



**CITY OF ELK GROVE  
CITY COUNCIL STAFF REPORT**

**AGENDA TITLE:** Receive the Economic Development Annual Report and Review the Economic Development Workplan

**MEETING DATE:** June 22, 2016

**PREPARED BY  
DEPARTMENT HEAD:** Darrell A. Doan, Economic Development Director

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**RECOMMENDED ACTION:**

Staff recommends that the City Council receive this Economic Development Annual Report, and provide feedback and direction to staff on the Economic Development Workplan.

**BACKGROUND INFORMATION:**

In an effort to keep the City Council and the community apprised of the City's economic development efforts, staff has prepared this Economic Development Annual Report. This Report will review key accomplishments of the Economic Development Department over the past 12-plus months. In addition, staff seeks feedback and direction from the Council on the attached 24-month Economic Development Workplan.

Economic development is defined as the creation of wealth in which community benefits are realized. By investing limited public resources in growing and diversifying our economy, we will enhance the quality of life for our residents through increased prosperity, a higher quality of life, more and better employment options, more and better shopping and entertainment options, and a sustainable and growing tax base to finance City services. The end result is a robust and diverse economy that returns value to the City and its residents, and is better prepared to weather the ups and downs of the broader economy.

Economic development is accomplished by undertaking activities and initiating programs designed to attract capital investment to the City, grow the City's jobs base across a range of industries and compensation levels, and grow the City's tax base across a diverse range of businesses. The primary activity is engaging and assisting new, existing, and prospective businesses and related parties (i.e. brokers, developers, landlords, and partner organizations) and stakeholders in order to start, retain, expand, and attract businesses in and to Elk Grove.

In May 2015, the City hired a new Economic Development Director, and in September 2015, the City hired a new Economic Development Coordinator (making permanent a contract position that commenced in November 2014). The Economic Development Department currently consists of these two employees. The Director's role is to oversee and implement all aspects of the City's economic development programs and activities. The Coordinator's role is to assist the Director with the foregoing, while also acting as the City's primary business ombudsman for startup, existing, and expanding businesses.

Over the last 12-plus months, the City's Economic Development Department has undertaken a number of key activities that have laid the groundwork for an ambitious Workplan (attached) moving forward. The Department's resources over the last year have primarily been divided among three broad categories: (1) assisting existing and prospective businesses with their startup, retention, expansion, and attraction needs; (2) administering existing and newly created programs; and (3) maintaining and expanding partnerships and relationships at all levels with public, private, and non-profit organizations.

Retaining Elk Grove's existing jobs and employment base is the Department's top priority, and helping businesses start and expand is a close second. To that end, a large portion of staff resources and time over the last year (and ideally in every year) have been spent assisting startup, existing, and expanding businesses, small and large, local and national, to be successful in Elk Grove. Over the preceding year, staff met with and assisted numerous startup, existing, and expanding businesses, in a variety of settings and forums. Assistance was provided ranging from connecting startups with financing resources, to assisting businesses with obtaining permits and approvals for their projects. A notable success in these areas was the City's involvement with InnoGrove. InnoGrove is a technology-focused co-working and incubation facility that became

operational at 8153 Elk Grove Blvd. in a vacant 7,500-square foot (SF) space, with City financial and technical assistance. Today, InnoGrove contains 17 businesses between startup ventures and small pre-existing companies, in a range of industries that have the potential to grow into well established companies in the City.

In the process of providing daily business assistance, we are able to engage in expansion conversations. Expansion of existing businesses is key because it is easier and less costly to help an existing business expand than it is to recruit a new business to the City. Over the last year, staff has assisted a number of our businesses with expansion projects, including notably, Apple, the State of California, and For Any Auto Group. These three companies alone have started and completed, or nearly completed, projects totaling 290,000 SF of construction, approximately \$35 million in capital investment, and which have or will lead to approximately 100 full-time jobs in the case of the State and For Any Auto Group, and several thousand new jobs at the Apple campus. Another notable achievement has been the further expansion of California Northstate University, as they became only the State's ninth fully accredited medical school in 2015, and only the fourth campus Statewide to combine a pharmacy school with a medical school.

