downtowns, marketplaces and riverfronts;
- Land and infrastructure for future development;
- Agricultural sustainability and viability;
- Tourism promotion and capacity building.

### Economic Development Projects, Programs and Activities

Each jurisdiction – Davis, West Sacramento, Winters, Woodland, and unincorporated Yolo County – has a prioritized set of physical construction projects and interagency cooperation projects that advance the seven goals:

- Workforce development projects common to all jurisdictions;
- Flood management projects common to most jurisdictions;
- In Davis -- "Davis as a Destination", downtown revitalization, technology and retail attraction, and water and wastewater and roadway improvements;
- In West Sacramento – a streetcar connection to Sacramento, riverfront and Bridge District gateway reconstruction and redevelopment, West Capitol Avenue streetscape, major project and interchange development, target industry

attraction and retention, small business and emerging technology development, and Port Channel deepening and cargo dock;

- In Winters -- downtown revitalization, water and sewer and road infrastructure, a public safety facility, and Putah Creek trails and bridge improvements;
- In Woodland – a downtown parking garage, a new consolidated county courts site, a downtown multiplex theater and historic plaza, a high tech incubator project, and green technology and biotechnology recruitment;
- In unincorporated Yolo County – food processing attraction, sewer and water system expansions in Esparto, Madison, Knights Landing, and Clarksburg, downtown revitalization in Esparto, small business financing and technical assistance, and county airport improvements;

#### Candidate Projects for EDA Grants

Several of these projects that promote economic development are candidates for grant support from the Economic Development Administration (EDA) over the next year or two, with the others following close behind. Each project will be evaluated for its success through a set of quantifiable performance measures:

- The Woodland parking garage;
- Sewer and water system expansions in Esparto and Madison;
- The Technology business incubator in West Sacramento;
- Downtown revitalization projects in West Sacramento and Winters;
- Port of Sacramento Cargo Facility;
- Yolo County Airport improvements

# CEDS STRATEGY COMMITTEE

## **Members List**

Name		Business	Representing
<b>Strategy Committee Members also on the Workforce Investment Board</b>			
1.	Ronald J. Vargas (Chair)	Cache Creek Casino Resort	Private Business
2.	Christopher Clark (Vice Chair)	Raley's	Private Business
3.	Ann Gennuso-Newton	Sutter-Davis Hospital	Private Business
4.	Bonnie L. Sheil	Target Distribution Center	Private Business
5.	Brandy Burns	Seminis	Private Business
6.	Calvin Catanio	Catanio Digital Media	Private Business
7.	Joe Bean	Teichert Construction/Materials	Private Business
8.	Kenneth D. Garrett Jr.	All Phase Security Inc.	Private Business
9.	Kim Bradley	The Community College Foundation	Private Business
10.	Lisa Koregelos	AccuStaff	Private Business
11.	Marco C. Lizarraga	ERA Mata Realty	Private Business
12.	Michael Darling	Western Truck School	Private Business
13.	Nancy Cheng	Carro Pacific, Inc.	Private Business
14.	Ronald Pina	Career and Technical Education Resources	Private Business
15.	Sharon Mendy	PRIDE Industries	Private Business
16.	Terri LaBriola	Woodland Healthcare, Inc.	Private Business
17.	Alice B. Tapley	Yolo Employment Services, Inc. (YES)	Community Based Org
18.	Jose Martinez	Food Bank of Yolo County	Community Based Org
19.	Wes Ervin	County of Yolo	Economic Development
20.	Wendy Ross	City of Woodland	Economic Development
21.	Randy Young	Sacramento Central Labor Council	Labor Organization
22.	Tom Lawson	Sacramento Central Labor Council	Labor Organization
23.	Chuck Frame	Road Sprinkler Fitters U.A. Local 669	Labor Organization
24.	Dr. Alfred B. Konuwa	Woodland Community College	Education Entity
25.	Walter Di Mantova	Los Rios CC Dist.	Education Entity
26.	Almon L. Holmes	California Dept. of Rehabilitation	WIB, One Stop
27.	Blanca Barba	Calif Human Development Corp.	WIB, One Stop
28.	Brooks Lockhart	Consortium	Native American Programs
29.	Scharlene Reid	Experience Works, Inc.	Older Americans Act
30.	Dr. Jorge Ayala	Yolo County Office of Education	Adult Education & Literacy
31.	Lisa A. Baker	Yolo County Housing Authority	HUD Programs
32.	Pattie Espinosa	Manager III, EDD	WIB, One Stop
33.	Nancy O'Hara	California Department of Employment and Social Services	WIB, One Stop
<b>Strategy Committee Members not on the Workforce Investment Board</b>			
34.	Mark Deven	City of Woodland	Public Official
35.	Cynthia Shallit	City of Woodland	Economic Development
36.	Cecelia Curry	City of Winters	Public Official
37.	Jessica Kilkenny	First Northern Bank, Winters	Private Business

	Name	Business	Representing
38.	Mark Johannessen	City of West Sacramento	Public Official
39.	Diane Richards	City of West Sacramento	Economic Development
40.	Denice Seals	West Sacramento Chamber	Private Business
41.	Don Saylor	City of Davis	Public Official
42.	Sarah Worley	City of Davis	Economic Development
42.	Ken Freeman	Yuba College SBDC	Small business assistance
43.	Robert Ramming	Farmer	Private Business
44.	Tim Miramontes	Farmer	Private Business

### ***Public Process***

The Yolo County Board of Supervisors authorized the creation of this CEDS document on September 30, 2008. The CEDS Strategy Committee was formed in November, and chapters of the document were written by staffs of the involved jurisdictions. The Chapters were reviewed at a series of publically noticed meetings, held on December 9, 2008, January 13, 2009, and February 10, 2009. Each city and the county were represented on the committee, as was the Yolo County Workforce Investment Board and the required complement of private sector and education representatives. The Board of Supervisors voted on March 10, 2009 to accept the document for submittal to the Economic Development Administration for review and approval.

# **1 INTRODUCTION**

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The Comprehensive Economic Development Strategy (CEDS) is a local planning and implementation process designed to help create jobs, foster more stable and diversified local economies, improve living conditions, and provide a mechanism for guiding and coordinating the efforts of persons and organizations concerned with economic development. The County and its four cities (Davis, West Sacramento, Winters, and Woodland) see this CEDS process as an important opportunity to improve mutual cooperation, to determine their joint and individual economic development plans and projects, and to collaborate on common issues such as land use, housing, infrastructure, transportation, etc.

In addition to the ongoing economic development programs of each jurisdiction, Yolo County and its cities have made concerted economic development efforts at various times, including 1994 when it completed an OEDP, and again in 2000 when it drafted its first CEDS. The county continues active engagement with its cities, chambers of commerce and various committees and industry councils, and seeks to maintain close alliances to move forward as an effective economic development force.

This document includes all the required components of a CEDS, including background information, an analysis of issues and strengths and weaknesses, a vision statement and process, prioritized goals, a prioritized action plan, an implementation schedule, and feedback. As such, it not only is it a good planning tool for economic development county-wide, but it is also a certifiable CEDS document so eligible jurisdictions can access future EDA grants and other funding.

Chapter 2 begins with relevant background information about the county, its geography, its demographics, its economy and employment patterns. This information supports the discussion in Chapter 3 of the unique economic strengths and challenges facing Yolo County and each of its four cities, including infrastructure, workforce, education, housing, business, transportation and downtown revitalization. UC Davis is a unique asset, bringing benefit to all. Flooding and levee upgrades are a concern that affects most of our communities, solutions to which will require millions of dollars from many sources.

Chapter 4 presents a common economic development vision for economic sustainability, and seven supporting goals to implement that vision, starting with the most important goal of strengthening our workforce preparation. Other goals include improving the business climate, supporting technology and innovation, improving our downtowns and creating local marketplaces, developing infrastructure needed for industrial and commercial development, agricultural sustainability, and expanded tourism.

Chapter 5 provides detail about specific projects, programs and activities important to implement in order to achieve quality, sustainable economic development. Each city and the county have provided their prioritized list, which includes a number of important infrastructure projects. In addition, Chapter 5 includes important workforce development projects that all jurisdictions support, and that the Workforce Investment Board can implement if provided adequate resources and cooperation.

Chapter 6 lists those projects considered good candidates for future Economic Development Administration funding. Chapter 7 includes an implementation plan. Chapter 8 describes quantifiable performance measures.

## 2 BACKGROUND REPORT

### *History of Yolo County*



Yolo County was one of the original 27 counties created when California became a state in 1850. “Yolo” may be derived from the native Poewin Indian word “yo-lo-y” meaning “abounding in the rushes.” Other historians believe it to be the name of the Indian chief, Yodo, or the Indian village of Yodoi.

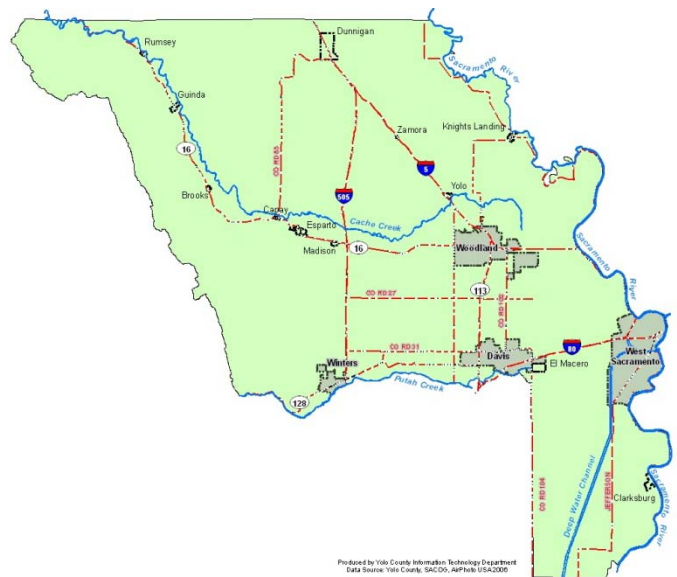
The first recorded contact with Westerners occurred in the late 1830s. These included Spanish missionaries as well as trappers and hunters who could be found along the banks of “Cache Creek” –

named by French-Canadian trappers. The first white settler was William Gordon who received a land grant from the Mexican government in 1842 and began planting wheat and other crops.

The towns of Yolo County were out-growths of native villages along waterways. Its first town, Fremont, was founded during the Gold Rush in 1849 along the confluence of the Sacramento and Feather Rivers and became the first county seat. Knights Landing, Washington, Cacheville (later called Yolo), Clarksburg, Winters, Esparto, Capay, Guinda, and Davisville (Davis) were all built near waterways, the major transportation mode of the time. Davisville had the added advantage of being on the path of the newly constructed railroad. Woodland, which became the county seat in 1862, began in a wooded area of valley oaks and was also served by a nearby railroad.

### *Yolo County Geography and Land Uses*

Yolo County's 1,021 square miles (653,549 acres) is located in the rich agricultural regions of California's Central Valley and the Sacramento River Delta. It is directly west of Sacramento, the State Capital of California, and northeast of the Bay Area counties of Solano and Napa. The eastern two-thirds of the county consists of nearly level alluvial fans, flat plains and basins, while the western third is largely composed of rolling terraces and steep uplands used for dry-farmed grain and range. The elevation ranges from slightly below sea level near the Sacramento River around Clarksburg to 3,000 feet along the ridge of the western mountains. Putah Creek descends from Lake Berryessa offering fishing and



camping opportunities and wanders through the arboretum of the University of California at Davis. Cache Creek, flowing from Clear Lake, offers class II-III rapids for white water rafting and kayaking.

Yolo County sits in the Pacific flyway, a major migration route for waterfowl and other North American birds. Several wildlife preserves are situated within the county. The Yolo Bypass Wildlife Area has been recognized as one of the most successful public-private partnerships for wildlife preservation. It provides habitat for thousands of resident and migratory waterfowl on more than 2,500 acres of seasonal and semi-permanent wetlands.

Agricultural production was always an important Yolo County industry. The county is located in the rich agricultural regions of California's Great Central Valley and the Sacramento River Delta. Yolo County is directly west of Sacramento, the State Capital of California and northeast of the Bay Area counties of Solano and Napa. Table 1 outlines the total size of Yolo County and its four cities of Davis, West Sacramento, Winters, and Woodland. Figure 1 shows Yolo County, its land uses, and its surrounding counties.

**Table 1**  
**Yolo County Acreages**

<b>City</b>	<b>Acreage</b>
Davis	6,335
West Sacramento	14,723
Winters	1,629
Woodland	9,618
Subtotal Incorporated Area	32,325
Unincorporated Area	621,224
<b>Yolo County Total</b>	<b>653,549</b>

Source: Yolo County Draft General Plan

## **Climate<sup>1</sup>**

Mean annual average temperature is 61.5 degrees Fahrenheit. Mean average temperatures range from 45.6 degrees (December) to 76.4 degrees (July). Mean daily highs range from 53.7 (January) to 94.0 (July), with mean lows of 37.0 (December) and 58.7 degrees (July) respectively. Precipitation averages 20.78 inches, with 4.51 inches falling in January. Overnight freezes usually begin in November and end in late March. The Valley floor has not seen significant snowfall since 1973.

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<sup>1</sup> Source = US Department of Commerce, National Oceanic and Atmospheric Administration. Climatography of the United States No. 20, 1971-2000, for Woodland, California, Elevation 69 feet.

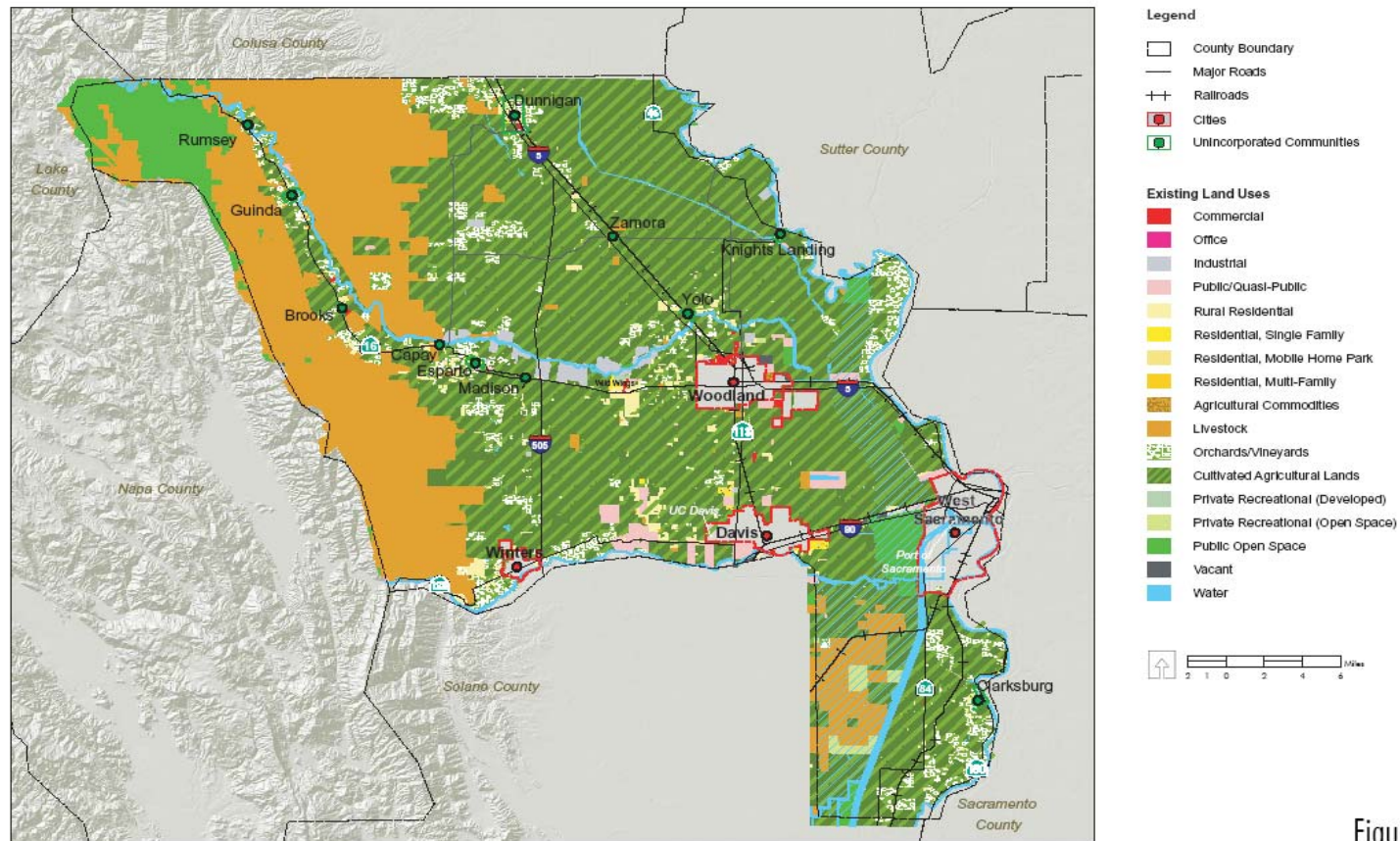


Figure Land-Use-1  
**Yolo County Existing Land Uses**

YOLO COUNTY GENERAL PLAN

**Figure 1**  
**Yolo County and its Land Uses (from the Yolo County Draft General Plan)**

## ***Communities***

Davis, with a population of 65,814 and 25,876 housing units, has a unique university and residential community internationally known for its commitment to environmental awareness and implementing progressive and socially innovative programs. As a university town, Davis has high income and low unemployment levels, and is therefore not eligible for EDA grants. Nevertheless, Davis has participated in the creation of this strategy document in order to ensure a complete and comprehensive strategy.

Woodland, with a population of 55,866 and 19,451 housing units, is the County Seat. It has a strong historic heritage which is reflected in an impressive stock of historic buildings in its downtown area and surrounding neighborhoods. Woodland is at its heart the primary support community for agricultural services, and is also a significant distribution and manufacturing center.

West Sacramento, with a population of 47,068 and 18,254 housing units, sits across the Sacramento River from the State capital, Sacramento. It is home to the Port of Sacramento, which ships out 1.3 million tons of Yolo County's many agricultural products to worldwide markets, including rice, wheat and safflower seed. West Sacramento is also home to Triple-A baseball team, the Rivercats, and is a key regional distribution and manufacturing center, with hundreds of warehouses and trucking firms.

The City of Winters, with a population of 7,052 and 2,269 housing units, is a small farming town nestled at the base of the Vaca Mountains and offers unique shops, renowned restaurants, galleries and regionally acclaimed live entertainment. It is also the gateway to Lake Berryessa, which offers boating, kayaking, hiking, fishing and camping. Winters is actively improving its downtown core.

Approximately half of unincorporated Yolo County's population and housing units are located within existing communities and residential neighborhoods. The largest is Esparto, with a population of 2,534 and 905 housing units, which also serves as the gateway to the Capay Valley. Esparto, Madison, and Knights Landing are the three unincorporated communities eligible for EDA grants.

## ***Population and Housing Characteristics<sup>2</sup>***

This section provides detailed information on population and household, characteristics and trends in Yolo County. Selected tables and charts compare Yolo County to the Sacramento-Yolo Consolidated Metropolitan Statistical Area (CMSA).<sup>3</sup> Several charts compare Yolo County to comparable California counties of similar size and demographic and industrial makeup<sup>4</sup>.

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<sup>2</sup> This analysis utilizes figures from the 2000 Census, the U.S. Department of Housing and Urban Development (HUD), as well as estimates from the California Department of Finance (DOF). Claritas Inc., a private data vendor, provides additional 2008 demographic estimates to compliment DOF figures for unincorporated Yolo County. Projections from SACOG further illuminate demographic conditions and trends anticipated during the next five years or longer.

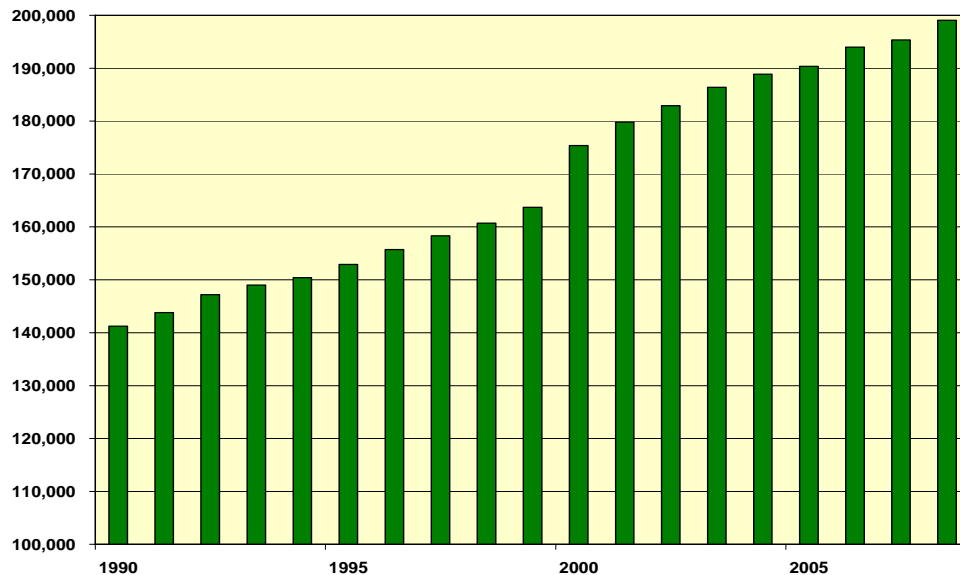
<sup>3</sup> The Sacramento-Yolo CMSA, a U.S. Census-defined geography, consists of El Dorado, Placer, Sacramento, and Yolo Counties.

<sup>4</sup> Several charts provide statistical comparison between Yolo County and other similar counties (Butte, Colusa, Glenn, Lake, Placer San Joaquin, San Luis Obispo, Solano, Sonoma and Sutter). These eight counties were selected for comparison to Yolo County based on their similar characteristics.

## Population Characteristics

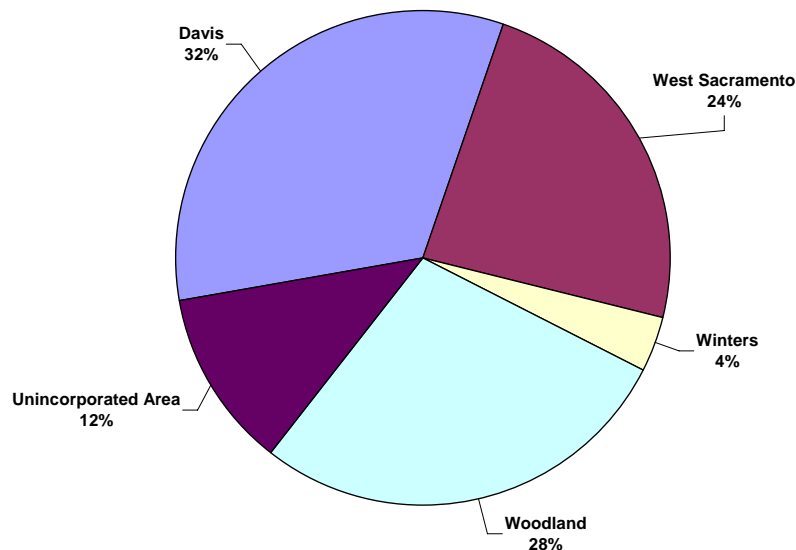
On January 1, 2008, the county's 653,549 acres were home to 199,066 people and contained 73, 138 housing units. Over 88% of Yolo County's population of 199,066 (as of 1/1/08) residents reside in the four incorporated cities.

**Figure 2 – Population of Yolo County 1990-2008**

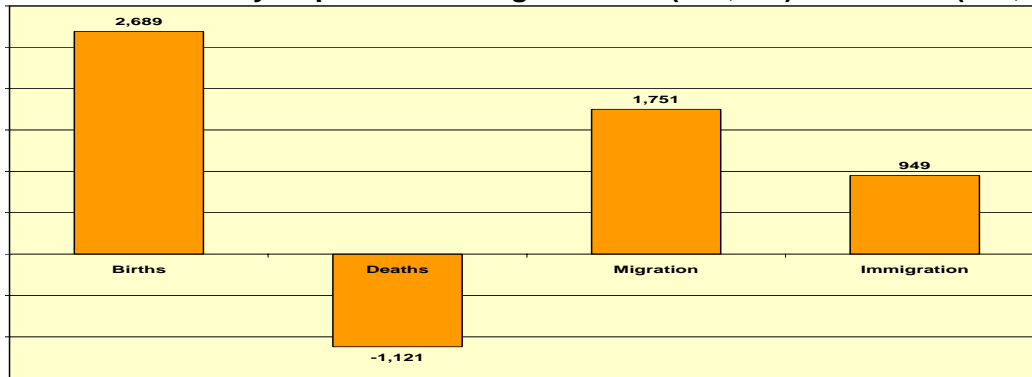


Source: State of California, Department of Finance, E-1 Population estimates for cities, counties and the state with annual percentage change – January 1, 2007 and 2008. Sacramento, California, May 2008.

**Figure 3 – Yolo County Population Distribution (as of 1/1/08)**



**Figure 4 – Yolo County Population Change 2006-07 (193,262) to 2007-08 (197,530)**



Source: State of California, Department of Finance, Population estimates and components of change by county, July 1, 2000-2007. Sacramento, California, December 2007.

Table 2 details SACOG population projections for Yolo County and its jurisdictions. According to SACOG projections, the population of unincorporated Yolo County is anticipated to grow by an average of 1.2 percent annually while the overall County population is projected to grow at an average annual rate of 1.8 percent. Growth in the unincorporated County is not expected to occur evenly across communities, with higher growth rates projected for Dunnigan and Knight's Landing as compared to Clarksburg, Madison, and Esparto.

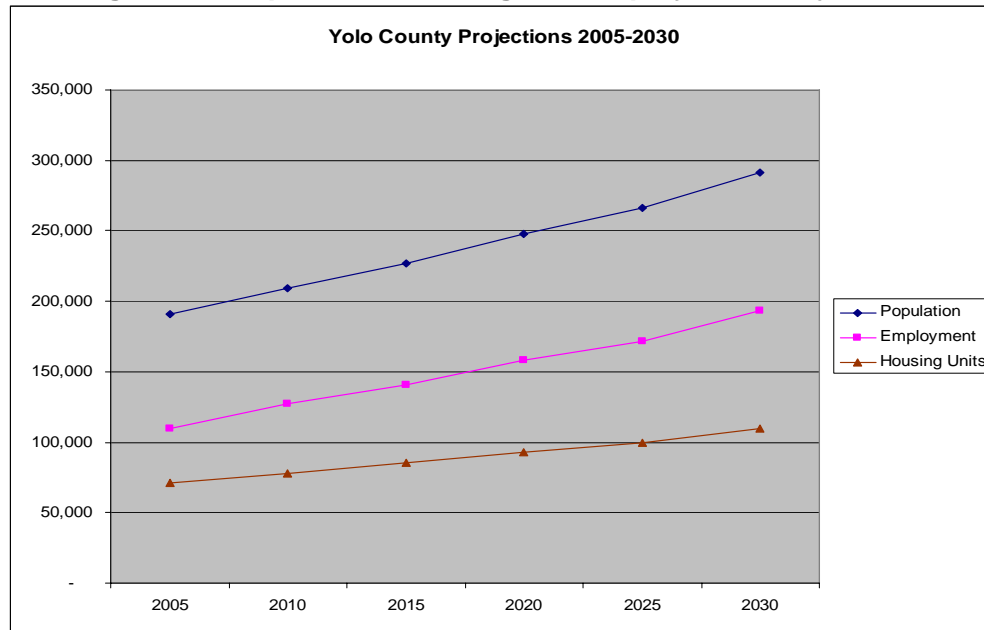
**Table 2 Population Projections, 2005 to 2015**

	Projected Population				Projected Average Annual Change 2005-2013
	2005	2010	2013	2015	
<b>Yolo County Total</b>	<b>191,218</b>	<b>209,035</b>	<b>219,890</b>	<b>227,126</b>	<b>1.8%</b>
Davis	63,850	65,615	66,588	67,237	0.5%
Winters	7,159	8,709	9,850	10,610	4.1%
Woodland	52,584	57,010	59,053	60,415	1.5%
West Sacramento	40,032	48,408	54,001	57,730	3.8%
Unincorporated Yolo County	27,593	29,293	30,398	31,134	1.2%
<i>Clarksburg</i>	440	444	446	447	0.2%
<i>Dunnigan</i>	1,023	1,719	2,162	2,457	9.8%
<i>Esparto</i>	2,040	2,297	2,484	2,608	2.5%
<i>Knight's Landing</i>	1,094	1,383	1,547	1,656	4.4%
<i>Madison</i>	536	598	643	673	2.3%
<i>Rest of Unincorporated</i>	22,460	22,852	23,117	23,293	0.4%

Sources: SACOG, 2006; BAE, 2007.

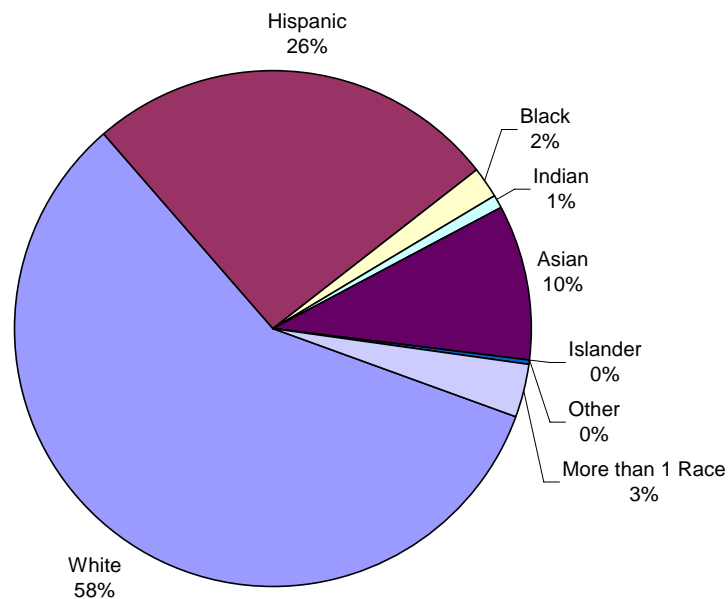
Approximately 65 percent of Yolo County residents live in single family houses and 35% live in multiple-family units.<sup>5</sup> As of 2007, the majority of Yolo County residents (58%) were White, with Hispanics comprising approximately 28% of the population, and Asians representing approximately 10% of the population.

**Figure 5 -- Population, Housing and Employment Projections**



Source: BAE 2006

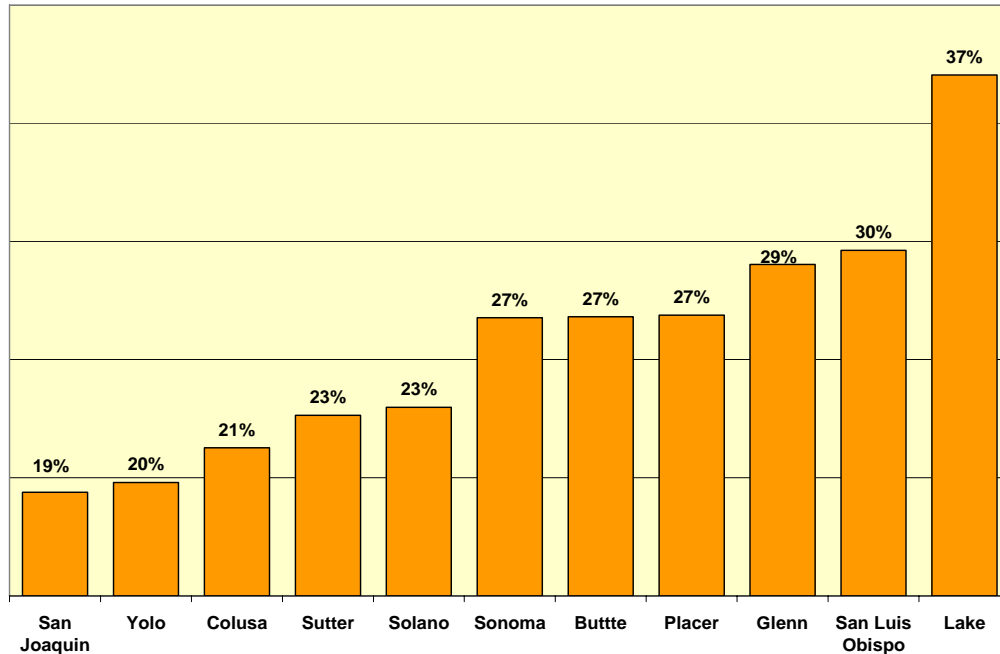
**Figure 6 – Yolo 2007 Population by Race/Ethnicity**



<sup>5</sup> Draft Yolo County 2030 Countywide General Plan, September 10, 2008, Page IN-7 (from California Department of Finance data)

Like many of California's rural valley counties, Yolo's population is relatively young, indicating a strong working orientation, and an agricultural orientation. Yolo does not appear to be a place where large concentrations of retirees are choosing to live.

**Figure 7**  
**Comparable Counties: Percent Population 55 years and Older by 2010**



Source: State of California, Department of Finance, Population Projections for California and Its Counties 2000-2050, by Age, Gender and Race/Ethnicity, Sacramento, California, July 2007.

**Table 3**  
**Yolo County Public High School Graduation and Dropout Rates**

Graduation Rates, Class of 2006					
School District	Class of 2006 Dropouts		Class of 2006 Graduates		Graduation Rate (b)
Davis Joint Unified	40		614		93.9%
Esparto Unified	5		64		92.8%
Washington Unified	112		303		73.0%
Winters Joint Unified	16		157		90.8%
Woodland Joint Unified	148		640		81.2%
County Total	321		1,778		84.7%
California Total	70,724		349,191		83.2%
Notes:					
(a) Class of 2006 students that dropped out between 9th and 12th grades					
(b) Percentage of the total class of 2006 students that graduated from high school					
Sources: California Basic Educational Data System October 2003, 3004, 2005, and 2006: BAE, 2007.					

## Individual High School Statistics

The high school dropout rate is problematic in West Sacramento and Woodland, with relatively fewer graduates moving on to colleges from these high schools.

**Table 4**  
**High School Graduates That Went to College**  
**2003-2007**

High School	HS Grads	College Enrollment %	UC	CSU	Private	Community College (2-yr.)
Davis Sr. High	2,688	75.9%	788	381	62	808
Woodland Sr. High	2,262	52.9%	148	255	17	776
River City Sr. High (West Sacramento)	1,379	51.3%	73	136	7	492

Source: California Postsecondary Education Commission, California Department of Education via the Sacramento Bee Database. Data for Winters High School not published.

## Industry Trends and Employment Outlook

Table 5 presents employment estimates for Yolo County (including incorporated jurisdictions and the unincorporated county) provided by the California Employment Development Department (EDD). Total employment in Yolo County grew at an average rate of 1.4 percent annually between 2000 and 2006. However, some industry sectors experienced declines in employment over that time period while employment in other sectors increased. The government sector grew at an estimated average rate of 3.8 percent annually, representing the highest growth rate across industry sectors. The second fastest-growing sector, leisure and hospitality, grew annually by 3.3 percent on average, likely due in large part to activities at the Cache Creek Casino. The construction and financial activities sectors also showed notable annual average growth rates of 3.1 and 3.0 percent, respectively. Government services, with around 36,600 employees, represents approximately 36 percent of all employment in the County (which includes the University of California, Davis under State government services).

While many industry sectors experienced employment growth between 2000 and 2005, employment in several sectors declined. Retail trade exhibited the greatest rate of decline over the seven years, with an average 3.6 percent annual decline. This represents a decrease of 1,700 jobs over the study period. Nondurable goods manufacturing and farm employment and professional and business services fell by 500, 700 and 1,300 jobs, respectively, between 2000 and 2005, equaling a 2.5 percent average annual decline in all three sectors.<sup>6</sup>

<sup>6</sup> Nondurable goods possess a shorter usable life than durable goods and include items such as food, cleaning products, paper and paper products, and cosmetics. Durable goods include items such as home furnishings, electronics, cars, and appliances.

**Table 5**  
**Yolo County Annual Average Industry Employment, 2000 to 2006**

Industry Sector	Yolo County							Average Annual % Change 2000-2006
	2000	2001	2002	2003	2004	2005	2006	
Farm	4,900	4,100	4,500	4,200	3,800	3,800	4,200	-2.5%
Natural Resources and Mining	300	300	300	200	200	200	300	0.0%
Construction	4,500	4,700	4,700	4,900	5,000	5,300	5,400	3.1%
Durable Goods Mfg.	3,300	2,900	2,900	2,900	3,100	3,500	3,600	1.5%
Nondurable Goods Mfg.	3,500	2,500	2,600	3,000	3,000	3,100	3,000	-2.5%
Wholesale Trade	4,900	4,400	4,600	4,800	4,800	4,900	5,100	0.7%
Retail Trade	8,600	8,600	7,800	7,100	6,800	6,900	6,900	-3.6%
Transportation, Warehousing and Utilities	7,400	7,600	7,700	7,300	7,700	7,700	7,600	0.4%
Information	1,100	1,100	1,100	1,100	1,200	1,100	1,200	1.5%
Financial Activities	3,100	3,200	3,300	3,300	3,400	3,700	3,700	3.0%
Professional and Business Services	9,200	8,800	8,100	8,200	8,100	8,000	7,900	-2.5%
Educational and Health Services	5,000	5,600	5,800	5,800	6,000	6,200	6,200	3.7%
Leisure and Hospitality	5,600	6,000	5,900	6,200	6,400	6,600	6,800	3.3%
Other Services	1,700	1,800	1,900	1,900	1,900	1,800	1,900	1.9%
Government	29,300	30,300	32,100	34,300	35,600	36,400	36,600	3.8%
<b>Total, All Industries<sup>a</sup></b>	<b>92,200</b>	<b>91,700</b>	<b>93,200</b>	<b>95,000</b>	<b>96,900</b>	<b>99,200</b>	<b>100,500</b>	<b>1.4%</b>

<sup>a</sup> The "Total, All Industries" field may not equal the sum of individual industry sectors due to rounding.  
Source: California Employment Development Department, 2008; BAE, 2008.

Table 6 details farm employment trends in Yolo County, including the incorporated cities, from 1992 through 2006. According to California Employment Development Department estimates, over those 15 years, farm employment in Yolo County declined by 500 jobs, or over 10 percent. This downward trend may be partially attributable to the increasing mechanization of farming, which reduces labor needs. Farm employment still constitutes about 4% of total county employment, twice the state average.

**Table 6**  
**Yolo County Farm Employment, 1992 to 2006**

<b>Year</b>	<b>Farm Employment</b>	<b>Annual Percent Change</b>
1992	4,700	NA
1993	4,400	-6.4%
1994	4,400	0.0%
1995	5,000	13.6%
1996	5,300	6.0%
1997	5,100	-3.8%
1998	4,800	-5.9%
1999	4,900	2.1%
2000	4,900	0.0%
2001	4,100	-16.3%
2002	4,500	9.8%
2003	4,200	-6.7%
2004	3,800	-9.5%
2005	3,800	0.0%
2006	4,200	10.5%
<b>Total Change 1992-2006</b>	<b>-(500)</b>	<b>-10.6%</b>

Sources: California EDD, 2008; BAE, 2008

## **Projected Employment Growth**

As reported in Table 7, SACOG projects an average annual employment growth rate of 1.5 percent between 2005 and 2013 in the unincorporated County. In comparison, SACOG expects employment in Yolo County overall, including the incorporated cities, to grow at an average rate of 2.6 percent per year.

Based on an analysis of EDD projections reported in the Yolo County General Plan Update *Market and Fiscal Considerations for the General Plan* background study, Yolo County will experience a strong local economy through 2012. EDD expects County non-farm employment, including the incorporated cities, to grow at a faster rate as compared to the rest of the State. With the exception of the wholesale trade as well as the natural resources, mining, and construction sectors, EDD projections anticipate higher employment growth rates across the board in Yolo County as compared to the State. This analysis was completed prior to the current economic downturn.

**Table 7**  
**Employment Projections, 2005 to 2015**

	2005	2010	2013 <sup>a</sup>	2015	Projected Average Annual Change 2005-2013
<b>Total Projected Employment</b>					
<b>Yolo County Total</b>	<b>109,855</b>	<b>127,233</b>	<b>135,270</b>	<b>140,628</b>	<b>2.6%</b>
Davis	16,378	19,045	19,211	19,322	2.0%
Winters	1,774	2,138	2,360	2,508	3.6%
Woodland	24,634	28,235	30,450	31,926	2.7%
West Sacramento	41,282	50,004	54,209	57,012	3.5%
Unincorporated Yolo County	25,787	27,811	29,040	29,860	1.5%
<i>Clarksburg</i>	207	252	267	277	3.2%
<i>Dunnigan</i>	85	93	143	177	6.8%
<i>Esparto</i>	261	299	324	341	2.7%
<i>Knight's Landing</i>	106	125	114	107	0.9%
<i>Madison</i>	68	72	76	79	1.4%
<i>Rest of Unincorp. County<sup>b</sup></i>	25,060	26,970	28,115	28,879	1.4%
<b>Retail Employment</b>					
<b>Yolo County Total</b>	<b>14,370</b>	<b>17,548</b>	<b>18,572</b>	<b>19,255</b>	<b>3.3%</b>
Davis	4,585	5,153	5,214	5,254	1.6%
Winters	532	659	747	805	4.3%
Woodland	5,361	5,854	6,098	6,260	1.6%
West Sacramento	3,527	5,513	6,144	6,564	7.2%
Unincorporated Yolo County	365	369	371	372	0.2%
<i>Clarksburg</i>	12	12	12	12	0.0%
<i>Dunnigan</i>	17	17	17	17	0.0%
<i>Esparto</i>	62	66	68	69	1.1%
<i>Knight's Landing</i>	32	32	32	32	0.0%
<i>Madison</i>	27	27	27	27	0.0%
<i>Rest of Unincorp. County<sup>b</sup></i>	215	215	215	215	0.0%
<b>Office Employment</b>					
<b>Yolo County Total</b>	<b>23,937</b>	<b>29,660</b>	<b>32,692</b>	<b>34,714</b>	<b>4.0%</b>
Davis	4,538	5,388	5,482	5,544	2.4%
Winters	236	295	335	361	4.5%
Woodland	4,161	5,338	6,220	6,808	5.2%
West Sacramento	14,787	18,422	20,435	21,777	4.1%
Unincorporated Yolo County	215	217	221	224	0.4%
<i>Clarksburg</i>	5	7	8	9	6.4%
<i>Dunnigan</i>	10	10	10	10	0.0%
<i>Esparto</i>	26	26	29	31	1.4%
<i>Knight's Landing</i>	1	1	1	1	0.0%
<i>Madison</i>	15	15	15	15	0.0%
<i>Rest of Unincorp. County<sup>b</sup></i>	158	158	158	158	0.0%

**Table 7**  
**Employment Projections, 2005 to 2015**

	2005	2010	2013 <sup>a</sup>	2015	Projected Average Annual Change 2005-2013
<b>Medical Employment</b>					
<b>Yolo County Total</b>	<b>4,403</b>	<b>5,072</b>	<b>5,390</b>	<b>5,602</b>	<b>2.6%</b>
Davis	1,395	1,582	1,582	1,582	1.6%
Winters	74	88	100	108	3.8%
Woodland	2,096	2,206	2,313	2,384	1.2%
West Sacramento	820	1,176	1,373	1,504	6.7%
Unincorporated Yolo County	18	20	22	24	2.8%
<i>Clarksburg</i>	0	0	0	0	NA
<i>Dunnigan</i>	0	0	0	0	NA
<i>Esparto</i>	10	12	14	15	4.1%
<i>Knight's Landing</i>	5	5	6	6	1.4%
<i>Madison</i>	0	0	0	0	NA
<i>Rest of Unincorp. County<sup>b</sup></i>	3	3	3	3	0.0%
<b>Education Employment</b>					
<b>Yolo County Total</b>	<b>24,464</b>	<b>26,660</b>	<b>27,980</b>	<b>28,860</b>	<b>1.7%</b>
Davis	1,216	1,275	1,275	1,275	0.6%
Winters	185	252	260	266	4.4%
Woodland	1,586	1,685	1,771	1,828	1.4%
West Sacramento	1,168	1,368	1,462	1,524	2.8%
Unincorporated Yolo County	20,309	22,080	23,212	23,967	1.7%
<i>Clarksburg</i>	57	60	62	63	1.0%
<i>Dunnigan</i>	0	0	34	57	NA
<i>Esparto</i>	111	130	149	161	3.7%
<i>Knight's Landing</i>	33	49	35	25	0.6%
<i>Madison</i>	6	8	9	10	5.5%
<i>Rest of Unincorp. County<sup>b</sup></i>	20,102	21,833	22,924	23,651	1.7%
<b>Manufacturing Employment</b>					
<b>Yolo County Total</b>	<b>11,390</b>	<b>14,320</b>	<b>15,660</b>	<b>16,554</b>	<b>4.1%</b>
Davis	1,181	1,728	1,740	1,748	5.0%
Winters	380	409	412	414	1.0%
Woodland	2,488	4,580	5,051	5,365	4.7%
West Sacramento	5,366	6,628	7,482	8,052	4.2%
Unincorporated Yolo County	975	975	975	975	0.0%
<i>Clarksburg</i>	3	3	3	3	0.0%
<i>Dunnigan</i>	0	0	0	0	NA
<i>Esparto</i>	3	3	3	3	0.0%
<i>Knight's Landing</i>	5	5	5	5	0.0%
<i>Madison</i>	8	8	8	8	0.0%
<i>Rest of Unincorp. County<sup>b</sup></i>	956	956	956	956	0.0%

**Table 7**  
**Employment Projections, 2005 to 2015**

	2005	2010	2013 <sup>a</sup>	2015	Projected Average Annual Change 2005-2013
<b>Other Employment</b>					
<b>Yolo County Total</b>	<b>31,291</b>	<b>33,973</b>	<b>34,975</b>	<b>35,643</b>	<b>1.4%</b>
Davis	3,463	3,919	3,919	3,919	1.6%
Winters	367	435	506	554	4.1%
Woodland	7,942	8,572	8,997	9,281	1.6%
West Sacramento	15,614	16,897	17,313	17,591	1.3%
Unincorporated Yolo County	3,905	4,150	4,239	4,298	1.0%
<i>Clarksburg</i>	130	170	182	190	4.3%
<i>Dunnigan</i>	58	66	82	93	4.5%
<i>Esparto</i>	49	62	62	62	3.0%
<i>Knight's Landing</i>	30	33	36	38	2.3%
<i>Madison</i>	12	14	17	19	4.5%
<i>Rest of Unincorp. County<sup>b</sup></i>	3,626	3,805	3,860	3,896	0.8%

Note: Data for all geographies are based on projections reported for SACOG minor zones. These figures do not completely align with published jurisdiction-level SACOG data. However, growth rates in both data sets do correlate. Though the discrepancies in the two data sets remain unexplained, the minor zone data is used in this analysis to enable the study of specific geographies within unincorporated Yolo County, with an emphasis on growth trends rather than absolute numbers.