Business attraction is also a critical mission for the Department as we seek to attract high quality users to the City to expand and diversify the economy. In the last year, staff has held discussions with and assisted multiple developers and companies with their evaluation of Elk Grove as a business location. These projects, in various stages, include high-tech manufacturing, medical, automotive, large format retail, hotels, and entertainment users. Staff aggressively responds to recruitment Requests for Information (RFIs) issued by the Governor's Office of Business and Economic Development (GO-Biz), and has worked closely with our regional economic development partners, Greater Sacramento, to identify target users. Assuming the economy holds, this groundwork should pay dividends for the City in the form of commenced projects over the next 24 months. Further, it is expected that corporate office recruitment will accelerate activity in the next 24 months as staff continues to work with owners to fill the approximately 250,000 SF of existing fully entitled and shovel ready Class-A office projects, and the Southeast Policy Area (SEPA) employment lands become closer to shovel ready.

Economic development is relationship driven. Thus, staff has been very active in its efforts to reinforce and grow relationships with local, regional, Statewide, and national economic development and business industry organizations. Staff has attended and sponsored a number of key conferences and symposiums, hosted and sponsored a number of business assistance events here in Elk Grove, and is an active participant in various regional, Statewide, and national economic development organizations. These activities serve two key purposes: first, they raise the City's profile as a legitimate business location; and second, they allow staff to build meaningful business relationships with individuals and organizations that can assist our efforts and act as our brand ambassadors.

Staff has been very active managing, evaluating, and enhancing the City's key economic development programs. Staff has administered the City's economic development incentive and financing programs, making several key investments described below. Staff recently created a new Brewery and Winery Incentive and Assistance Program, has identified a new innovation investment fund as a need, and is presently reevaluating all incentive and financing programs. Staff has administered and enhanced the Department's communication platforms (social media, web, and press), placed targeted advertisements in key regional, State, and national publications and digital, and is presently laying plans for development of a comprehensive business communications and marketing strategy for the City, and a SEPA-specific strategy. Staff has significantly increased the City's data collection and analysis capacity for economic development, as market intelligence is a key precedent to meaningful and targeted policies and activities, and will be continuing to build this intelligence platform in the coming 24 months. Staff conducted two successful Business Walks, grew our list of sponsored and hosted business events, and started a New Business Welcome Program.

A selected list of key activities and accomplishments of the past 12-plus months is provided below, and attached to this memo is a proposed 24-month Workplan for City Council's consideration and feedback.

## Key Activities of the Previous 12-Plus Months

- Staff continued its engagement with the State of California in discussions regarding the relocation of additional State office agencies to Elk Grove and expansion of existing State agencies. These efforts included meetings and correspondence with the State Department of General Services, the State Controller's office, the State Board of Equalization, owners and developers of office properties, and existing State agency representatives. Staff obtained and analyzed new State employment data regarding Elk Grove residents employed by the State of California.
- Staff assisted Apple with its expansion plans on Laguna Boulevard, including rehabilitation of an existing approximately 134,000 SF warehouse into a logistics facility, construction of a 1,450-space parking lot, and construction of a 10,000 SF employee wellness center, totaling \$13 million. Staff assisted Apple with permitting and approval processes, workforce planning, and public transportation planning for the expanded campus. While the City is not authorized to disclose a precise number of jobs at the Apple campus, these projects will allow Apple and its on-site subcontractors to add several thousand new jobs in Elk Grove over approximately the next 24 months.
- Staff assisted California Correctional Healthcare Care Services (CCHCS) with its expansion plans on Longleaf Drive, including construction of a new approximately \$11 million, 110,000 SF Class-A office facility, and Council approval of an \$81,000 Economic Development Incentive grant resulting in up to 64 new full-time State jobs for Elk Grove. CCHCS' campus now totals approximately 320,000 SF of building space with capacity for 1,630 employees, with 1,500 employees in place.
- Staff assisted For Any Auto Group with the construction of its new approximately \$5.4 million, 36,000 SF custom auto body and detailing shop at the Elk Grove Auto Mall, resulting in the addition of approximately 35 new full-time auto technician jobs in Elk Grove. Staff assisted with permitting and approval processes, a permit fee deferral agreement, and a City-produced ribbon cutting event.