<sup>a</sup> Data for 2013 are interpolated from 2010 and 2015 figures.

<sup>b</sup> Data for the Rest of Unincorporated County are the difference between Unincorporated Yolo County projections and the sum of the projections for Clarksburg, Dunnigan, Esparto, Knight's Landing, and Madison. The following minor zones were used for the five study geographies within the unincorporated County:

Clarksburg: 104100  
Dunnigan: 114200 and 114210  
Esparto: 115400 and 115420  
Knight's Landing: 114310 and 114400  
Madison: 115300

Sources: SACOG, 2006; BAE, 2007.

## Jobs Housing Balance

Table 8 is based on SACOG estimates of 2005 jobs and households, and 2000 Census data regarding the average number of employed residents per household countywide. The figures in the table do not correspond exactly to specific city or unincorporated community boundaries, but does provide a general indicator of different community areas. A community with a Jobs Housing Balance of 1.5 is generally considered able to offer a job for every resident desiring to work, and thus does not need to import or export jobs. Yolo County approximates balance as a whole, but only West Sacramento can be considered jobs-rich. Davis can be considered balanced since it includes UC Davis. All others can generally be considered to be bedroom communities, and should seek more local employment.

**Table 8**  
**Yolo County 2005 Ratio of Jobs to Employed Residents**

	Jobs (a)	Households (a)	Average Employed Residents per Household (b)	Total Employed Residents	Jobs: Employed Residents
Yolo County Total	109,855	68,907	1.3	89,579	1.23
Davis (c)	38,878	24,885	1.3	32,351	1.20
Winters	1,774	2,335	1.3	3,036	0.58
Woodland	24,634	18,775	1.3	24,408	1.01
West Sacramento	41,282	15,310	1.3	19,903	2.07
Unincorporated County (c)	3,287	7,602	1.3	9,883	0.33
Clarksburg	207	173	1.3	225	0.92
Dunnigan	85	389	1.3	506	0.17
Esparto	261	757	1.3	984	0.27
Knight's Landing	106	371	1.3	482	0.22
Madison	68	156	1.3	203	0.34
Rest of Unincorporated County (d)	2,560	5,756	1.3	7,483	0.34

Notes:

(a) Estimate is based on the SACOG aggregated minor zone projections for 2005 employment and households.

(b) Based on 2000 Census household and employment data reported for Yolo County.

(c) Based on employment figures from UC Davis, the University employed 17,183 full-time employees and 10,633 part-time employees in the Fall of 2005. BAE treated all part-time employees as half-time employment, resulting in a total of 22,500 University employees for 2005. This figure was subtracted from the 2005 unincorporated County employment projections and added to the City of Davis.

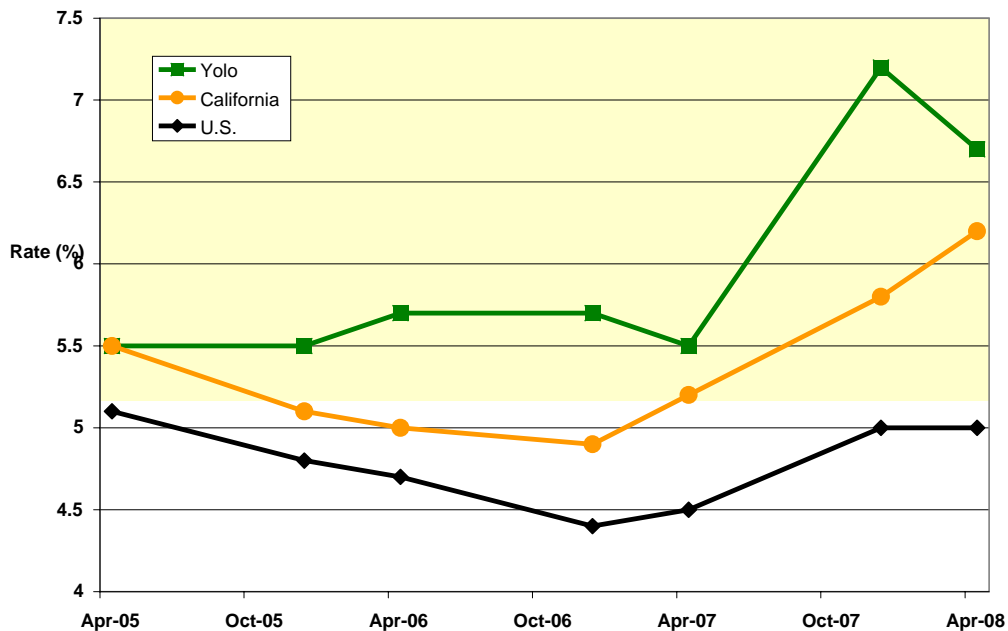
(d) Data for the Rest of Unincorporated County are the difference between Unincorporated Yolo County projections and the sum of the projections for Clarksburg, Dunnigan, Esparto, Knight's Landing, and Madison.

Sources: SACOG, 2006; BAE, 2007.

## Unemployment

Since April 2008, unemployment Rates are staying high and trending upwards. In August 2008 Yolo County's unemployment rate was steady at 6.8%, while California's rate had increased to 7.6%. Yolo County has shown itself to be less dependent on the employment dependent on the recent housing and retail boom, and more dependent on agriculture, which is currently strong for the first time in 20 years.

**Figure 8**  
**Three-Year Trend in Unemployment Rates: Yolo County vs. California vs. U.S.**



## Economic Factors

### Per Capita Income and Per Capita Expenditures

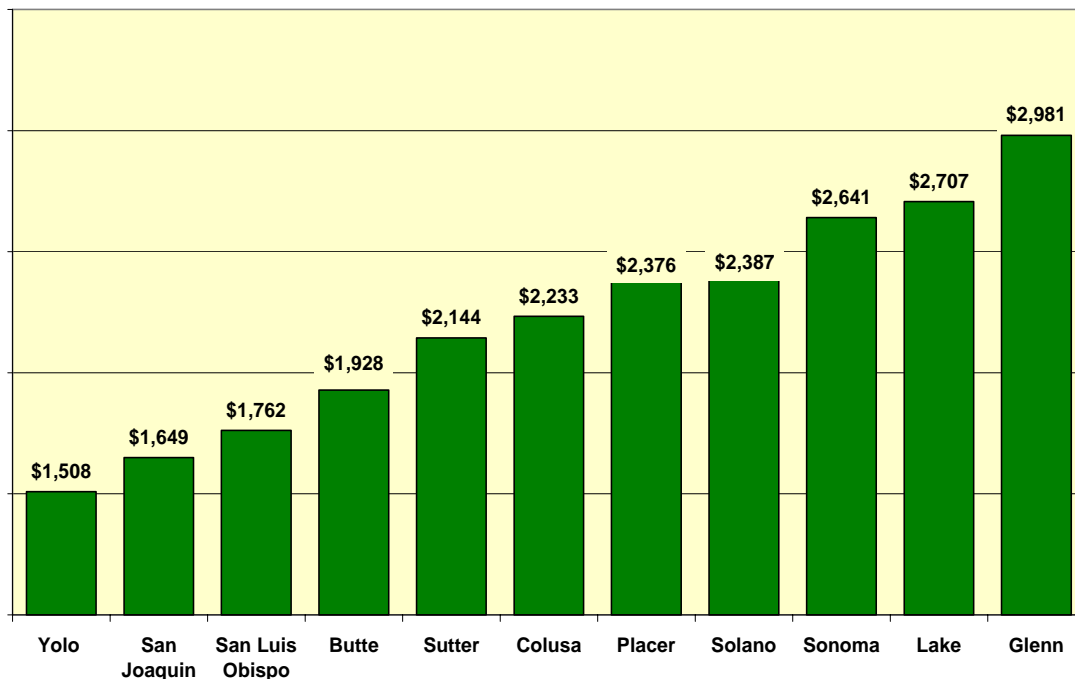
Table 9 shows that Per Capita income in Yolo County is below the state average, but has grown more over the last six years. Davis has higher incomes because of its University influence and growth controls. Madison and Knights Landing are Yolo County's poorest communities.

Regardless of per capita income, unincorporated Yolo County's tax revenues and its ability to provide needed services are lower on a per capita basis than most counties, including eight comparable counties in California (See Figure 9).

**Table 9**  
**Per Capita Personal Income**

PLACE	2006	1999/2000	Percent Increase
National Averages	\$ 25,267	\$ 21,587	17.0%
California	\$ 26,974	\$ 22,711	18.8%
<b>Yolo County, incl. cities</b>	\$ 24,892	\$ 19,365	28.5%
Woodland	na	\$ 18,042	
Winters	na	\$ 17,133	
Davis	na	\$ 22,937	
West Sacramento	na	\$ 15,245	
<b>Unincorporated communities</b> (where data is available)			
Esparto	na	\$ 16,160	
Madison	na	\$ 9,734	
Knights Landing	na	\$ 14,302	
Brooks	na	\$ 20,738	
Capay	na	\$ 23,338	
Clarksburg	na	\$ 20,276	

**Figure 9**  
**Comparable Counties Per Capita Expenditures**



## Median Housing Prices

As Table 10 shows, housing prices vary across the county, and across communities in the unincorporated County. Average home sales prices from July 2007 through June of 2008 range from \$144,900 for a home in Yolo to over \$1 million for a residence on a large lot in Clarksburg. Housing in Yolo, Dunnigan, Knight's Landing and Madison is more affordable than in other parts of Yolo County, including the incorporated cities. These housing cost figures do not include mobile home unit sales, which are generally more affordably priced. Data since the dramatic housing downturn in late 2008 is not included.

**Table 10**  
**Yolo County Housing Prices, July 2007 to June 2008**

	Median Home Price	Average Home Price	Average Lot Size (Acres)
<b>Incorporated Cities</b>			
Davis <sup>a</sup>	\$590,000	\$625,589	0.17
Woodland <sup>a</sup>	\$329,922	\$338,076	0.14
Winters <sup>a</sup>	\$337,500	\$358,361	0.30
West Sacramento <sup>a</sup>	\$339,000	\$659,774	0.16
<b>Sub-Geographics</b>			
Capay <sup>a</sup>	\$274,971	\$274,971	1.50
Clarksburg <sup>b</sup>	\$1,012,000	\$1,434,500	36.30
Dunnigan <sup>a</sup>	\$167,430	\$167,4430	1.18
Esparto <sup>a</sup>	\$313,059	\$315,011	0.16
Knights Landing <sup>a</sup>	\$206,000	\$221,316	0.17
Madison <sup>a</sup>	\$219,527	\$219,527	0.09
Monument Hills <sup>a</sup>	\$400,000	\$403,286	0.19
Yolo <sup>b</sup>	\$144,900	\$144,900	0.20
Other Communities <sup>b</sup>	\$594,000	\$537,875	5.98

<sup>a</sup> Home sales data are provided by Dataquick.com from July 2007 to June 2008.

<sup>b</sup> Home sales data includes current for-sale housing due to a lack of completed sales.  
Sources: Dataquick.com, 2008; Metro List, 2008; BAE, 2008.

## Projected Household Growth

As detailed in Table 11, SACOG projects Winters to be the county's fastest growing city. The number of households in the unincorporated County will grow by an average of 1.5 percent annually, reaching nearly 8,560 households by 2013. The projected average annual growth rate for the overall County is about 1.8 percent. Because of approved housing in Knight's Landing and the potential "new town" in Dunnigan, these communities are expected experience higher household growth rates than other communities in the unincorporated County.

**Table 11**  
**Household Projections, 2005 to 2015**

	Projected Households				Projected Average Annual Change
	2005	2010	2013 <sup>a</sup>	2015	2005-2013
Yolo County Total	68,907	75,555	79,807	82,642	1.9%
Davis	24,885	25,580	25,956	26,207	0.5%
Winters	2,335	2,865	3,242	3,494	4.2%
Woodland	18,775	20,372	21,327	21,964	1.6%
West Sacramento	15,310	18,526	20,686	22,126	3.8%
Unincorporated Yolo County	7,602	8,212	8,595	8,851	1.5%
<i>Clarksburg</i>	173	175	176	176	0.2%
<i>Dunnigan</i>	389	621	771	871	8.9%
<i>Esparto</i>	757	880	950	996	2.9%
<i>Knight's Landing</i>	371	464	519	555	4.3%
<i>Madison</i>	156	174	187	196	2.3%
<i>Rest of Unincorporated County<sup>b</sup></i>	5,756	5,898	5,993	6,057	0.5%

Note: Data for all geographies are based on projections reported for SACOG minor zones. These figures do not completely align with published jurisdiction-level SACOG data. However, growth rates in both data sets do correlate. Though the discrepancies in the two data sets remain unexplained, the minor zone data is used in this analysis to enable the study of specific geographies within unincorporated Yolo County, with an emphasis on growth trends rather than absolute numbers.

<sup>a</sup> Data for 2013 are interpolated from 2010 and 2015 figures.

<sup>b</sup> Data for the Rest of Unincorporated County are the difference between Unincorporated Yolo County projections and the sum of the projections for Clarksburg, Dunnigan, Esparto, Knight's Landing, and Madison. The following minor zones were used for the five study geographies within the unincorporated County:

Clarksburg: 104100  
Dunnigan: 114200 and 114210  
Esparto: 115400 and 115420  
Knight's Landing: 114310 and 114400  
Madison: 115300

Sources: SACOG, 2006; BAE, 2007

## Commuter Data

Though it is commonly thought that Yolo County exports workers to Sacramento and other counties, the 2000 Census data shows that Yolo County has about 11,000 more in-bound commuters than out-bound commuters. UC Davis and the industrial areas of West Sacramento appear to be strong job centers. Most commuting is within the county, between cities. The heavy traffic on Highway 113 and Road 102 between Davis and Woodland, and on I-80 between Davis and West Sacramento may be symptomatic.

**Table 12**  
**Residence to Workplace Flows (Commuting)**

<b>Resident County</b>	<b>Work County</b>	<b>Count</b>
Yolo	Yolo	50,517
<b><i>Out-commute</i></b>		
Yolo	Sacramento	17,347
Yolo	Solano	3,065
Yolo	Placer	856
Yolo	Contra Costa	454
Yolo	Alameda	387
Yolo	Other	2,525
<b>TOTAL OUT</b>		<b>24,634</b>
<b><i>In-commute</i></b>		
Sacramento	Yolo	23,681
Solano	Yolo	3,571
Placer	Yolo	2,497
Sutter	Yolo	1,251
El Dorado	Yolo	831
Colusa	Yolo	503
San Joaquin	Yolo	467
Yuba	Yolo	442
Other	Yolo	2,541
<b>TOTAL IN</b>		<b>35,784</b>

Source: [http://www.census.gov/population/cen2000/commuting/2KRESCO\\_CA.xls](http://www.census.gov/population/cen2000/commuting/2KRESCO_CA.xls)

## Major Employers

As shown in Table 13, UC Davis was the largest employer in the county in 2008, followed by Cache Creek Casino Resort, the State of California and the US Postal Service. Yolo County is the 5th largest employer. Several significant changes have occurred since 2007 as a result of the economic downturn.

**Table 13**  
**Largest Employers in Yolo County – 2008**

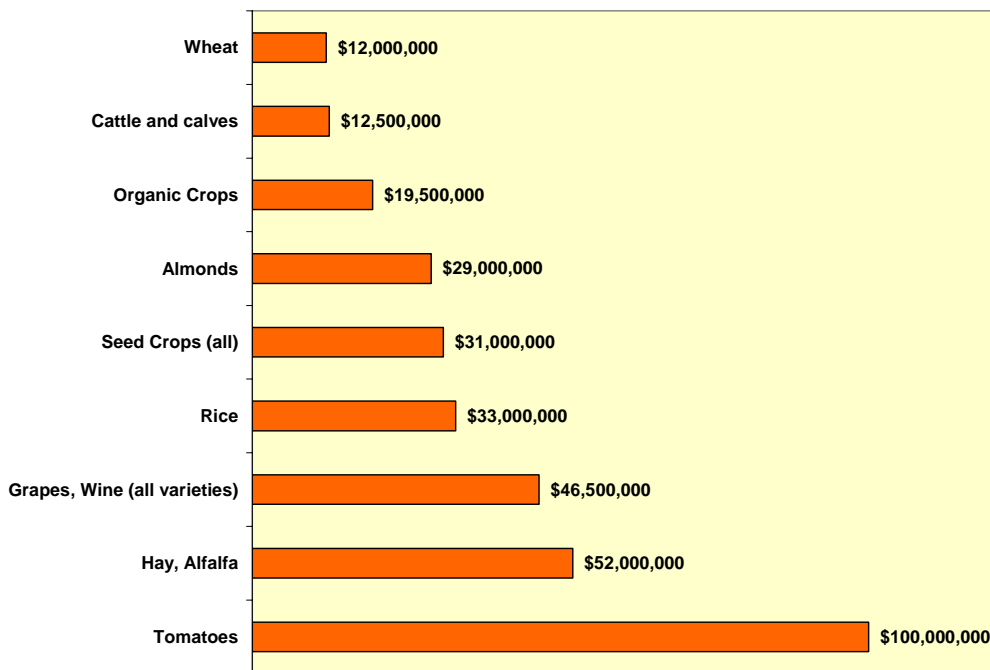
<b>Company Name .....</b>	<b>Number of Employees</b>
UC Davis .....	11,455
Cache Creek Casino Resort .....	2,420
State of California.....	2,162 (includes 134 intermittent employees)
U.S. Postal Service .....	1,900
Yolo County.....	1,720 (includes 108 temporaries)
Raley's Inc.....	839
Woodland Healthcare.....	773
Wal-Mart Stores Inc. ....	655
Pacific Gas & Electric Co. ....	627
Sutter Davis Hospital.....	615
City of West Sacramento .....	582 (includes 150 temporaries)
City of Davis .....	462
Sacramento Logistics, LLC .....	440
Coventry Health Care (formerly First Health Group).....	425
Nugget Markets Inc. ....	425
City of Woodland.....	383 (includes 102 temporaries)
AT&T California.....	316
Roadway Express Inc .....	300
Citigroup.....	280
Clark Pacific .....	280
Kobra Enterprises .....	250
Affymetrix Inc. ....	190
Woodland Community College.....	85
Safeway Inc.....	84
Blue Shield of California.....	51

Source: Sacramento Business Journal, June 6, 2008

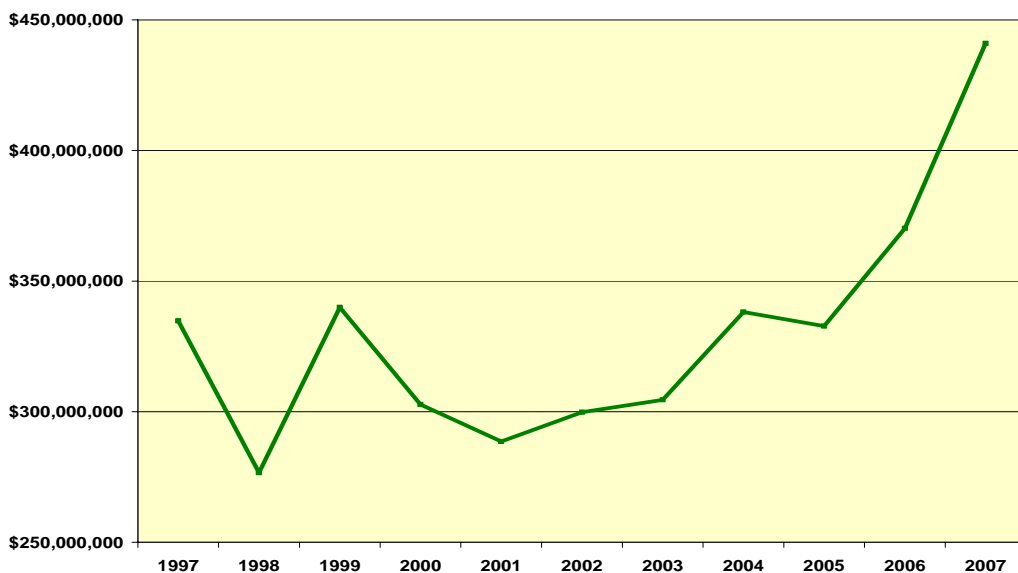
## Agricultural Crop Values

As described often in this report, agriculture is an important industry in Yolo County. Crop values and top ten crops are shown in Figures 10 and 11 below. Crop values have reached a new high over the last two years.

**Figure 10**  
**2007 Annual Agricultural Crop Value by Commodity (estimated)**



**Figure 11**  
**2006-07 Yolo County Crop Values**



## Taxable Sales

Yolo County does not rely heavily on sales taxes, which tend to fluctuate over time.

Figure 12

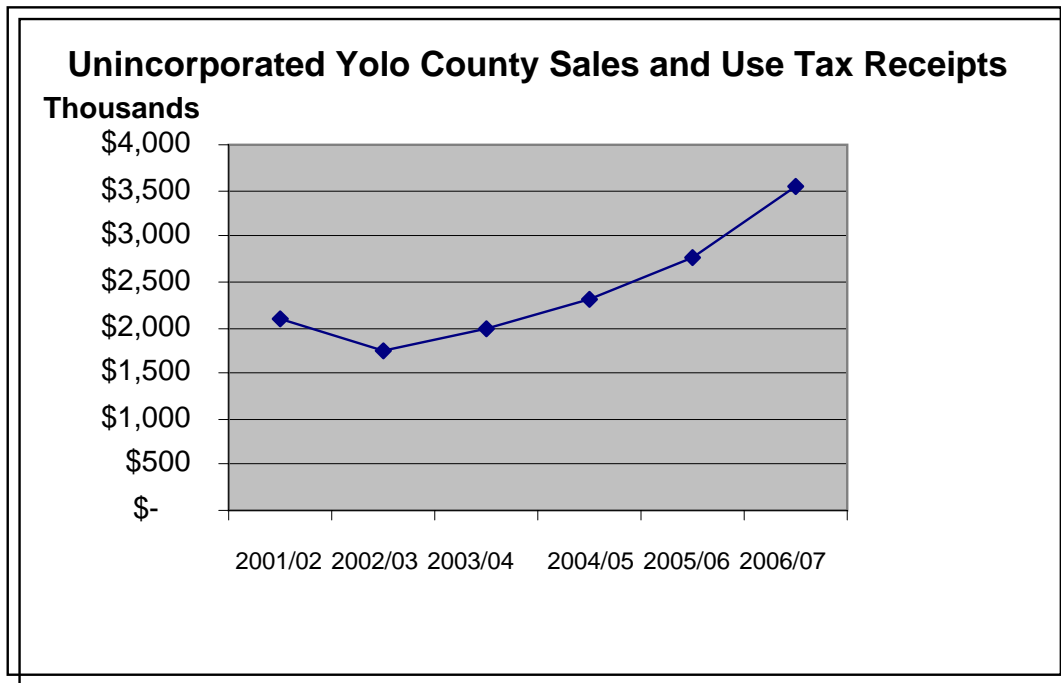
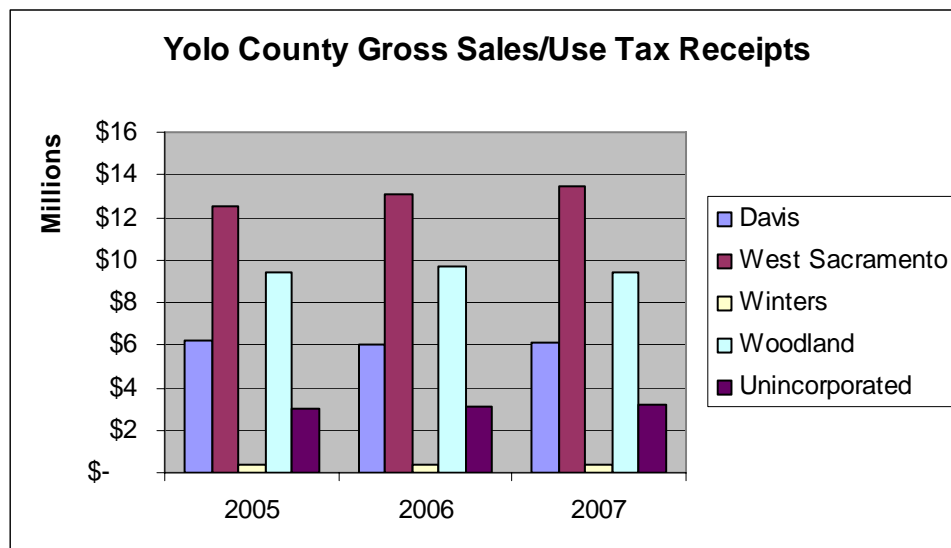


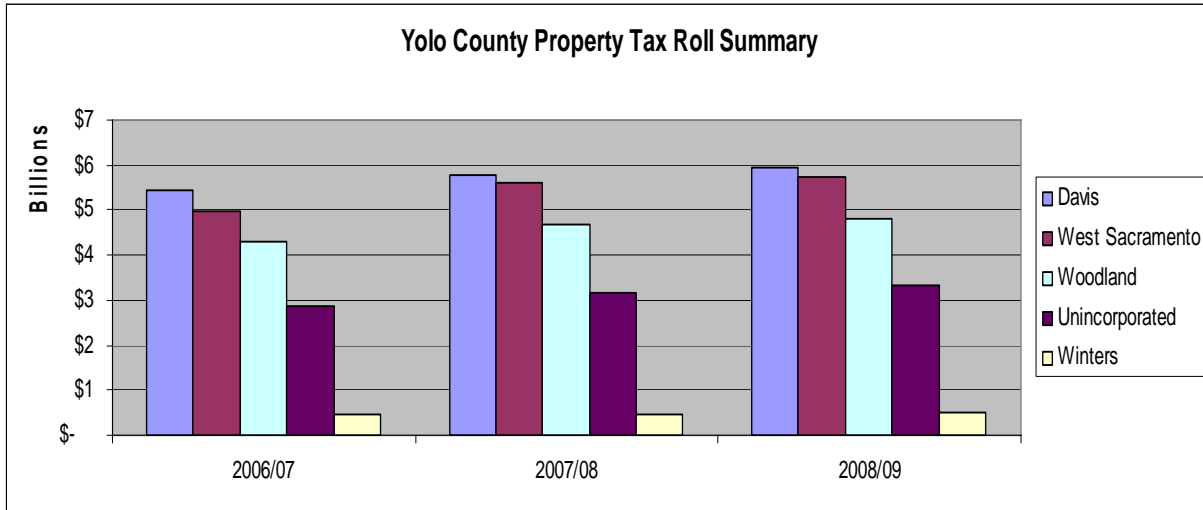
Figure 13



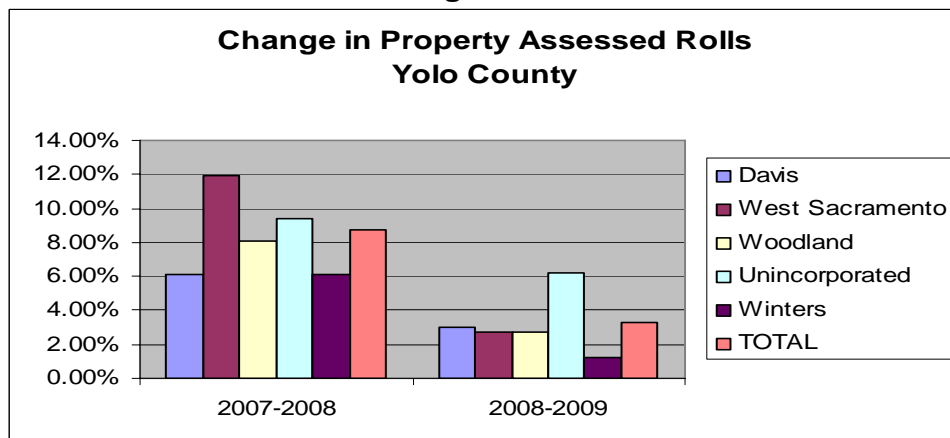
## Property Tax Values

Yolo County's property tax roles have grown significantly over the last three years, tapering off in 2008. Property tax values are expected to grow very little in 2009, if at all.

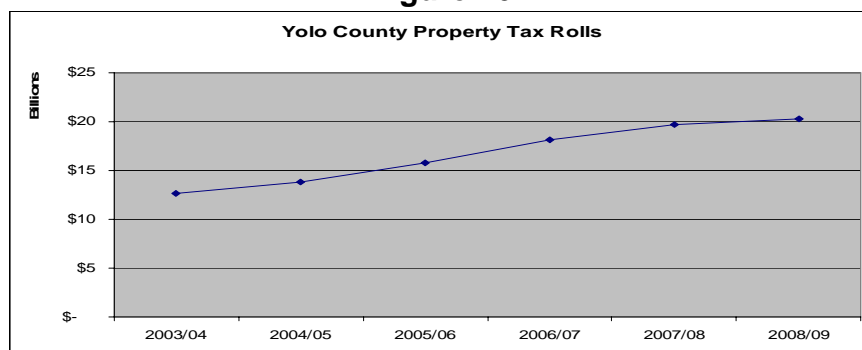
**Figure 14**



**Figure 15**



**Figure 16**



### **3 ECONOMIC ISSUES FACING YOLO COUNTY AND ITS COMMUNITIES**

#### **(Strengths, Weaknesses, Opportunities and Threats)**

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Yolo County is working to become a leader in economic sustainability, focusing on agricultural advancement, emerging green technology expertise, and eco- and agri-tourism opportunities. UC Davis is a leading generator of innovative graduates with expertise in all these industries. The county, its cities, and other organizations are committed to building a complete and sustainable workforce that can advance these and other industries for the health and wealth of the citizens Yolo County and of the world.

An excellent transportation system including three interstate highways, major rail lines, a deep water port, a major metropolitan airport and smaller regional airports provide ready access to Northern California, West Coast and national and international markets. Increasingly high technology and information services are becoming prominent industry sectors in the region. At the same time, tourism has increased potential, particularly agri-tourism and eco-tourism. Over 92 percent of Yolo County's 653,549 acres are in active agricultural production, with less than five percent (32,325 acres) in our cities.

The economic issues facing the county's four cities and unincorporated areas are discussed in this chapter. The chapter closes with a discussion of county-wide economic development issues common to all or most communities.

#### ***Yolo County Cities***

##### **Davis**

The City of Davis is a university-oriented city of approximately 65,814 people. It has a unique university and residential community internationally known for its commitment to environmental awareness and implementing progressive and socially innovative programs. The city's quality of life and vigorous progressive community is reflected in its small-town style and many well known symbols: energy conservation, environmental programs, green belts, parks, preservation of trees, British red double-decker buses, bicycle paths, record number of bicycles per capital, and the quality of its educational institutions. As a university town, Davis has the county's highest incomes and lowest unemployment levels, and is therefore not eligible for EDA grants.

##### **UC Davis**

Closely tied to the community's history is the University of California at Davis with a student population of 35,000 and 200 programs for advanced learning. UC Davis was established in 1908 as the "University Farm School". From its beginnings as an agricultural community, Davis is now recognized internationally for its contributions to life sciences, agriculture, veterinary medicine, biotechnology, medical technology and engineering. UC Davis ranks among the top ten in research funding among all U.S. public universities.

The University of California at Davis employs over 12,000 people, making it the county's largest employer by far. UC Davis generates 41 percent of total employment and 49 percent of retail sales/revenues. The university's size and steady growth assures a substantial measure of stability and prosperity in the local economy, and buffers the impacts of economic cycles.

UC Davis helps make the Davis economy intellectual capital based (research, high tech, specialized services, etc.), supported by a workforce with high educational attainment rates,

specialized skill sets, and technical expertise. The work force is engaged in a broad spectrum of employment with primary representation in professional, technical, and governmental (managerial and administrative) occupations. UC Davis has developing expertise in the clean energy and clean technology sector including the following research programs:

- Air Quality Research Center
- California Biomass Collaborative
- California Institute of Food and Agricultural Research
- California Lighting Technology Center
- California Wind Energy Collaborative
- Energy Efficiency Center (biofuels)
- Institute of Transportation Studies

Davis boasts 2.9 million square feet of private office, flex and industrial space, with UC Davis occupying 13.5%, or 388,000 square feet. High tech companies occupy another 11.9 percent, or 342,000 square feet.<sup>7</sup> Private tenants occupy the remainder. Davis has areas for expansion, but is committed to keeping development compact with sharp dividing lines between urbanization and agriculture. The Cannery Park site (formerly the Hunt Wesson tomato processing plant) represents 66 acres of the remaining 139 acres of vacant land in Davis designated for business and industrial development.

Davis also attracts significant visitation, with large numbers converging on the city during UC Davis initiation and graduation weeks. Existing sports and conference facilities at UC Davis in particular also attract significant visitation, not to mention the new Mondavi Center and Wine Institute. Significant support by the city can increase visitor-serving capacity, including new hotel rooms, expanding the Bicycle Museum, and hosting events such as the Amgen Tour of California. Cooperative promotion with the other cities, the county, and the Yolo County Visitors Bureau can bring added revenues to all.

Housing prices in Davis are generally higher than the rest of the Greater Sacramento Area. An historical desire for slow growth in the community has contributed to higher home prices. In addition, Davis' excellent quality of life, the low crime rate and a premier local school system create high demand to move into this community. Davis did see significant new home development during the 1990s. The limited potential for new development will continue to affect the Davis housing market and its affordability. Further added pressure to the housing market will be the projected increase in the UCD student population through 2010, of an additional 5,000 to 6,000 students and about 500 new faculty members, plus additional staff. Affordable housing is a major priority for City Council. UC Davis is pursuing development of the "West Village" project west of Highway 113 that will provide additional faculty, staff (474 units) and student housing (1,015 units) in three phases.

The City of Davis and UC Davis are jointly involved in a study to identify the feasibility of future water supply alternatives to improve water quality and reliability. Several of the alternatives being considered involve obtaining surface water from the Sacramento River and treating this water at the City of West Sacramento water treatment plant. This study is funded by a grant from the State of California Department of Water Resources.

Davis has a strong history of bicycle use and planning and has been recognized as a Platinum level bicycle city. Over 50 miles of bicycle paths connect neighborhoods, schools, parks,

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<sup>7</sup> From the Business Park Viability Study of Cannery Park in Davis, prepared by ESG September 4, 2008.

shopping centers, the university and the downtown, and has led to the highest per-capita bicycle ownership rate in the nation. An estimated 60,000 bicycles are in use in Davis and on the UCD campus. An estimated 17% of personal trips in Davis are made by bicycle, which is almost ten times the national average.

Davis is served by an historic Southern Pacific Depot – today's Amtrak station on the heavily traveled Capitol Corridor route. Davis is just 19 miles from Sacramento International Airport.

## **West Sacramento**

West Sacramento (population 47,068) stands on the west bank of the Sacramento River, opposite Sacramento and the State Capitol. Like its cross-river neighbor, West Sacramento traces its origin to the 1849 Gold Rush. With gold accelerating Sacramento's development as a major city, West Sacramento's protected location allowed it to evolve independently, while preserving its small town character. In 1987, West Sacramento citizens voted to incorporate, establishing the state's 444th city. It is important to note that while West Sacramento's growth and development has been influenced by its position within Yolo County and its agricultural origins, its development has also been influenced by its proximity to its more developed and urban neighbor, Sacramento.

Today West Sacramento is a balanced mix of new development while retaining the city's old economic strengths and values. Businesses are investing in West Sacramento to take advantage of the city's central location, affordable land and regional skilled workforce. Siemens Healthcare Diagnostics and Lipomics Technologies are part of the city's growing biotech and biomedical cluster. The California Fuel Cell Partnership, an international alliance of auto and energy companies, maintains its unique research and demonstration facility in West Sacramento. From genes to clean engines, companies have realized that West Sacramento's proximity to U.C. Davis, the State Capitol and the Bay Area place it on a short list of must-consider sites. On the other side of town, established manufacturers like Hunter Douglas and Flowmaster produce durable goods distributed nationally. The city's huge distribution and trucking business hums around the clock, moving products throughout the western United States. For these companies, West Sacramento's two interstate highways, and nearby air cargo, rail and port facilities offer an unmatched locational advantage. The Port of Sacramento ship 1.3 million tons of cargo worldwide each year.

Although West Sacramento's strong jobs-housing balance of 2 jobs per household is often envied, other economic indicators such as educational attainment and per capita income lag considerably behind that of its Yolo County neighbors. There is considerable in migration for lower skilled jobs and out-commuting for the jobs of its more educated citizens. The City's economic development strategy adopted in 2005 recommended economic development and workforce initiatives to support, attract and grow more technologically advanced companies and jobs. Workforce development, career technical education and entrepreneurship training were also important recommendations to grow the city's economy. West Sacramento's proximity to U C Davis is a key factor in the attraction of technology and biotechnology firms. The city completed a technology business incubator market study in 2007 that recommended the City complete a business plan for an incubator focusing on information technology, electronic equipment, biotechnology, clean energy technology and several other related technology sectors. SACOG employment projections confirm that West Sacramento will continue to receive the largest share of Yolo County's employment growth between now and 2035.

Though the city has enjoyed recent residential growth and commercial development, much work remains in older areas such as West Capitol Avenue. Some segments of this former Highway 40 remain six lanes, bypassed since the 1990's in favor of Interstate 80. Aging housing and commercial structures, narrow, deep lots, obsolete and inconsistent uses remain along the 10-mile long corridor. The City has begun the first phase of construction of the West Capitol Streetscape improvements to improve the visual appeal and stimulate the revitalization of this important downtown corridor. The West Sacramento Civic Center, new Los Rios City College campus, expanded Turner Library and Yolo County transit center are key assets for the rebuilding of the downtown and central business district. Transit enhancements are vital to the interconnectivity between the city's existing neighborhoods, central business district and redevelopment areas.

The newest addition to the city's Washington Plan riverfront redevelopment area is the 14-story, 400,000 square foot office headquarters of the California State Teachers Retirement System. This Class-A office tower is home to 1,500 employees that will stimulate demand for additional retail, office and housing in the area. Redevelopment of the 180-acre Bridge District is moving forward with a \$23 million infrastructure grant the city received in 2008. The reconstruction of the Tower Bridge Gateway is a cornerstone of the connection between downtown Sacramento and West Sacramento's Bridge District, Washington and West Capitol Avenue redevelopment areas. The Ironworks and Metro Place offer urban loft homes. Raley Field and River Walk Park embody the regional riverfront entertainment destination envisioned by the Riverfront Master Plan, adopted by both West Sacramento and Sacramento.

### ***Port of Sacramento***

Since 2007, the Port of Sacramento has been managed as a department of the City. It is governed by an elected Port Commission comprised of officials from West Sacramento and Yolo County. The Port requires significant investment capital to remain competitive, expand cargoes and develop its land holdings. Key capital projects include channel deepening and new cargo docks. The Port has attracted interest and some new cargoes from businesses including biofuels production, cement, wood pellets and wind turbines and generators. The Port's industrial acreage south of the ship channel has potential for maritime and industrial development as a clean technology and alternative energy business park or "energy park".

### **Winters**

The City of Winters (population 7,052) is in the southwest corner of Yolo County, and sits on the northern edge of the Solano County line and Putah Creek. Interstate 505 borders the City on the east and the Vaca Mountain range lies to the west. Interstate 80 is just 11 miles south, providing easy access to the major metropolitan area of Sacramento (approx. 30 miles) and the Bay Area (approx. 60 miles). State Highway 128 passes directly through Winters and is a major access route to the Napa Valley (approx. 40 miles) and recreational opportunities at Lake Berryessa (approx. 10 miles). Public transportation is provided by the Yolo County Transportation District.

Winters was founded in 1875 and incorporated in 1898 and was once a busy agricultural commercial center with a self-sustaining downtown and three daily trains which carried agricultural crops from Winters to the east. Rail transport has long been absent from the scene, which has greatly impacted Winters ability to be self-sustaining. However Winters has retained its historic, rural charm and is now a small intimate community of approximately 6,800 residents. There appears to be general comfort among the citizenry with growth to the size of 10-15,000 people, but not larger.

Although nearby technology facilities, regional tourism, and UC Davis are expanding, agriculture and tourism remain the basis of Winters' local economy. Agriculture evolves just as other industries do, and Winters is the regional center for farms that grow and distribute high quality, value-added produce supplying Northern California farmers' markets and top restaurants.

Winters has several housing developments which have received their entitlements representing approximately 750 single family residential units, however with today's market conditions, none of the developments are moving forward.

Winters has three areas with development potential, its downtown, its I-505 Interchange and Grant Avenue Gateway, and northern Winters.

First, downtown Winters is the town's heart and soul with grand historic structures, many of which have been gracefully restored to their 19<sup>th</sup> century status and over the years Winters has earned a reputation for its quaint and unique character. Local residents prize the small town quality of life close to major cities as well as expansive recreational and open space areas. Winters is home to a burgeoning arts and artisan community, its climate is temperate, and its crime rates very low. Regionally Winters competes very well in the Eating & Drinking retail sales tax category with "...serious foodie appeal".<sup>8</sup> The original Buckhorn Steak & Roadhouse acts as a regional draw, as does the Putah Creek Café and Steady Eddy's Coffee House which has been designated by serious bicyclists as a Yolo County pit-stop. However, the City is substantially deficit in all other retail sales categories. Winters has a compact, unique walkable downtown. The City's redevelopment agency was recently bonded for \$12M to facilitate redevelopment and the City approved a Downtown Master Plan, which was prepared with extensive community involvement, in March 2006. Implementation of the Downtown Master Plan has begun with significant streetscape, pedestrian and sidewalk improvements. The City is moving forward with the development of a new public safety facility, a new joint use library, and a new car and pedestrian bridge over Putah Creek. The City has been very successful at implementing a downtown façade program and a downtown lease assistance program to promote and encourage the downtown economy. Furthermore, Winters has been attracting interest from various established agri-tourism type businesses recently. Building upon the agri-tourism and artisan based businesses which would help Winters to establish its position in the region as a destination within Yolo County and beyond.

Second, there is an excellent opportunity to create new tax-generating retail and lodging, plus an exciting visual gateway at the Interchange and along Grant Ave. An enticing gateway would attract new visitors and businesses. With so much pass-through traffic, the city has one Bed-and-breakfast and no other lodging to help lengthen visitor stays, either at the Interchange or in Downtown. Winters currently has limited infrastructure capacity, especially in regards to industrial and highway commercial sectors.

Third, flooding is an issue in northern Winters, where growth will eventually occur, and there is potential for new industrial and residential development, including suitable land for a small, well-designed, attractive business park. Actions to rearrange zoning and projects that will improve drainage will aid economic development, and will help the town grow to its desired extent.

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<sup>8</sup> Recent *Sacramento Magazine* article.

## **Woodland**

Founded in 1871, Woodland (population 55,866) is the County Seat and ideally located along the I-5 corridor just minutes away from the Sacramento International Airport and UC Davis to the south along SR 113. The city is rail served which provides great opportunity for industrial development in the northeast quadrant of the city. The plentiful affordable industrial land on or near I-5 near Sacramento has made Woodland an important distribution, construction services, and manufacturing center. At seven miles, Woodland is the closest location for travelers to and from the Sacramento Metropolitan International Airport.

With a strong historic and agricultural heritage, Woodland is a key agricultural service center for much of Yolo and surrounding counties. It also is an affordable place for home ownership and business development. Downtown Woodland has an impressive stock of historic buildings, which the city has committed to redeveloping and renovating, along with revitalizing Main Street.

Woodland currently has relatively few of the more notable biotechnology and high technology/green businesses. This is because the technology emphasis in Woodland is on practical applications rather than research. Woodland is constantly developing new collaborations with UC Davis and other applied biotech/high tech firms. Several important seed research facilities are located just outside the city limits.

Significant economic development issues in Woodland include the need to develop physical infrastructure in support of the city's industrial area and proposed annexation area known as Woodland Park, in addition to the infrastructure needed to allow growth to the urban limit line. Infrastructure improvements for infill development are of equal importance. As the city has annexed lands over the years, there are now areas with leapfrog commercial development, intermittent vacant properties, and little or no services. Like most communities in California, improving the local school system and revitalizing a struggling downtown office and retail business district are high priorities for the City of Woodland. In addition, the 2002 FEMA 100-year flood zone revisions now show the existing industrial area in the flood plain, increasing insurance costs and necessitating the elevation of new buildings above the new flood baseline.

In today's economy, retention of existing businesses is even more important than ever. Woodland is therefore focusing most of its economic development efforts on creating higher level jobs in existing and cutting edge industries. Woodland's longstanding dedication to its downtown revitalization continues to be a high priority, not to mention the need to help businesses as commercial centers evolve and consumer spending patterns change. Woodland City employees continue to partner with experts in the job skills arena to improve job opportunities for our residents and businesses. The city continues to focus on attracting new technologically oriented industries, development of a broad range of housing options, flood remediation solutions, and promoting Woodland's positive image. The city is also adding new regional retail and lodging along its I-5 interchanges and at State Route 113. Ongoing infrastructure development focuses include flood remediation (including development of an outfall channel and bridge) and the necessary expansion of wastewater treatment capacity to allow for ANY additional wet commercial/industrial development.

## **Unincorporated Yolo County**

The county's unincorporated economy is primarily based on agriculture. Yolo County has led the State in agricultural preservation practices over the last several decades, primarily by directing growth into the incorporated cities where services are available and where development can occur more efficiently. This effort has succeeded in preserving prime agricultural lands in the county, but has led to a less diverse economic base in the unincorporated areas. The county's

property tax share is the second lowest in the State, and sales tax revenue is among the lowest in the State. Yolo County now seeks to preserve agriculture while also diversifying, and is allowing measured, appropriate residential and economic development, focused within existing communities. Yolo County's draft General Plan update now includes over 400 acres of vacant land for industrial development at its Dunnigan New Town location, plus adequate land for industrial and commercial development in each of its small communities. Interstates 5 and 505 include a number of interchanges now ripe for development as gas stations, hotels, and other highway oriented commercial.

Yolo County is located in the rich agricultural regions of California's Central Valley and Sacramento River Delta. Agricultural viability and small city and rural quality of life are important to residents of the County. The unincorporated area of Yolo County has exceptionally productive soils, an excellent growing climate and adequate water supplies which support its large and diverse agricultural industry. Leading crops are tomatoes; seed crops; rice, wheat and other grains; wine grapes; and fruit and nut crops. The agriculture and biotechnology programs of UC, Davis; the growing cluster of biotechnology firms; seed industry research and production facilities; and large and small food processors; are other unique assets that support agriculture. Traditional commercial production, specialty and organic agricultural production, progressive and innovative farming techniques and newly emerging agricultural and food technologies are all represented in the County's robust agricultural and food processing industries. The County is seeking to attract additional wine and wine grape production; new biotechnology and seed technology enterprise; expanding the nursery industry; increasing high value specialty crops, particularly organic, production, processing and marketing; attracting additional food processing and marketing enterprises; pursuing production of alfalfa and rice straw products and attracting or facilitating additional tourist-oriented businesses appropriate to a rural county.

Approximately 8 million people live within a one hundred mile radius of Yolo County, making the county ripe to add visitor-serving capacity for its rural and farm economy. Capay Valley organic growers, the Cache Creek Casino, the growing wine industry, specialty agricultural producers, the Sacramento River, Putah Creek, Cache Creek, and other waterways are making Yolo County an increasing popular agri- and eco- tourism destination. Yolo County is an exciting alternative to Napa and Amador Counties for a quality wine tasting experience, and to Apple Hill to visit an organic farm.

Established as the University Farm in 1906 and as a formal University in 1959, the UC Davis is the largest campus in the UC system, spanning over 5,500 acres. The university is known for its agriculture, arts, humanities, life sciences, health sciences, veterinarian and engineering programs. The University is adjacent to the City of Davis, but lies in the unincorporated area and its resident student population and on-campus housing are counted in unincorporated totals. The University is the county's largest employer.

The Rumsey Band of Wintun Indians is the only federally-recognized tribe with land holdings in Yolo County. The Rumsey Tribe operates the Cache Creek Casino Resort in western Yolo County and has become the county's largest private employer. The Tribe has also announced a planned expansion of their Casino from 414,000 square feet to 1.2 million square feet, which would expand employment from about 2,400 to 3,400.

The infrastructure capacity in the unincorporated communities presents a constraint to development. Sewer and wastewater capacity within existing communities generally can accommodate only limited growth. The communities of Madison, Knights Landing and Esparto are all operating at or near capacity, and funding to expand infrastructure is often difficult to obtain. Infrastructure constraints in Dunnigan are most severe, where there is no municipal

water and sewer provider. The County seeks to keep existing towns viable and sustainable, which will necessarily involve finding a resolution to aging and inadequate infrastructure.

### ***Infrastructure Availability in Unincorporated Yolo County Towns***

The infrastructure capacity in the unincorporated communities presents a severe constraint to commercial and residential development, as is the cost of upgrading community wastewater systems, water systems and other infrastructure. The Yolo County Draft General Plan Public Facilities and Services Element identifies several unincorporated communities, such as Clarksburg and Dunnigan, as lacking community wastewater systems. While residents in Clarksburg rely on private septic systems, Dunnigan has wastewater pond treatment systems that are characterized as providing minimal treatment. The communities of Esparto, Madison, and Knights Landing have community wastewater systems, but they currently require varying amounts of additional infrastructure capacity to accommodate new development or even current community needs.<sup>9</sup>

#### ***Esparto***

Domestic water and wastewater services in Esparto are provided by the Esparto CSD. The Esparto Community Service District (CSD) has a well-functioning water and wastewater systems and adequate technical and financial capacity to continue to accommodate new development through incremental expansion of its existing systems. The existing water system can accommodate only a limited number of additional connections. Accommodating the full build out in Esparto will require additional water distribution infrastructure to tie into the existing distribution system. The wastewater treatment and collection system also can accommodate these units through additional pond construction and the construction of additional facilities.

Storm drainage and flood control service in Esparto is provided by the Madison-Esparto Regional CSA. Infill development would require on-site basic ditches to convey water to existing roadside ditches. The construction of larger residential subdivisions would require the construction of a network of on-site collection pipes or ditches that would convey runoff to on-site detention basins. Esparto CSD also is exploring the possibility of a community detention basin.

#### ***Knights Landing***

Water and wastewater services in Knights Landing are provided by the Knights Landing CSD. Providing water to new housing or commercial units may require adding wells, storage facilities and distribution infrastructure to the CSD's existing system. Future development will require the installation of larger pipes in the distribution system. Additional wastewater collection and treatment capacity can continue to be provided incrementally in pace with and funded by new development. The existing wastewater treatment plant has land on which to add additional treatment and disposal ponds.

Storm drainage in Knights Landing is primarily provided by the Yolo County Public Works Department. Additional development in Knights Landing would likely require new storm drain facilities and detention basins.

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<sup>9</sup> Yolo County 2030 Countywide General Plan, Public Facilities and Services Element. Table PUB-1.

## ***Madison***

Water and wastewater service in Madison is provided by the Madison CSD. New development in Madison can be accommodated through incremental improvements to the exiting water supply system. Providing wastewater service to these new units would require the creating of more ponds. The CSD would need to purchase land to expand facilities. Land would also be needed for disposal purposes.

Storm drainage facilities in Madison are the responsibility of the Madison-Esparto Regional CSA. Infill development in Madison would require on-site ditches to convey water to existing roadside ditches. New peripheral development in Madison would require on-site storm drain detention and possibly construction of new detention basins to extend the time of release of storm water into existing channels.

## ***Common County-Wide Issues***

### **Workforce Development and Education**

Workforce development is critical to the success of the other aspects of economic development. As touched upon in some city discussions, workforce and education are continuously problematic, and seem not to be improving. There are structural issues which sometimes interfere with the potential of educational institutions to meet workforce needs. These include the need for speed in curricular development, the lack of specific funding for career technical education, and inadequate connections between K-12, colleges and universities. Yolo County, its cities, and its education and employment services entities must develop innovative approaches which break with the practices of the past.

### **Levees and Flooding**

Risks associated with flooding present a constraint to housing and commercial development in Yolo County, especially since the revised FEMA maps have been issued. Yolo County has three primary geographic regions with the potential for flooding: the Cache Creek Basin/Woodland; the Sacramento River corridor including West Sacramento, Clarksburg and Knights Landing; and the western Yolo County floodplain, which includes Madison, Esparto, and Airport Slough. The levees that protect all these areas no longer meet the 100-year federal standard, and need improving at very high costs. Addressing levee safety and flood hazards in these areas will be necessary to enable growth and to meet future needs. Policies restricting development in the 100-year floodplain also constrain the supply of land available for new development.

### **Transportation Infrastructure**

Lying directly between the rapidly growing regions of Sacramento and the Bay Area, Yolo County has experienced and will continue to experience tremendous pressures for added residential, commercial and industrial development. The access provided by the Sacramento International Airport and the railroad, the Sacramento Deep Water Channel, Interstates 5, 80 and 505, have created constant growth pressures in the county.

A few interchanges such as the I-5/Highway 113 interchange in Woodland are problematic, and I-80 through Davis is heavily congested during commute times. It is important for the county and its jurisdictions to maintain adequate roadway capacity and maintenance, particularly on our rural roadways where wide slow-moving agricultural equipment often conflict with commuter traffic as they do on Highway 16 between Woodland and Brooks.

Because of the Port and intersecting north-south-east-west highway and rail infrastructure, West Sacramento and Woodland in particular have well developed concentrations of distribution and trucking. Major distribution centers exist for Target, Walgreens, Rite Aid, the US Postal Service, United Parcel Service, Tony's Fine Foods and hundreds of others. Manufacturers, including food processors, also take advantage of the county's central location and are filling the large industrial areas of West Sacramento and Woodland. More of our truck routes need upgrading so they can be designated as STAA<sup>10</sup> routes for easier goods movement throughout our county.

Our rail infrastructure needs improving to adequately serve the existing and future industrial parks, and Yolo County's three general aviation airports need upgrading to modern navigational, tarmac and other service standards.

The Port of Sacramento has 150 acres of operating terminal space, 220 acres of available land, and approximately 3,000 acres of waterfront land along the ship channel and the Sacramento Delta. The Port is directly connected to both Union Pacific and Burlington Northern Santa Fe rail lines. The Port has 301,000 square feet of transit shed storage space for break-bulk, neo-bulk, and project cargos. It also has 180,000-ton covered bulk storage capacity, and open paved storage for 650,000 tons of cargo that is served by a fixed conveyor system.

The Sacramento Deep Water Channel currently has a water depth of 30 feet, but has designs to be dredged down to a depth of 35 feet. Ships entering the channel have a width restriction of 105 feet and a length restriction of 570 feet. These dimensions are not expected to create any problems for future operations, as 75% of the world's general cargo shipping fleet fit within these size restrictions. There is no lock or bridge system that would limit service to this facility.

The Sacramento International Airport is 10-30 miles from Yolo County's cities. Served by 14 major national and international carriers as well as one commuter airline, it has about 150 arriving and departing flights and over 23,000 passengers daily. Yolobus and a private airport shuttle provide service between the cities and the airport. The Yolo County Airport, five miles northwest of Davis, has a 6,000-foot runway that can accommodate medium-sized corporate jets or private planes. The UC Davis Airport is open to the public and offers general utility services for light aircraft. The Yolo-Watts Airport west of Woodland is a certified small aircraft maintenance and repair center, and has a small general aviation runway.

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<sup>10</sup> Surface Transportation Assistance Act Terminal Access Route

## ***Target Industries***

### **Davis**

- Emerging technology/knowledge based industries including high tech, bio-tech, and green tech companies and high growth innovation companies.
- Eco- and Agri-tourism with focus on university/academic events and conferences, athletic events, arts, culture, food, wine and entertainment.
- Downtown Enhancement via increased attractions and amenities; specialty retail, restaurants, services, festivals, special events, farmers market and arts and entertainment
- Retail recruitment and diversity directed at sales tax leakage areas (electronics/appliances, home furnishings, apparel stores, general merchandise).

### **West Sacramento**

- Biotechnology, life sciences and medical devices
- Retail and restaurants
- Manufacturing
- Food Processing
- Clean energy (CET), fuel cells and green technology
- Riverfront offices and hotels
- Port cargo development

### **Winters**

- Downtown retail and office users;
- Highway commercial retail;
- Visitor serving businesses;
- Biotechnology and technology

### **Woodland**

- Agricultural services
- Warehouse and industrial operations
- Biotechnology
- Visitor-serving

### **Yolo County**

- Agriculture, including value-added food processing
- Tourism and the rural experience, including agri-tourism and eco-tourism
- General manufacturing and distribution
- Highway Commercial Retail Development

### **MERGED TARGET LIST**

1. Technology, including Biotechnology & transportation technologies
2. Food processing and agriculture
3. Tourism, including agri-tourism, eco-tourism and downtown attractions;
4. Retail development, including local-serving and regional serving
5. General distribution and manufacturing

## 4 DEVELOPMENT STRATEGY

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### ***Vision for the Future -- Long Term Sustainability***

Governance by Yolo County and its cities includes a primary commitment to support the local economy, to maintain the health of active business enterprises, to create a regulatory structure that protects public health and safety, to provide for the education system, to offer workforce training, health care, police and court system, etc. The county's jurisdictions strive to keep all this running as smoothly as possible. Government policies, programs and the wise use of taxes make this happen. This work takes up most of the time and energy of local government, and unless accompanied by the desire to improve and be more effective, government tends to maintain the status quo.

Figuring out the future is also important. The residents and employees of Yolo County need to make sure their local governments plan their futures well and create a vision that excites them, that creates new economic wealth, that increases productivity, and that improves quality of life. Local governments must continually strive to help land, buildings, infrastructure, and people achieve their highest and best. The private sector creates almost all new wealth through knowledgeable investment, but government plays an important role by planning, encouraging, teaching, and when necessary developing and redeveloping physical and human assets.

Yolo County's unique mix of land, people and industries allows it to strive for a sustainable economy by building on its strengths and overcoming its weaknesses. This strategy is designed to give the county and its cities a roadmap to the future. The 44-member CEDS Committee has developed the following set of economic development priorities that should help the county attain a dynamic future. These goals consider Yolo County's unique place in the world. They are also practical, and can be achieved through implementation of the prioritized action plan in Chapter 7.

An effective economic development program necessarily requires continuous effort to align all segments of the local economy, but it is most effective if it aligns government policies, strategic goals, incentives, the educational system and workforce attributes with industry needs. That is a huge challenge, but one these goals seek to achieve.

### ***Goals and Objectives***

As shown in Chapter 3, Yolo County and its cities already have a critical mass of unique industries, assets and challenges. They are working to become leaders in economic sustainability, support a growing innovation economy by focusing on agricultural advancement, emerging green technologies, eco- and agri-tourism opportunities, and creating vibrant downtowns and marketplaces. Long term sustainability is clearly Yolo County's future.

Yolo County's excellent transportation system includes three interstate highways, major rail lines, a deep water port, a major metropolitan airport and smaller regional airports that provide ready access to Northern California, West Coast and national and international markets. Increasingly high technology and information services are becoming prominent economic sectors in the region. At the same time, tourism has increased its potential, particularly agri-tourism and eco-tourism. Over 92 percent of Yolo County's 653,549 acres are in active agricultural production, with less than five percent (32,325 acres) in incorporated cities.

Economic sustainability in Yolo County includes:

1. More closely matching the county's primary, secondary, community college curricula with workforce needs, workforce training, and with UC Davis and the expertise it is creating at the graduate and undergrad levels.
2. Creating a sustainable economy in Yolo County by encouraging:
  - Agricultural technologies
  - Agri-tourism and Eco-tourism
  - Green technologies
  - Diversity of opportunity
3. Creating land use, regulatory and incentive policies with enough capacity and flexibility to encourage future sustainable development;
4. Developing a physical environment that has the necessary infrastructure, dynamic marketplaces, and ample quality of life opportunities to attract and retain economic innovators and leaders;

The seven goals are designed to help achieve this vision. Though they are ranked in general priority order, it is important to understand that their relative importance changes depending on which city or part of the county is being considered.

## **COUNTY WIDE CEDS GOAL #1**

### **FULL ALIGNMENT OF WORKFORCE SKILLS AND INDUSTRY NEEDS**

#### **Background:**

The future of Yolo County's economy depends on a trained workforce in the jobs that will be added in the future. Continued government funding of workforce training and education is therefore critical to a prosperous future. The economic strategies of all four cities and the county all emphasize workforce development as a top priority. Farms, manufacturers, business startups, distribution firms, service firms – each will be more profitable if they can hire trained workers at every level, including top management, technical, professional, sales, production, skilled and unskilled. Workforce preparation at every skill level is therefore crucial, including universities, community colleges, secondary schools, private institutions, and employment services agencies.

The Yolo Workforce Investment Board (WIB) includes key county educators, training providers and employers working together to align their services and collaborate more effectively. WIB members will continue to develop skill paths for the jobs of the future – for career tracks in healthcare, hospitality, clean technology, manufacturing and food sciences, retail, and office skills. Skill development can be enhanced if primary, secondary, community colleges and universities better collaborate to develop curricula and applied technical programs that teach these skills in a more focused way.

UC Davis is a technology driver -- a leading generator of graduates with expertise in most of the innovative technologies important in Yolo County. Its graduates and researchers become the entrepreneurs, directors and professionals in leading edge sustainable industries. The companies of the future will hire trained workers in the jobs of the future.

Mentoring programs are an especially cost-effective way to target at-risk youth and those less likely to graduate from high school. Mentoring programs can include business visits, apprenticeships, internships, career days, and all types of meet-and-greet exchanges between businesses and students. In addition to Career Technical Education, models such as the ACE<sup>11</sup> High School Program, the Einstein Academy credit recovery program in Woodland, Diploma Plus, Workforce Readiness Certificates, and the Partnership Academy in Contra Costa are successfully introducing students to new career and education opportunities. Though these programs have a strong positive impact on youth, they all tend to require intense individual rather than group approaches, are often hard to start and hard to maintain, and typically require a strong volunteer effort. The three largest county high schools have about 400 students in need of mentoring services, and only a handful are helped each year.

The CEDS Strategy Committee has intensely discussed an initiative to make Yolo County more effective with its youth mentoring programs. There is strong consensus for a new mentoring coordination function. The form of that coordinating function is still open, and could be a mentoring commission, a mentoring partnership, a new subcommittee of the WIB, or a 'mentoring Czar' position. The new function could first catalog public, nonprofit and private programs available to at-risk youth, coordinate services among providers, educate teachers and youth about available services, help eliminate barriers to providing services, and support augmenting existing programs and resources. The coordination function would emphasize creating a sustainable set of programs and services, and ensuring strong funding and volunteer support. This initiative is a proactive remedial program designed to help expose as many at-risk

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<sup>11</sup> Architecture, Construction and Engineering

youth to career opportunities as cost-effectively as possible. The coordination could begin on a limited scale and expand over time.

It is important to improve the cooperation and coordination among all the above entities. Data, surveys, and dialogues will improve information flow and enhance collaboration. Educational initiatives have the potential to both increase the competitiveness of Yolo County in attracting and retaining employers and to increase the earnings potential of the local workforce. Groups like Linking Education and Economic Development (LEEDS), the Sacramento Area Regional Technology Alliance (SARTA) and the Sacramento Area Commerce and Trade Organization (SACTO) play a key role.

Last but not least, the County of Yolo has a belief in celebrating and enhancing its cultural diversity. All Yolo County residents have an important role to play in promoting this diversity and to provide opportunities for all individuals, regardless of their cultural, linguistic, or religious backgrounds, to participate fully in the community.

### Objectives

1	Support and encourage existing mentoring programs and coordinate services among them. Remove barriers that limit the effectiveness of mentoring. Increase volunteerism and corporate involvement in mentoring programs of all types.
2	Improve transfer programs and opportunities for on the job training between UC Davis, and other education and workforce training providers and industries.
3	Focus workforce development and education programs on preparing the workforce for existing industries, growth industries, and target industries.
4	Expose youth to career choices multiple times at all levels, including pre-school, elementary school, middle school, high school, post-secondary training, and college.
5	Ensure the education and training infrastructure provides career ladders and apprenticeship programs in all careers, including management and skilled labor.
6	Convene meetings and forums that link education and employers for economic development.
7	Maintain a strong set of rapid response and career tools. Create and enhance programs that help workers transition from high school and from other jobs into target occupations.
8	Ensure workforce training programs are geared towards underserved Latino and other non-English speaking population groups.
9	Collaborate to create readily available and seamless math, reading, communication and problem-solving learning units across various age groups, and reinforce those units with field trips and classroom visits.
10	Capitalize on the concentrations of employment opportunities in West Sacramento, Davis, and Woodland by developing training programs near these employment centers in conjunction with fast-growing employers.
11	Growth in the 'Leisure and Hospitality' and the 'Other Services' sectors present an opportunity to transform jobs in these industries into higher wage occupations with opportunities for advancement.
12	Improve the exchange of workforce and program information between UC Davis and other education and workforce training entities, and with industry.

## **COUNTY WIDE CEDS GOAL #2**

### **BUSINESS CLIMATE AND BUSINESS SUPPORT**

#### **Background:**

Strong local economies have thriving businesses and a local workforce with the skills to match the needs of those businesses. Globalization, federal and state tax policies and other governmental and economic conditions strongly influence the local business climate. Thriving businesses are, however, an indication of a positive local business climate, which in turn attracts other businesses. Though most business investment is independent of government's influence, local government can to some degree help create a strong local business climate for desired businesses. A positive local business climate meets the needs of the business prospect for transportation, water, sewer, workforce, land and buildings, access to capital, regulatory framework, access to technology, and other factors.

Local governments can effectively compete regionally and improve their business climates by ensuring adequate supplies of available land, assisting with local infrastructure, maintaining business-friendly implementation of the regulatory structure, providing technical assistance, arranging financial assistance, supporting technology development and adoption, and creating other supportive policies.

Yolo County has a number of important industries, including agriculture, higher education, biotechnology, food processing, distribution, and others. Proximity to UC Davis and Sacramento State College and Sacramento policy makers also make it well positioned to become a growing center for green technology. Keeping abreast of trends in those industries and maintaining a nurturing business climate is important. Yolo County's 6,938 businesses<sup>12</sup> and over 500 farms are mostly small businesses. Therefore, helping businesses thrive means creating an effective retention and expansion program geared to small businesses with an emphasis on downtowns. Expansions call for working with the business to ensure timely permitting and construction. Significant downsizing or closures call for staff teams that include the One Stop and other agencies to problem-solve, and perhaps help avert or mitigate the negative effects.

One important hallmark of a business-friendly community is the extent to which it has an efficient, fair, cost-effective regulatory structure. It takes a consistent pattern of effective permit processing and objective code enforcement to create a positive image among business owners. One bad experience can create a lasting bad reputation. At the same time, regulatory agencies have mandated responsibilities to ensure compliance with numerous federal, state and county rules about land use, site access, building safety, and public health.

As economies tighten, businesses see their costs rise and profits squeezed. Competing effectively to recruit businesses and helping the tax base expand in tight times often means developing policies that help to minimize business costs. Competing effectively in good times also means matching the incentives other communities offer. Conversely, small local governments are not in a strong position to offer incentives that take away resources from more critical services. Therefore, local governments need to provide a range of incentives that do not significantly affect their budgets, and they often consider public investment policies which ensure that incentives quickly returns taxes, jobs and other public benefits.

Yolo County and its cities should spend some of their resources promoting their individual and collective strengths to prospective businesses. Promotion involves creating at least a minimum set of marketing materials including a Web Page and printed promotional materials, and also

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<sup>12</sup> Dun & Bradstreet Zapdata©, 2006

involves some group and individual outreach to prospects. SACTO helps our jurisdictions focus on larger prospects, but the smaller users remain our responsibility. Collaborating on business attraction will help leverage scarce marketing resources.

## Objectives

1	Attract and retain a balance of businesses that provide a full range of quality career choices, serving entry-level as well as highly trained workers.
2	Encourage business growth, including value-added agriculture, food processing, agricultural suppliers and customers, and visitor-serving venues.
3	Continually monitor economic development strategies to determine their effectiveness in encouraging economic diversity, sustainability, and desirable development projects. Adjust policies and incentives when necessary.
4	Streamline and improve efficiencies within the permit review process, including enhanced customer service, expanded technology, and coordinating interdepartmental and interagency resources.
5	Communicate the purpose and process of permit review to the public. Regularly solicit public input about process improvements.
6	Provide clear and understandable information explaining the permit process, by expanding existing Web-based and hard-copy explanatory materials.
7	Establish fee schedules which are competitive within the region.
8	Establish small business financing opportunities, including revolving loan programs, bridge loans, and gap and emergency funding. Tap into CDBG, USDA and other potential funding sources as the opportunity arises.
9	Maintain a business advocacy function within local government.
10	Collaborate with other economic development entities to leverage scarce economic development and capital resources.
11	Join the regional Metro Pulse business retention and expansion program, and use it to track business assistance and monitor business trends.
12	Encourage residents and employees to live, work and shop in the community.
13	Create and maintain up-to-date economic development Web pages with pertinent economic and demographic information, as well as profiles of key development sites and vacant buildings available for new businesses.
14	Promote the county's technological advantages, such as biotechnology.
15	Maintain membership in SACTO as recruitment support for county's attraction efforts.
16	Feedback Loop. Create a set of economic performance measures and track them annually. The measures should track jobs, investment, tax revenues, visitation, and other indicators.
17	Include law enforcement in appropriate policy development and other business support activities.
18	Encourage strong arts and libraries as key components of a high quality of life for residents.
19	Develop adequate workforce housing in appropriate locations as a way to reduce commuting and positively impact climate change.

## **COUNTY WIDE CEDS GOAL #3**

### **SUPPORT TECHNOLOGY AND INNOVATION**

#### **Background:**

UC Davis graduates and other innovators are developing the technologies of the future, and are becoming the entrepreneurs applying these technologies. The county and its cities have a continued strong commitment to encourage technology, and particularly applied technologies such as earth sciences, electronics, nanotechnology, biotechnologies, ecology, transportation, chemistry and biochemistry, and medical. Application of new technology improves industry and daily lives, and is interdisciplinary by its very nature.

For instance, Yolo County has a large agricultural industry with the vast majority of its land involved in producing feed, fiber and horticultural commodities. Annual total output totaled \$450 million in 2007. The agricultural industry utilizes biotechnology in various forms; from seeds that have been bred to produce hardier and more productive crops to new medicines and improved veterinary care. Other technologies such as irrigation improvements, pest management practices, and cultivation practices are keeping the county's agricultural systems on the leading edge of innovation. Biotechnology is actively researched at UCD and other private and public research facilities, field trials are conducted throughout the county.

The clean energy Technology industry includes establishments that create clean energy technology, energy-efficiency products, or clean energy. Electric and fuel cell technologies and other green technologies being developed in Yolo County and the region are improving the environment while enhancing our ability to get around town, and reducing use of non-sustainable energy sources.

#### **Objectives**

1	Support UCD and its technology research and transfer programs such as the UC Biotechnology Research and Education Program, UC Innovation Access, and others.
2	Support seed and early stage technology companies through targeted business retention and attraction.
3	Participate in regional clean technology initiatives such as SARTA's CleanStart to support the attraction, retention and development of clean energy and technology companies.
4	Promote the county's involvement and support for financing technology development and other industry/business innovations, including the Yolo Venture Forum.
5	Help small businesses access and implement effective use of new technology through UC programs and programs like the SBIR program.
6	Maintain membership in Bay Bio and participate in events and activities that relate to ag-biotechnology and/or further goals of our jurisdictions.
7	Convene a county-wide biotechnology industry working group to advise the county and its cities on optimal supporting policies.
8	Nurture and build the local entrepreneurial environment and network.
9	Explore development of business incubation centers at suitable county locations through partnership with UC Davis and other public and private partners.
10	Explore adopting consistent permitting processes within the County and cities for renewable energy and solar panel installations.

## **COUNTY WIDE CEDS GOAL #4 VIBRANT DOWNTOWNS AND MARKETS**

### **Background:**

In the past two decades, the economy of the county has shifted towards the four incorporated cities, much of the new commercial, housing and office development has been build at the edges of town, causing city downtowns and small towns to lose some of their vibrancy and commercial activity. Because of recent economic, land use and technology shifts, there is now a window of opportunity to revitalize many of these communities. Older, boarded up commercial buildings have a chance to again be commercially viable, and each downtown has the opportunity to again be the core area that serves its local population and attracts visitors.

The retail and service markets in most downtowns are primarily local, and therefore small retail and office uses are likely to be dominant. Government centers, community centers and high schools tend to be key traffic generators. Because of limited markets, larger downtown parcels and vacant buildings cannot easily support a single use, so mixed use zoning makes sense for added flexibility.

Effective revitalization depends on adequate water, sewer, roads, fire and public safety as well as policy and regulatory environments that support reinvestment. The infrastructure systems of these communities must also be upgraded as an important component of revitalization.

### **Objectives**

1	Work in Yolo County's downtowns to create a vibrant mix of appropriately scaled retail and other commercial services, new residential and employment opportunities, governmental services, restaurants, entertainment, and cultural/recreational opportunities.
2	Engage local chambers of commerce and other local organizations to ensure local revitalization momentum.
3	Actively use redevelopment powers to engage the development community to commit risk capital for attractive retail, office, industrial and residential uses. Provide incentives through zoning, partnerships, and financing assistance.
4	Encourage housing development in style and numbers appropriate to each community to provide a customer base for downtown commercial development.
5	Promote a high quality of life by fostering a diverse range of cultural, educational, and recreational opportunities that serve the needs of residents.
6	Focus on creating local retail and entertainment, including specialty food stores, restaurants, farmers markets and lodging to meet local and visitor demand.
7	Where it enhances downtowns, develop attractive highway frontage and gateways.
8	Existing commercial and industrial zoning in small towns should be maintained, with the added flexibility of mixed use zoning where appropriate.
9	Help promote local and small businesses by encouraging residents and employees to obtain their goods and services locally.
10	Optimize redevelopment, grant and other funding sources to increase the infrastructure capacity in our downtowns. Supplement private and public funds

	through use of Community Development Block Grants and other outside funding sources whenever possible to stimulate economic development
11	Encourage the development of pedestrian-oriented and bicycle-oriented neighborhoods within and between downtowns.
12	Use street corridor improvements as catalysts for economic revitalization.
13	Where appropriate, consider establishing or expanding Redevelopment Project Areas that can effectively use tax increment to encourage the revitalization of existing downtowns and neighborhoods.
14	Encourage local businesses and community groups to form business investment districts, Main Street <sup>13</sup> programs, and local development corporations as local mechanisms for revitalization
15	Maintain an inventory of vacant and underutilized land designated for commercial and industrial uses. Target key underutilized or vacant parcels and buildings for rapid development and/or redevelopment.
16	Streamline the development review process and fees to avoid unnecessary delays for targeted areas. Tools can include planned developments, specific plans, downtown overlays, historic overlays, etc.
17	Ensure the provision of adequate parking.
18	Develop and provide supporting programs and services for microenterprise development.
19	Enhance transit and streetcar services in downtown areas where appropriate.
20	Promote mixed use zoning and higher densities consistent with sustainability principles.

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<sup>13</sup> The Main Street program is a national movement to improve the quality of life in America's towns, cities and neighborhoods by restoring the economic health of historic central business districts. Developed by the National Trust for Historic Preservation's National Main Street Center, the Main Street Approach organizes a district's comprehensive revitalization efforts into a four-point framework: organization; promotion; design; and economic restructuring. California presently has almost 40 Main Street Program participants of all sizes, including cities such as Arcata, Oceanside, Salinas, Hanford, Grass Valley and San Diego.

## **COUNTY WIDE CEDS GOAL #5**

### **LAND AND INFRASTRUCTURE FOR FUTURE DEVELOPMENT**

#### **Background:**

The General Plans of each city and the county should set aside enough land to accommodate future industrial and commercial growth in places that will not compromise, but will enhance, community values. General Plans and other policies should promote job creation, new investment, and economic well-being, where appropriate and needed. New jobs, continued investment, profitable businesses, increased property tax, and sales tax growth are also important for long term fiscal health.

Business diversity helps to insulate the county and its cities from major economic downturns. The reuse of previously disturbed land through infill, and developing in existing communities are cost-effective policies that minimize impacts to agriculture and allow efficient infrastructure and other services.

#### **Objectives**

1	Maintain diverse pool of developable land in appropriate locations, particularly industrial and commercial land.
2	Encourage new development in places with existing or previous industrial and commercial activity to minimize loss of existing agricultural lands, and to maximize downtown revitalization consistent with SACOG Blueprint principles.
3	Conduct market studies as appropriate to determine how to capitalize on specific competitive locations where revenue generating uses might be highest.
4	Strategically locate new industrial properties to take advantage of local and regional transportation corridors (e.g., Interstates 80, 5 and 505, and State Routes 16 and 128), and to minimize impacts to agriculture.
5	Strategically locate highway commercial properties to take advantage of interstate transportation corridors (e.g., Interstates 80, 5 and 505).
6	Encourage new community-serving <sup>14</sup> and local-serving <sup>15</sup> retail to locate in existing communities, closest to population centers and housing clusters, and at an appropriate scale.
7	Support growth of local economies and new infrastructure in existing communities as needed for economic sustainability. The concentration of development near existing infrastructure is not only cost-effective, but is a key component of downtown revitalization and the creation of attractive amenities that contribute to community vibrancy.
8	Yolo County and its four cities should continue to ensure the equitable sharing of property taxes, sales taxes, Transient Occupancy Taxes, and other revenue sources at city edges.

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<sup>14</sup> A community-serving shopping center is no larger than about 100,000 square feet, and is usually anchored by a major supermarket.

<sup>15</sup> A local-serving shopping center is no larger than about 50,000 square feet, and is usually anchored by a grocery store or small independent supermarket.

9	Ensure continuous and productive dialogue and agreements between jurisdictions that provide sufficient revenues to all jurisdictions to allow them to provide adequate public infrastructure and services such as public safety and court services, health and mental health services, social services, libraries, housing, etc.
10	Ensure an adequate supply and range of housing options including executive and workforce rental and ownership housing.
11	Maintain an adequate transportation system. Ensure the Port of Sacramento, railroads, airports, highways and roads are well maintained and run efficiently.
12	Engage providers to expand broadband infrastructure to support attraction/retention of information technology and innovation economy companies.

## **COUNTY WIDE CEDS GOAL #6**

### **AGRICULTURAL SUSTAINABILITY & VIABILITY**

#### **Background:**

The core value of Yolo County is agriculture and open space. Ninety-two percent of the land surface of Yolo County is currently set aside for agriculture or open-space preservation. Sixty-seven percent of the unincorporated area of the county is further protected under Williamson Act contracts. The new Draft Yolo County General Plan Update generally preserves these percentages.

Agriculture has long prospered in Yolo County, but faces new challenges because of increasing competition from farmers in other countries who have much lower labor, energy, water, and other input costs. To remain competitive, Yolo County's farmers are using new technologies, diversifying crops, embracing agri-tourism opportunities, growing organic produce, investing in sustainable agricultural practices, improving marketing programs, and producing more value-added products. Direct marketing, wine grapes, and high value crops are increasing. Yolo County and its cities vigorously support these efforts and are actively working to further them in various ways.

Though the county still relies heavily on large-scale commodity crops such as tomatoes, alfalfa, and rice, our traditional large-scale food processing capacity has diminished. It is therefore important that the agricultural industry is allowed to maximize its use of its lands, that farms and farmers thrive long term, and that processing stays strong.

Agricultural viability also means encouraging agri-tourism in the Capay Valley, in Clarksburg, at the Davis Farmers Market and other local farmers markets. Each area has its own unique attractiveness and visitor-serving opportunities, and each has farmers who are expanding their direct marketing. The agricultural innovations and sustainable/organic food movements and newly established UC Davis Mondavi Food and Wine Institute programs can enhance tourism through efforts to better align them with complementary agricultural, art, and entertainment programs and venues.

Encouraging small-scale direct market farms to locate at city edges is an opportunity with several advantages, including creating attractive urban boundaries, growing close to the local market and saving on transportation and distribution costs, reducing the environmental impacts of vehicle trips, reducing chemical and nuisance issues, creating local buying and awareness opportunities for urban residents, providing easier access to FFA and other youth training providers, increasing awareness of healthy foods and eating habits, and promoting diversity and decentralization.

#### **Objectives**

1	Work for funding to keep county roads well maintained, and to limit conflicts between agriculture and commuter traffic.
2	Attract new and assist existing processing facilities for expanding farm industries.
3	Assist existing agricultural support businesses and attract new ones. Work to site consolidated agriculture support facilities such as cold storage facilities and community commercial kitchens.
4	Support and continue the Taste of Yolo marketing program as long as budget allows.
5	Ensure land use policies and regulations that facilitate development of new agriculture and its support businesses.

6	Support continuation of the Williamson Act, and support revisions that still provide tax incentives to farmers without impacting county budgets.
7	Continue existing downtown revitalization efforts so our cities and towns are centers of support for agriculture.
8	Support collaborative partnerships between the county and city based tourism, food, wine, arts, cultural and entertainment programs/destinations to extend their reach.
9	Support the expansion of small-scale city-edge farming and its benefits.

## **COUNTY WIDE CEDS GOAL #7**

### **TOURISM PROMOTION AND CAPACITY BUILDING**

#### **Background:**

Tourism is an increasing component of the Yolo County economy, and promoting its continued growth is a high priority. Visitor spending (i.e. dollars brought into the county from outside and spent here) boosts local business income, personal income and tax revenues. Tourists patronize hotels and other lodging, restaurants, department stores, grocery stores, cinemas, casinos, local parks, bike and equestrian trails, passive recreation areas, museums, golf courses, and gasoline and other automotive service businesses. In addition, clearly delineated, attractive, historic downtowns enhance the visitor experience. Creating additional attractions also increases sales and property tax revenues. Similarly, the natural beauty and cultural heritage of the area is attractive to the film industry, which has the potential to generate short term but substantial local income during location filming activities.

Maintaining a strong Visitors Bureau is therefore an important priority. An effective strategy includes increasing visitation from established markets (i.e. Sacramento, Bay Area), increasing day trips from nearby markets and increasing average visitor stay from all markets. The county's attractiveness as a day trip and overnight destination can be achieved, in part, through bundling various activities and amenities.

The general idea of bundling is to increase the availability of linked activities, and "bundle" tourist opportunities available in the area. For instance, those engaging in outdoor recreation such as camping or rafting also need supermarkets, restaurants, equipment/gear, film, souvenirs, rest stop opportunities along the way, and gasoline. Every need should be available nearby and clearly marketed as such. In addition, business travel, convention business, and local sporting events are also attractive targets to expand tourism. Efforts to establish venues or host events to attract special niche markets such as the bicycling community via AMGEN tour and Davis Bicycle Museum are one example. Entertainment and sport venues such as the Palms in Winters, Raley Field in West Sacramento and Opera House and new Community Center and athletic fields in Woodland are others.

Local residents appreciate many of the same services that tourists do, including a variety of shopping and dining choices; good highways, bus and air transportation; and a selection of local entertainment and recreational opportunities. Directing economic development policies to help the tourism industry will capture spending, and will at the same time improve the quality of life for local residents. Further, many local residents would be expected to supplement their incomes through home based businesses. Access to travel services and the Internet are important infrastructure concerns for this business group.

#### **Objectives**

1	Make sure visitor attractions are components of downtowns as they are revitalized.
2	Help businesses increase their visitor-serving capacity in all districts.
3	Encourage planned visitor-serving development at the county's freeway interchanges, focusing on services not available off highway (e.g. motels, gas stations, auto maintenance, etc.).
4	Work together to maintain and increase support for the YCVB for its ongoing

	viability and ability to enhance services.
5	Encourage the bundling of promotional activities and offer complete packages and “concierge” services with everything the traveler needs.
6	Encourage the YCVB to enhance its film promotion capacity.
7	Identify potential tourism-oriented market opportunities and develop stronger links to regional and national tourist markets.
8	Consider establishing an annual Yolo County agricultural festival around crops produced locally to promote local agriculture and expand tourism.
9	Establish successful working relationship with major venues such as the Cache Creek Casino, Raley Field, West Sacramento riverfront and UC Davis Mondavi Center.
10	Create an annual <u>State fair booth</u> exhibit that obtains a Gold Ribbon or higher award each year. Continually strive for “Best of Show”

## 5 VITAL PROJECTS, PROGRAMS AND ACTIVITIES

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The projects, programs and activities listed in this chapter are designed to advance goals and objectives in the previous chapter. Implementation of these projects will enhance Yolo County's competitiveness as it moves toward its goal of a balanced, sustainable economy that is compatible with environmental and quality-of-life goals.

### County – Wide Programs and Activities

#### Workforce Development

The Yolo Workforce Investment Board (WIB) and its individual members have a window of opportunity to help move education and workforce training forward by using its membership and others to forge better collaborations. Full alignment of workforce skills and industry needs can be enhanced by the following four projects, which are synchronized with the WIB's current Goals and Initiatives:

	PROJECT	STATUS
1	Improve cooperation among primary education, secondary education, community colleges and universities for curricula tailored to the jobs of the future – for career tracks in healthcare, hospitality, manufacturing and food sciences, retail, and office skills.	<ul style="list-style-type: none"><li>• WIB should convene and/or participate in all forums for educators to discuss barriers to information exchange and ways to align curricula;</li><li>• WIB is already aligning its One Stop Services by developing an inventory of gaps in services and surveying employers for skill set needs.</li></ul>
2	Improve integration of employers and the University of California at Davis in the development of skills in the technology sectors.	UC Davis has been approached and will be invited to join the WIB, and will be encouraged to participate in forums.
3	Enhanced mentoring within and beyond our educational institutions, with an emphasis on early and frequent exposure to youth less likely to graduate from high school.	<ul style="list-style-type: none"><li>• WIB and its members actively participate in LEED Convergence conferences and fully support its activities;</li><li>• Expanded support for the Einstein Academy, ACE Program, and others;</li><li>• The Yolo Youth Council has four action teams, and should expand Work Ready Certificate, youth mentoring, and information gathering.</li></ul>
4	Maintain strong One Stop and WIB systems and partnerships.	Yolo One Stop is actively and continually seeking to improve services.

Funding for all these programs is generally through education, social services and the Workforce Investment Act. However, with funds tightening due to the economic downturn, there is an increasing potential to seek other funds, including private donations, CDBG, EDA and other sources geared to help.

### **Levees and Flooding**

Flooding is a significant issue that affects Woodland, West Sacramento, Winters and unincorporated Yolo County. Addressing levee safety and flood hazards in areas within the 100- year floodplain will be necessary to enable growth and development to meet the county's needs. Policies restricting development in the 100-year floodplain also constrain the supply of land available for new development. The county and affected cities participate on an ongoing basis in the Central Valley Food Protection Plan, the Regional Flood Management Plan, and the Floodway Corridor Protection Program. Likely funding sources are Federal, including FEMA, the US Army Corps of Engineers, specific federal legislation and earmarks, plus local matching funds. Specific flood improvement projects include:

<b>Title</b>	<b>Description</b>	<b>Cost</b>
West Sacramento Levee Improvement Projects	Improvements to over 20 miles of levees identified during 2006 seepage analysis. These levees protect over 40,000 residents.	\$400 million
Cache Creek Flood Management Project	Public outreach and technical analysis necessary to identify long term solution to protect Woodland and surrounding areas.	\$200,000 to find solution, unknown for actual solution.
Knights Landing Levee Improvement Project	Geotechnical evaluations of 12 miles of levees to protect Knights Landing. Also, the Mid Valley Project is needed to address existing levee weaknesses.	\$1.2 Million for geotech, \$1 Million for Mid-Valley project.
Clarksburg Levee Improvement Project	32.4 miles of geotechnical evaluations of levees that protect Clarksburg.	\$3.2 Million for geotech, unknown for identified improvements.
Sacramento River West Bank Levee Integrity Program	44 miles of Geotechnical evaluations of all levees not included in West Sacramento, Knights Landing and Clarksburg projects.	\$3.6 Million for geotech, unknown for identified improvements.
Madison Storm Drainage/Flood Management Project	Caltrans is due to improve Highway 16 through Madison in 2010 or after, which will address some flooding issues. This project will address any residual flooding that may persist after the project.	Unknown.
Yolo County Integrated Regional Water Management Plan (IRWMP).	Various projects of lower priority than the above, including maintenance, pumping infrastructure, levee repair, conveyance capacity improvements, vegetation removal, and sediment removal.	\$40,000 - \$3 Million each or more.
Port Channel Deepening	Deepen the channel from 30 to 35 feet, USCOE authorized project	\$60 million

## **Davis**

Davis project and program priorities include the following:<sup>16</sup>

### **Economic Development Projects:**

1. Implement Measures that foster Davis as a “Destination” (bicycle museum; bicycle hall of fame, art museum, annual festival, movie theater screen)
2. 3/4/E/F Mixed-Use Project - Redevelopment of downtown block to provide mixed-use development and new parking structure;
3. Retain and attract compatible economic development (including filling vacancies at shopping centers);
4. Downtown and commercial districts access, streetscape, pedestrian, bicycle and other improvements, to comply with ADA requirements and enhance shopping districts.

### **Infrastructure Projects Essential to Economic Development:**

5. Alternative Water Supply;
6. Waste Water Treatment Plant Upgrade;
7. Transportation Alignment Projects – Pending Study.

### **Project#1:**

Implement measures that foster “Davis as a Destination”:

- Arts and Entertainment – develop new art gallery downtown in partnership with UC Davis
- Establish a new California Bike Museum
- Establish of a new US Bicycle Hall of Fame
- Host Centennial Celebration/Annual Festival
- Varsity Theater 2nd Screen

**Lead Entity and Key Participants:** vary by projects - City of Davis, UC Davis, Davis Chamber of Commerce, Davis Downtown Business Association, US Bicycle Hall of Fame, Davis Bicycle Foundation, Nelson Gallery, others.

**Sources of Funding:** City Redevelopment Agency and other public and private partners, including Davis Bicycle Foundation

**Anticipated Costs:** will vary by project, \$250,000 allocated to complete study of options for permanent site for Bicycle Museum, final estimate of costs TBD depending on selected location.

**Timeline to Completion:** ongoing, specific timeframes vary

**Jobs Created as a Result:** Temporary jobs from construction activities, minor increase in long term employment for museum staff, increasing numbers of visitors to Downtown will sustain/support employment growth in area businesses.

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<sup>16</sup> Subject to change after further review

**Priority:** High

**Project #2:**

**3/4/E/F Mixed Use Redevelopment with Parking Structure-** redevelopment of a downtown block (including surface parking lot) to provide a mixed-use development with 30 K sq. ft. of retail and 52K sq. ft. of office, and approx. 450 parking spaces. The project will enhance the vitality of the downtown by providing a continuity of retail shopping at the street level, improved access to parking, and increased business and employment opportunities that will stimulate downtown business. Possible addition of a residential component would also contribute to increased activity downtown.

**Lead Entity and Key Participants:** City of Davis, Davis Redevelopment Agency, private property owners

**Sources of Funding:** City Redevelopment Agency, In-lieu parking fees, and others

**Anticipated Costs:** \$21 Million, RDA funds \$4.2 Million; Parking In-lieu fees \$450,000, unfunded \$16.35 Million

**Timeline to Completion:** Selection of preferred development approach by end of 2009, construction timeframe TBD

**Jobs Created as a Result:** Temporary substantial increase in construction jobs for duration of construction phase. Long term increases in employment resulting from increase in retail and commercial development. Increase in downtown employees, and/or residents and increased parking supply will also support business and job growth in other downtown commercial establishments.

**Priority:** High

**Project #3:**

**Retain and attract compatible economic development:**

- high tech industry, auto dealerships, downtown retail;
- expand hotel and conference center facilities in or near downtown;
- target technology businesses; develop high-tech research and business park zones; consider development of Green business zones;
- collaborate with UC Davis to support/pursue establishment of life sciences, high tech, green tech and clean tech businesses consistent with community character and related to UCD research activities;
- Promote and facilitate appropriate retail to fill vacancies in Shopping Centers.

**Lead Entity and Key Participants:** City of Davis, UC Davis and private developers

**Sources of Funding:** Private conventional funding combined with possible State or Federal Economic Stimulus funding, or “green/clean” research and development funding.

**Anticipated Costs:** will vary by project type

**Timeline to Completion:** ongoing

**Jobs Created as a Result:** substantial incremental numbers anticipated over time. Jobs created commensurate with size of development and new business needs.

**Priority:** High

**Project # 4:**

Downtown and Commercial district access, streetscape, pedestrian, bicycle, parking and other improvements to comply with ADA requirements and enhance shopping districts:

- 1st, 2nd, 3rd, 5<sup>th</sup> and B Streets improvements in Downtown;
- 8th Street at Manor Shopping Center;
- A Street to Mondavi Connection;
- Bike/Ped at grade crossing @ Depot;
- 1<sup>st</sup> and F Street Parking garage ADA improvements;
- Bicycle racks;
- Depot/Downtown parking structure;

**Lead Entity and Key Participants:** City of Davis

**Sources of Funding:** vary, include RDA funds, and Capital Project Funds

**Anticipated Costs:** will vary by project type

**Timeline to Completion:** ongoing

**Jobs Created as a Result:** temporary construction jobs

**Priority:** High

**Project #5:**

Continue to Implement the Davis-Woodland Water Supply Project

**Lead Entity and Key Participants:** City of Woodland, Yolo County, and UC Davis

**Sources of Funding:** costs split by participating jurisdictions

**Anticipated Costs:** \$350 Million

**Timeline to Completion:** 2016

**Jobs Created as a Result:** Significant during construction phases; unknown additional permanent positions

**Priority:** High

**Project #6:**

**Waste Water Treatment Plant Upgrade**

***Lead Entity and Key Participants:*** City of Davis

***Sources of Funding:*** user fees, connection fees, State Revolving Funds, other

***Anticipated Costs:*** \$ 120-140 million dollars

***Timeline to Completion:*** construction start 2010, facility improvements online in 2012

***Jobs Created as a Result:*** Temporary increase in employment during construction phase, long term increase in employment not yet determined

***Priority: High,*** mandated by state and federal requirements

**Project #7:**

**Transportation Alignment Projects - Pending Study**

- Richards/I-80 Tight Diamond
- Cowell Medians/Richard Lane addition
- California Northern Rail Line

***Lead Entity and Key Participants:*** vary City of Woodland, Yolo County, West Sacramento, Caltrans, and UC Davis

***Sources of Funding:*** TBD

***Anticipated Costs:*** TBD

***Timeline to Completion:*** TBD

***Jobs Created as a Result:*** Significant during construction phases

***Priority:*** High

## **West Sacramento**

The priority projects and programs for the City of West Sacramento include:

- Downtown Riverfront Streetcar
- West Capitol Avenue Streetscape and Extension
- Tower Bridge Gateway Reconstruction
- Bridge District Infrastructure
- River One Development Project
- US 50/Harbor Boulevard Interchange Improvements
- Technology Business Incubator Development
- Target industry attraction and retention
- Emerging technology company development

### **Project #1: Downtown/Riverfront Streetcar**

The Downtown Streetcar project will connect downtown Sacramento and downtown West Sacramento with links to transit facilities and major activity centers such as Raley Field, the new Los Rios Community College and the Sacramento Convention Center. As a circulator, streetcars have helped revitalize communities, like Portland and Seattle, and spur economic development. Research shows that rail transit attracts more riders and serves as a greater economic development catalyst than bus systems. The Portland streetcar opened in 2001 at a cost of \$55 million. By 2005, over \$2.3 billion had been invested within two blocks of the line, creating 7,248 housing units and 4.6 million sf. of office, institutional, retail and hotel space. A streetcar will attract more people to the riverfront and serve new developments proposed for redevelopment areas including the Bridge District, Raley's Landing and the recently completed Tower Bridge Gateway and West Capitol Avenue streetscape and revitalization.

A draft EIR has been circulated, local funding identified and a workable financing plan approved. The preferred route runs from the Sacramento Convention Center, shares RT tracks on K Street, travels down 7<sup>th</sup> and 8<sup>th</sup> Streets, runs inside the median of Capitol Mall across the Tower Bridge to Raley Field, and on to West Sacramento's City Hall. The project goal is to be ready for construction by 2011 and in operation by 2012-2013. Phase III tasks will finalize assessment districts and other financing plans, create an organization to oversee streetcar, and establish the path toward construction estimated at \$1 million. The total project cost is estimated at \$67 million.

**Lead Entity and Key Participants:** *City of West Sacramento, City of Sacramento*

**Sources of Funding:** Tax increment, parking revenues, assessment districts

**Anticipated Costs:** \$67 million

**Timeline to Completion:** Two years – project to begin construction in 2011

**Jobs Created as a Result:** *At buildout, project would serve downtown employment base of 100,000 workers and residential base of 30,000 residents.*

**Priority:** Level A - City Council Priority

**Project #2:** West Capitol Avenue Streetscape and Extension (former US-40)

This project consists of construction of streetscape improvements and reservation of streetcar right of way in a one mile stretch of West Capitol Avenue between Jefferson Boulevard and Sycamore Avenue. While maintaining status as a truck route and major arterial, and retaining adequate capacity to handle projected traffic volumes, the streetscape improvements will dramatically change the look of the street. Improvements include wider sidewalks, a flatter road cross-section, reconfiguration of lanes, new lighting, and substantial planting and hardscape treatments. Utilities will be relocated and sized to meet the needs of projected development. This project will accommodate the installation of the Sacramento – West Sacramento Streetcar project currently under design, a vital planned transit link between the urban cores of the two cities. This project would be a continuation of the improvements currently underway between Garden Street and Jefferson Boulevard, improvements that have stimulated substantial new development including a community college campus, county library, transit center and community center.

**Lead Entity and Key Participants:** *City of West Sacramento, Redevelopment Agency*

**Sources of Funding:** Redevelopment, Impact Fees

**Anticipated Costs:** \$16 million

**Timeline to Completion:** Initial phase is under construction

**Jobs Created as a Result:** 400

**Priority:** Level A- Council Priority

**Project #3:** Tower Bridge Gateway

This project is part of the redevelopment of the City's waterfront and will reconfigure a grade-separated freeway (built to reduce transit times to downtown Sacramento) into a "front door" arterial roadway. The new facility will provide safe multi-modal access (auto, bike, streetcar, pedestrian) from downtown Sacramento into West Sacramento and between adjacent neighborhoods. This project will accommodate the installation of the Sacramento - West Sacramento Streetcar project currently under design ... a transit link between the urban cores of the two cities. Concurrent with this project will be the development of 731 residential units (including 198 affordable units) that will represent at least \$256 million in private investment. By opening up the area to new office development it also creates the potential for over 20,000 permanent jobs. This green development program is intended to provide critical residential mass to catalyze redevelopment of remaining areas on the City's waterfront.

**Lead Entity and Key Participants:** *City of West Sacramento, Redevelopment Agency*

**Sources of Funding:** Grants from state: \$4 million, Traffic Improvement Fund

**Anticipated Costs:** \$8 million

**Timeline to Completion:** Project ready to begin initial work within 120 days

**Jobs Created as a Result:** 11,000 permanent jobs, 160 construction jobs

**Priority:** Level B – Council Objective

**Project #4:** Bridge District Infrastructure

New streets, and sewer, water and storm drain lines and related infrastructure are required to support the redevelopment of the Bridge District on the city's waterfront. These capital projects will support the attraction and development of high-density, office, commercial and residential uses. The Bridge District infrastructure is planned to support up to 7 million square feet of office space and 5,000 residential units, with a total assessed valuation of over \$3.5 billion. The area is planned to accommodate dense, sustainable urban development and the city is pursuing a LEED Silver Neighborhood Development designation for the Bridge District.

**Lead Entity and Key Participants:** City of West Sacramento Redevelopment Agency,

**Sources of Funding:** Community facilities district, tax Increment, impact Fees, state infrastructure grants

**Anticipated Costs:** \$240 million

**Timeline to Completion:** Construction to begin in 2009; completion in 2030

**Jobs Created as a Result:** 30,000

**Priority:** Level A – City Council priority

**Project #5:** River One Development Project

A 500 space parking structure is planned to support development of a hotel and high density office, commercial and residential uses in the riverfront redevelopment area. The parking structure construction cost is estimated at \$12 million. The parking garage is planned to be the first structure within a City-managed parking district. It will be a shared use facility serving the hotel and surrounding commercial development.

**Lead Entity and Key Participants:** City of West Sacramento, Redevelopment Agency

**Sources of Funding:** Revenue bond, tax increment

**Anticipated Costs:** \$12 million

**Timeline to Completion:** Construction start 2010, completion 2011.

**Jobs Created as a Result:** 245

**Priority:** Level B – Council Objective

**Project #6: US50/Harbor Boulevard Interchange Improvements**

The project will widen Harbor Boulevard and the Harbor Boulevard over-crossing structure to six lanes, modify the geometric alignment of the ramps and install ramp metering. The improvements will provide auxiliary lanes for westbound traffic between Jefferson Boulevard and Harbor Boulevard and from Harbor Boulevard to the Interstate 80 Connector ramp. Front Street, Freeboard Street, and Halyard Drive will require minor realignment or modifications to accommodate the interchange improvements. The total project cost is estimated at \$36.7 million. The construction cost, including construction management and inspection, is estimated at \$23.5 million. The project will dramatically improve circulation to and from the major job center of the Port of West Sacramento Industrial Park.

**Lead Entity and Key Participants:** *CalTrans, City of West Sacramento*

**Sources of Funding:** State and Federal highway funds, traffic impact fees, tax increment

**Anticipated Costs:** \$30 million

**Timeline to Completion:** Construction 2010, completion 2012

**Jobs Created as a Result:** *Supports retention and growth of Port Industrial Park job center with 25,000 current employees*

**Priority:** Level B – City Council Major Project

**Project #7: Technology Business Incubator Development**

The adopted City CEDS identified business incubator development as a priority project. The project and program begins with virtual incubation programs, builds to a leased facility, then ultimately to development of a publicly owned, full service incubator. An EDA planning and technical assistance grant and city match is expected to fund a Business Plan/Financial Feasibility Study to evaluate development sites, costs, partners, and to prepare a development plan.

**Lead Entity and Key Participants:** *City of West Sacramento, Yolo County, UC Davis,*

**Sources of Funding:** Redevelopment Agency

**Anticipated Costs:** \$60,000 Business Plan /Financial Feasibility Study will identify potential facilities and development costs.

**Timeline to Completion:** October 2009 – Business Plan in December 2009 -- Construction in 2010/11

**Jobs Created as a Result:** *468 over first 5 years*

**Priority:** 2005 adopted City CEDS

**Project #8:**

Direct technical, permitting and financing assistance to new and expanding businesses and microenterprise businesses in West Sacramento.

***Lead Entity and Key Participants:***

City of West Sacramento, SBDC, Yolo County WIB, Community Colleges, West Sacramento Chamber of Commerce, and others.

***Sources of Funding:***

Private sector, USDA, State CDBG, EDA.

***Anticipated Costs:***

- General administration, technical assistance and loan underwriting/processing requires \$50,000 per year of staff time.
- Financing assistance requires a revolving loan account of \$300,00 - 600,000.

***Timeline to Completion:***

- The CDBG Economic Development revolving loan program is currently underway, but funds are nearly depleted. An application for continued CDBG grant funding will be submitted in August 2009. New funding anticipated in early 2010.
- Technical assistance is available on a limited basis through the SBDC. Additional technical assistance resources to be developed through a CDBG PTA application submitted in June 2009.

***Jobs Created as a Result:***

Jobs created and retained varies, but should be between 12 and 100 jobs over 2 years.

***Priority:***

High

**West Sacramento's Port of Sacramento Projects**

**Port Project #1:**

Port of Sacramento entrance and intersection, including construction of a new fully signalized intersection, with rail protection, at Harbor and Beacon Boulevards.

***Lead Entity and Key Participants:*** City of West Sacramento and Port of Sacramento

***Sources of Funding:*** City of West Sacramento Capital Improvement Program

***Anticipated Costs:*** \$850,000

***Timeline to Completion:*** Engineering is complete. Construction completion anticipated in 2010

***Jobs Created as a Result:*** 87 construction jobs

***Priority:*** Port priority #1

**Port Project #2:**

Construct a rail line from the Port of Sacramento to the Cemex regional cement import facility.

***Lead Entity and Key Participants:*** City of West Sacramento and Port of Sacramento

***Sources of Funding:*** unspecified

***Anticipated Costs:*** \$1.4 million

***Timeline to Completion:*** Construction completion expected in 2009

***Jobs Created as a Result:*** 87 full time jobs

***Priority:*** Port priority #2

**Port Project #3:**

Create a new cargo terminal with dedicated dock and terminal lay down area for oversized shipments.

***Lead Entity and Key Participants:*** Port of Sacramento

***Sources of Funding:*** Unspecified

***Anticipated Costs:*** \$17.5 million

***Timeline to Completion:*** construction to begin in 2009, with completion in 2010

***Jobs Created as a Result:*** 250 full time jobs

***Priority:*** Port priority #3

**Port Project #4:**

Port of Sacramento power plant, involving construction of a wood pellet manufacturing and export terminal.

***Lead Entity and Key Participants:*** Port of Sacramento in a public-private partnership

***Sources of Funding:*** Unspecified public funds plus private investment.

***Anticipated Costs:*** \$60 million, including \$11 million of public funding

***Timeline to Completion:*** Construction to begin in 2010

***Jobs Created as a Result:*** 220 full time jobs

**Priority:** Port priority #4

**Port Project #5:**

Sacramento Deep Water ship channel deepening from 30 to 35 feet.

**Lead Entity and Key Participants:** City of West Sacramento, Port of Sacramento, US Corps of Engineers authorized project.

**Sources of Funding:** Unspecified federal funds. Not EDA eligible.

**Anticipated Costs:** \$80 million.

**Timeline to Completion:** Design is underway. Dredging to begin in 2010, complete 2 years after.

**Jobs Created as a Result:** 2,250 construction jobs

**Priority:** Port priority #5

## **Winters**

### **Project #1:**

Downtown revitalization and new development:

- Monticello
- Rehabilitation and re-use of second floor—historic buildings
- New business development/existing business support programs (lease assistance and façade programs)
- Streetscape Improvements Phase II.

Monticello is a mixed use development that represents the first new construction in the downtown in approximately three decades. A study is underway to determine the feasibility of adaptive re-use of the second floor of at least one of three key historic buildings in the downtown. Proposed uses include: meeting facility, hotel, and office space. Several local businesses have taken advantage of the city's Façade Improvement Program to improve their building frontage and a lease-assistance program is also underway with two new businesses expressing an interest and existing businesses in discussions, as well. The City received a grant from SACOG to complete Phase II of the Downtown Streetscape Improvement Project. Phase I is substantially complete and included bulb-out improvements to the intersection of Railroad & Main streets and Abbey street (south side). Phase two will continue street/sidewalk improvements on Railroad and Main, as well as a bulb-out at the intersection of Main & First streets.

### ***Lead Entity and Key Participants:***

City of Winters and City Community Development Agency (lead), Monticello developers/owners, historic building owners, business owners, (SACOG & Caltrans for grant funds)

***Sources of Funding:*** Redevelopment funds, SACOG grant funds, private investment, CDBG grant funding.

***Anticipated Costs:*** Unknown

***Timeline to Completion:*** Monticello approx. 2010, historic rehab—unknown (feasibility study currently underway), new business development ongoing, streetscape improvements—fall 2009.

***Jobs Created as a Result:*** Approximately 25-30 at build out of all projects-perhaps more in future depending on business expansion

***Priority:*** 1

**Project#2:**

Utility infrastructure along SR 128 to Interstate 505 for highway commercial development. The City proposes to extend water and sewer infrastructure from existing services to the properties adjacent to Interstate 505 on the west side. This project is crucial in terms of attracting freeway/highway commercial development to the City. This development is a high priority as it is seen as one of the tools to increase the City's sales tax revenues.

***Lead Entity and Key Participants:*** City of Winters (lead), property owners

***Sources of Funding:*** City of Winters--through reimbursement agreements

***Anticipated Costs:*** \$1 million

***Timeline to Completion:*** Approx. 12/31/2009

***Jobs Created as a Result:*** Unknown at this time

***Priority: 2***

**Project #3:**

Well # 7 Construction (2.3 gpm municipal water well) The project plans and CEQA are complete.

***Lead Entity and Key Participants:*** City of Winters

***Sources of Funding:*** City funds—through reimbursement agreements

***Anticipated Costs:*** \$2.2 Million

***Timeline to Completion:*** Approx. 12/31/2009

***Jobs Created as a Result:*** No direct jobs other than during construction, however future economic development hinges on the construction of Well #7

***Priority: 3***

**Project #4:**

Public Safety Facility

***Lead Entity and Key Participants:*** City of Winters, Winters Police Department, Winters Fire Department, CDA

***Sources of Funding:*** City funds, Redevelopment funds, grant funds

***Anticipated Costs:*** \$8 Million

***Timeline to Completion:*** Project slated to go to bid in March, 2009

***Jobs Created as a Result:*** No direct new positions at either agency at this time, other than those created during construction. This project is a high priority in the City of Winters in terms of the fire/police departments' ability to move to the next level in providing services to the community (4/10 shifts/sleeper shifts—police services/evidence storage and collection, technology). This enhanced level of service will enable the City to be in a better position when attempting to attract industrial and manufacturing businesses, as well.

***Priority: 4***

**Project #5:**

Putah Creek Trail/Nature Park development and improvements adjacent to new vehicle bridge, which is slated for construction 2011-2012. The Putah Creek Nature Park/Master plan calls for hiking/biking trails along the one-mile perimeter of Putah Creek from the City of Winters east to the I-505 overpass. Plans include a loop-trail with bridge crossing at the overpass. Solano County Water Agency, through the Putah Creek Streamkeeper, has received significant grant funding for riparian restoration and stream realignment, which should begin in the coming year. The City has received federal funding for mitigation improvement adjacent to the new vehicle bridge.

***Lead Entity and Key Participants:***

Solano County is lead agency for new vehicle bridge construction. City of Winters is lead agency for mitigation improvements and Putah Creek Master Plan implementation, Solano County Water Agency/Putah Creek Streamkeeper are lead in three restoration grants.

***Sources of Funding:*** Federal funding, State grant funding

***Anticipated Costs:*** \$1.5 Million

***Timeline to Completion:*** Ongoing

***Jobs Created as a Result:*** No direct jobs other than those created during construction of various projects. However, the City views the Putah Creek Master Plan/Nature Park as a focal point of the City and a key component (destination point) in its plans to create a vital and active downtown and local economy.

***Priority: 5***

## **Woodland**

Woodland's project and program priorities are directed toward preserving and activating the historic downtown core, upgrading basic downtown utility and infrastructure, and diversifying the economy into biotechnology and historic tourism industries. City projects include the following:

1. Construction of 480 –space garage facility in Downtown Woodland;
2. Acquisition of site for new Yolo County courts consolidation;
3. Development of new multi-plex theater on Main Street in Woodland;
4. Development of the downtown Historic Plaza to add public gathering places and venues to increase the vitality and viability of the historic downtown core;
5. Construction of high tech business incubator on East Street;
6. Attraction of green technology, and biotechnology firms to Woodland;
7. Expansion of historic based tourism.

### **Project #1:**

Parking Structure – The City of Woodland plans to construct a parking structure with approximately 480 spaces and more than 30,000 square feet of first floor commercial space in Downtown Woodland. The parking structure represents key infrastructure required for attracting a new multi-plex theater and other commercial development to Downtown Woodland. The parking structure will support consolidation/expansion of the county's court system, and will also allow the attraction of new businesses and the expansion of existing businesses in Downtown Woodland. Funding assistance is needed for the construction of the parking structure.

### **Lead Entity and Key Participants:**

City of Woodland Redevelopment Agency, California Infrastructure and Economic Development Bank, private sector, County of Yolo, County Courts.

**Sources of Funding:** Economic Development Administration, City Redevelopment Agency, California Administrative Office of the Courts

### **Anticipated Costs:**

Design & Engineering	\$ 500,000
Land Acquisition	\$5,000,000
Construction	<u>\$9,500,000</u>
	\$ 15,000,000

### **Timeline to Completion:**

Acquisition	Jan.'09-Dec. '09
Environmental	April '09-August '09
Design	April – August '09
Solicitation of construction bids	August – October '09
Award contract/start construction	November 2009

**Jobs Created as a Result:** 485 jobs, including:

29 FTE theater jobs  
23 FTE retail jobs in theater building  
40 FTE retail jobs in garage

88 FTE court jobs  
295 retail and office jobs on preservation of three acres in DT core

**Priority: #1**

**Project #2:**

County Courts Consolidation – The new courthouse (New Woodland Courthouse for the Superior Court of California, County of Yolo) will consolidate 6 existing facilities, consolidate all adult and juvenile court operations in one location in Downtown Woodland, and expand court services by increasing the capacity for judicial proceedings from 13 to 14. The new courthouse will contain approximately 160,000 square feet of courtroom, office, and related facilities; be located in Downtown Woodland; and be in close proximity to court users/legal-related facilities (District Attorney, Public Defender, County Counsel, private attorneys, and County Law Library). Funding assistance is needed for the purchase of the land required for the project.

***Lead Entity and Key Participants:***

City Redevelopment Agency, California Administrative Office of the Courts

***Sources of Funding:***

Economic Development Administration, City Redevelopment Agency, California Administrative Office of the Courts

***Anticipated Costs:***

***\$173 million***

***Timeline to Completion:***

Jan. 2009---Jan. 2012

***Jobs Created as a Result:***

88 new FTE court jobs

**Priority: #2**

**Project#3:**

Development of new 12-screen multi-plex theater with 15,000 square feet of retail space on Main street in Woodland

***Lead Entity and Key Participants:***

Private developer and first-run movie theater operator

***Sources of Funding:***

New Market Tax Credits, Redevelopment Agency, private funds

***Anticipated Costs:***

\$12 million

***Timeline to Completion:***

Jan. 2009 – Jan. 2010

***Jobs Created as a Result:*** 52

***Priority:*** 3

**Project#4:**

Development of DT Historic Plaza (increases vitality and viability of historic downtown core).

***Lead Entity and Key Participants:***

Woodland Redevelopment Agency, major property owners

***Sources of Funding:***

Private Funds

Redevelopment tax increment funds

State or federal stimulus package allocations

***Anticipated Costs:*** \$ 1million

***Timeline to Completion:*** October 2008 – October 2009

***Jobs Created as a Result:***

35 jobs in new office and retail space

***Priority:*** 4

**Project#5:**

Construction of high tech business incubator on East Street.

***Lead Entity and Key Participants:***

Dave Morris, private developer

***Sources of Funding:***

Private

State and federal stimulus money or other grants

***Anticipated Costs:*** \$ 8 million

***Timeline to Completion:*** August 2008 – August 2010

***Jobs Created as a Result:***

50 new technologically oriented jobs

***Priority:*** 5

**Project#6:**

Attraction of green technology and biotechnology firms to Woodland.

**Lead Entity and Key Participants:** City of Woodland, County of Yolo, UC Davis, SARTA, others

**Sources of Funding:** Ongoing

**Anticipated Costs:**

\$125,000 for planning and feasibility analysis

**Timeline to Completion:**

June 2009 – July 2010

**Jobs Created as a Result:** 10-20 jobs per year

**Priority: 6**

## ***Unincorporated Yolo County***

As noted in prior chapters, the future of the county's unincorporated economy depends on:

1. The continued viability of agriculture through ag land preservation policies, maintaining adequate water supplies, and ensuring access to supplies and markets. This includes encouraging added value-added processing and smaller scale distribution capacity. This also includes policies that see ahead and accommodate ag as it evolves technologically and as it expands into direct marketing;
2. Improving the reliability and capacity of our small town sewer and water systems so they can accommodate commercial growth and remain viable as centers for ag services and markets;
3. Downtown revitalization in Esparto
4. Providing direct business assistance in the areas of permitting, financing, marketing, and entrepreneurial skills;
5. The Yolo County Airport is a county asset that is under-serving its tenants, and has the potential to expand significantly so it can better serve local businesses, the University of California, and the agricultural industry.

### ***Project #1:***

Attract food processing, encourage existing processors to expand, and improve the ability of small farmers to get their products to market.

### ***Lead Entity and Key Participants:***

Private sector, Yolo County (particularly the functions of Agriculture, Planning, Building, Public Works, and Economic Development), and farm associations and community based organizations.

### ***Sources of Funding:***

Private sector, augmented by grant funding for infrastructure in selected locations, and grants for gap financing via small business loans.

### ***Anticipated Costs:***

Project-by-project. Most individual projects will be between \$50,000 and \$1 million.

### ***Timeline to Completion:***

Ongoing.

### ***Jobs Created as a Result:***

Each project will generate between 4 and 50 jobs

***Priority:*** High

**Project #2:**

Expand the small community sewer and water systems in Esparto, Madison, Knights Landing and other communities to allow industrial and commercial lands designated in the General Plan to be more rapidly developed.

**Lead Entity and Key Participants:**

Esparto Community Services District, Madison Community Services District, Knights Landing Community Services District, County (Economic Development, Public Works, LAFCO).

**Sources of Funding:**

Economic Development Administration (EDA), California Infrastructure and Economic Development Bank (CIEDB), USDA, Economic Stimulus.

**Anticipated Costs:**

\$100,000 each for a Facilities Plan in Esparto, Madison and Knights Landing, then \$10 - \$20 million for engineering and construction.

**Timeline to Completion:**

Facilities Plan completion in 2009-2010. Construction in 2010-2012.

**Jobs Created as a Result:**

- Up to 4,280 jobs over the next decade.
- Up to 1,200 jobs in Esparto over the next 10 years.
- 480 commercial jobs and up to 2,600 industrial jobs in Madison over the next 10 years;

**Priority:**

High

**Project #3:**

Create an industrial sewer system in Clarksburg, either by on-site winery wastewater treatment or by a connection to the Sacramento Area Regional Sanitation District.

**Lead Entity and Key Participants:**

Private sector, County (Planning, Public Works, Economic Development, LAFCO).

**Sources of Funding:**

Private Sector investment, California Infrastructure and Economic Development Bank (CIEDB), USDA. Clarksburg is not eligible for EDA funding.

**Anticipated Costs:**

\$100,000 for engineering and financial studies, \$10 million for construction

**Timeline to Completion:**

Studies complete in 2009-2010, construction begins in 2010.

**Jobs Created as a Result:**

A major winery employs up to 300 full time personnel.

**Priority:**

High

**Project #4:**

Downtown Esparto Revitalization, including streetscape improvements, key building renovations, Brownfield clearances, and new commercial and mixed use development.

**Lead Entity and Key Participants:**

County of Yolo, Capay Valley Vision, SACOG, Caltrans, Rumsey Band of Wintun Indians

**Sources of Funding:**

- For streetscape, Rumsey Band of Wintun Indians, SACOG Community Design Grant, SACOG Complete Streets Grant, potential community assessment district for maintenance;
- Private sector and possible grants from EDA, CDBG, Tribe and other sources for redevelopment projects.
- USEPA for Brownfields community wide assessment.

**Anticipated Costs:**

- \$100,000 for 30% streetscape design, \$3-8 million for full design and construction of complete streetscape
- \$300,000 - \$1 million for each large building to be renovated;
- \$400,000 for Brownfield community wide assessment

**Timeline to Completion:**

- Streetscape preliminary design underway and construction planned in 2010-2011.
- Several projects in the downtown are in the planning stages including the Lindbergh Building and the Wyatt Building – renovations to be completed over next several years with the Lindbergh Building available for renovations and tenant occupancy as soon as rehab funds can be obtained.
- EPA Brownfield Community Wide Assessment grant being implemented during 2008-2011.

**Jobs Created as a Result:** Limited jobs in Downtown Esparto, with about 32 retail and office jobs created for each acre of vacant land or building that can be developed or redeveloped.

**Priority:** High

**Project #5:**

Direct technical, permitting and financing assistance to small businesses in Yolo County.

**Lead Entity and Key Participants:**

Yolo County Economic Development, SBDC, Community Colleges, SARTA, SCORE, and others.

**Sources of Funding:**

Private sector, USDA, CDBG, EDA

**Anticipated Costs:**

- Technical assistance capacity requires \$50,000 per year of staff time.
- Financing assistance requires a revolving loan account of \$300-600,000.

**Timeline to Completion:**

- Technical assistance is underway through a USDA grant that expires. New grant will be needed in 2009-2010;
- Small revolving loan program being developed now, should be on-line in 2009-2010 once capitalized.

**Jobs Created as a Result:**

Jobs created and retained varies, but should be between 20 and 200 jobs over 3 years.

**Priority:**

High

**Project #6:**

Yolo County Airport Improvements. The existing Yolo County Airport is constrained and needs a number of improvements to serve existing tenants and to be able to expand. Expansion will allow increased airport activities, added high value planes that generate personal property tax, more local hotel rooms and increased fuel revenues. These improvements include dedicated water and sewer systems, drainage improvements, apron paving, runway asphalt, and new hangar space.

**Lead Entity and Key Participants:** Yolo County and its airport tenants.

**Sources of Funding:** FAA, Caltrans Aeronautics Division, SACOG, private sector. Potential CDBG, EDA, USDA or California Infrastructure Bank grants/loans for public infrastructure.

**Anticipated Costs:**

- |  |   |
|--|---|
| • Water system -- \$1,500,000          | • Apron and taxiway paving and enhancements \$1,500,000 |
| • Sewer system --\$2,500,000           | • Hangar space -- \$2,000,000                           |
| • Drainage improvements -- \$1,500,000 |   |
| • Runway re-asphalting -- \$2,000,000  |   |

**Timeline to Completion:**

- |                                |                                   |
|--------------------------------|-----------------------------------|
| • Water system -- 2012         | • Runway re-asphalting -- 2009/10 |
| • Sewer system -- 2012         | • Apron and taxiway paving --2010 |
| • Drainage improvements --2010 | • Hangar space -- 2011            |

**Jobs Created as a Result:** 10-15 Jobs for each acre developed along the flight line or in the designated commercial area.

**Priority:** High

## **6 DEVELOPMENT STRATEGY (Priorities for Potential EDA Funding)**

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The projects in Chapter 5 have been prioritized by the individual jurisdictions. Some of these projects are likely to meet EDA's Investment Policy Guidelines in that they will be market-based and results-driven, have strong organizational leadership, will advance productivity, innovation and/or entrepreneurship, will look beyond the immediate economic horizon, will help diversify the local and regional economy, and demonstrate a high degree of local commitment.

West Sacramento, Winters, Woodland and Yolo County plan to apply for funding from EDA as soon as practicable and as appropriate, primarily under the Public Works and Economic Development Program, Economic Adjustment Assistance Program, and/or the Local Technical Assistance Program. There is also the possibility of a jurisdiction seeking funding from the Global Climate Change Mitigation Incentive Fund. EDA staff should anticipate in-depth discussions and potential applications during the next year or two for the following projects:

- ☐ The \$125,000 technical assistance grant application for Woodland's downtown garage facility – already submitted;
- ☐ An \$8 million construction grant for the Woodland downtown garage facility;
- ☐ A \$100,000 technical assistance grant application for sewer and water Facilities Plans in Esparto, Madison and Knights Landing, then help with the \$5 - \$10 million for engineering and construction as a follow-up;
- ☐ Technical assistance grant and construction grant for a Downtown Riverfront Streetcar in West Sacramento;
- ☐ A construction grant for West Capitol Avenue Streetscape Extension in West Sacramento;
- ☐ Technical assistance and construction grant for Tower Bridge Gateway Reconstruction in West Sacramento;
- ☐ Construction grant for Bridge District Riverfront Infrastructure in West Sacramento;
- ☐ Technical Assistance and construction grant for West Sacramento's River One Development Project
- ☐ A \$60,000 technical assistance grant for a business plan for the West Sacramento technology business Incubator;
- ☐ A \$1.5 million grant for construction of the West Sacramento technology business incubator;
- ☐ A public works application for construction of the West Sacramento Port Project Cargo Facility;
- ☐ Grant assistance for the Woodland-Davis business technology incubator on East Street in Woodland.
- ☐ Yolo County Airport improvements not already funded by FAA and other sources;
- ☐ Downtown revitalization projects in Winters yet to be specified;

## **7 IMPLEMENTATION (Actions)**

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The CEDS Committee recommends the following set of programs, activities and projects that may be undertaken.

### ***Within First Two Years of CEDS Certification***

#### **Construction Projects**

1. The feasibility analysis for Woodland's downtown garage facility – already submitted;
2. Engineering and construction of the parking garage facility in Woodland;
3. Site acquisition of County Courts consolidation site;
4. A sewer and water Facilities Plans in Esparto, Madison and Knights Landing,
5. Downtown West Sacramento/Riverfront Streetcar
6. West Capitol Avenue Streetscape Extension in West Sacramento
7. Tower Bridge Gateway Reconstruction in West Sacramento
8. Bridge District Riverfront Infrastructure in West Sacramento
9. River One Parking Garage and Development Project in West Sacramento
10. US 50 Harbor Boulevard Interchange Improvements in West Sacramento
11. West Sacramento Technology business Incubator;
12. Port of Sacramento Entrance & Signalized Intersection
13. Rail Line from Port of Sacramento to Cemex regional concrete import facility
14. New Cargo Terminal and Dock at Port of Sacramento
15. Port of Sacramento power plant and wood pellet manufacturing/export terminal
16. Port of Sacramento Deep Water Ship Channel Deepening Project
17. Complete utility Infrastructure along SR 128 to I-505 to support highway commercial development in Winters;
18. Esparto streetscape construction;

19. Winters Phase II streetscape construction;
20. Complete feasibility of Monticello mixed use development in Winters and begin construction.
21. Well #7 construction in Winters;
22. Rehabilitation of other historic buildings in Winters;
23. Renovation and reuse of two buildings in downtown Esparto;
24. Continue Putah Creek trail development;
25. Runway asphaltting, apron and taxiway, hangar space and drainage improvements at Yolo County Airport;
26. Ongoing streetscape, access and downtown projects in Davis;
27. Various levee and flood management projects.

## **Coordination Projects**

28. Attracting food processors and value-added agriculture to Yolo County -- ongoing;
29. Attracting green technology, biotechnology, and automotive technology and other compatible industrial and retail businesses – ongoing in each city and cooperatively among cities;
30. Develop permanent technical assistance and financial assistance for small businesses in Yolo County;
31. Convene education and workforce forum for Yolo County workforce alignment;
32. Integrate UC Davis into workforce planning and services;
33. Implementation of 'Destination Davis' program
34. Maintain/sustain/expand existing mentoring programs, and create new mentoring programs for youth;
35. Technical, permitting and financing assistance to new, expanding and microenterprise businesses in West Sacramento

## ***Longer Term Implementation – probably 2 years or more after CEDS Certification***

### **Construction Projects**

1. Engineering and construction of sewer improvements in Esparto, Madison and Knights Landing;
2. Construction of the Woodland-Davis business technology incubator on East Street in Woodland;
3. Yolo County Airport improvements not already funded by FAA and other sources, including water and sewer systems;
4. Downtown revitalization projects in Winters yet to be specified.
5. An industrial sewer system in Clarksburg;
6. Development of new multi-plex theater on Main street in Woodland;
7. Development of DT Historic Plaza in Woodland;
8. Mixed Use with parking structure at 3/4/E/F in Davis;
9. Complete Putah Creek Bridge and loop trail;
10. Various levee and flood management projects;
11. Various transportation alignment projects in Davis
12. Wastewater treatment plant upgrade in Davis;

### **Coordination Projects**

13. Continue existing business attraction, retention, and assistance programs;
14. Continue existing workforce coordination and mentoring programs.

## 8 PERFORMANCE MEASURES (Measuring and Monitoring)

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A performance measure is typically some sort of tabulation, calculation, or recording of activity or effort that can be expressed quantitatively. Most performance on the projects and activities in this strategy will be measured annually, and depending on the specific objectives, different performance measures will apply. Performance measures should be developed so they measure whether they have the desired impact in the community. They should also be measured against the outcomes that would have occurred in the absence of the project or program. For instance, a new construction project such as a parking garage may be measured by the number of consolidated parking spaces, savings in prime downtown acreage and the beneficial uses on that saved land, jobs generated, income to the city, and whether the project generates a net benefit. Alternatively, a program designed to improve coordination between education and employment services agencies may be measured by the number of clients served, graduates, cost per client served, number of hours of service, increase in earnings of program graduates, and other measures.

Specific performance goals will be established for each individual project, and each project will be measured against those goals on an annual basis.

In general, each construction project in this strategy, when implemented, should help achieve one or more of the following goals:

- Create or support the creation of new jobs;
- Retain existing jobs;
- Encourage additional private sector investment and leveraged public funds, including Federal and matching funds;
- Create or enable higher and better land uses on a given piece of property;
- Create a sustainable project that is environmentally compatible;
- Bring new property, sales, and/or Occupancy taxes to the receiving jurisdictions;
- Create more wealth than the project costs – meet market demand goals;
- Promote economic diversification;
- Generate positive press and/or testimonials;
- Can be completed in a reasonable amount of time and within budget;
- Mitigate economic distress in the area.

Each planning or coordination project should help achieve one or more of the following goals:

- Measurably improve coordination among agencies towards a common goal;
- Generate positive press and/or testimonials;
- Help individuals increase their earnings potential;
- Remove citizens from public assistance and/or unemployment;
- Increase the delivery capacity of the agency or agencies providing the service;
- Is cost-effective.

- Generate positive press and/or testimonials;
- Was completed in a reasonable amount of time and within budget.

Benchmarking is an indication of overall progress in a community, and annual benchmarks will be developed and reported annually:

**Jurisdiction** \_\_\_\_\_

<b>Metric</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Trend</b>
Population					
Employment					
Jobs Housing Balance					
Per Capita Income					
% High School Graduations					
% High School Dropouts					
Median Home Selling Price					
Sales Tax					
Property Tax					