- Staff assisted Chicago Fire Pizza with permitting and approval processes for its new approximately \$540,000, 7,500 SF restaurant on Laguna Boulevard, resulting in the addition of approximately 120 new restaurant jobs in Elk Grove. Staff also oversaw a City-produced ribbon cutting for the restaurant opening.
- Staff continues to assist the Howard Hughes Corporation (HHC) to achieve its pre-leasing requirements in order to position the developer to commence construction of the Outlet Collections at Elk Grove Project in 2017. Staff assisted HHC with tenant meetings and discussions, and provided direct assistance to specific tenants in decision making and navigating the City approval and permitting process. Staff facilitates a bi-weekly project meeting between the City and HHC development and construction staff to discuss project progress and resolve issues. Development Services staff continues to assist HHC with its shell permitting processes (which are nearly complete), and tenants with their interior permitting processes (which are on-going). Staff provided HHC's broker team with a tour of Elk Grove, provided demographic and other information for marketing purposes, and provided direct tenant referrals to the developer.
- Staff provided assistance to the developers of The Ridge retail project and associated Costco project by working with the developer's brokers to market the site to retail tenants. Furthermore, staff has supported the Development Services Department's efforts to facilitate project permits and approvals, and is evaluating requested financial assistance by the developer for the Costco project.
- Staff attended both the International Council of Shopping Centers (ICSC) West and RECON conferences in San Diego and Las Vegas, respectively, to provide support and assistance to retail developers and brokers, with particular focus on the Outlets Collection and Ridge projects.
- Staff is assisting two Bay Area manufacturing companies, NRC Manufacturing and a second confidential user, with identifying suitable facilities in Elk Grove for expansion purposes, which if successful could bring several thousand new high-tech manufacturing jobs to Elk Grove.

- Staff prepared detailed responses to a number of Requests for Information (RFIs) issued by the California Office of Business and Economic Development (GO-Biz). These RFIs seek information from jurisdictions regarding available properties suitable for specific types of facility projects for prospective companies seeking to relocate or expand in California.
- Staff continues to work closely with key owners and developers of properties in the Southeast Policy Area (SEPA) with marketing efforts, new business recruitment, conceptual site planning, and other activities. In addition, staff evaluated past SEPA marketing efforts, and has identified a need for a comprehensive and coordinated SEPA marketing effort (including branding, naming, signage, and a communications strategy) facilitated by the City in partnership with SEPA stakeholders.
- Staff is assisting the Public Works Department to plan and construct critical infrastructure to serve SEPA and enhance commercial development opportunities identified in the SEPA plan in order to move SEPA to a shovel ready condition and connect SR99 to I-5.
- Staff continued the City's engagement of California Northstate University (CNU) through regular meetings and correspondence with CNU leadership, particularly to evaluate conceptual campus expansion plans and identify opportunities for private enterprises needed to support campus expansion (i.e. off campus lab space, incubator space, hotels, and student housing).
- Staff met with a number of the City's largest and most important employers to facilitate continued positive relations and offer assistance. These employers included, in part, Apple and its on-site subcontractors, CNU, Raley's, GNB Valves, California Correctional Healthcare Services, Dignity Health, Sutter Health, State of California, Elk Grove Auto Group, Maita Auto Group, F Radich Motors, For Any Auto Group, and International Paper Company.
- Staff continued its assistance to Visit Elk Grove, Elk Grove's newly formed visitation and tourism promotion agency. As Chair of Visit Elk Grove's Board of Directors, City staff participated in developing Visit Elk Grove's new Strategic Plan and first year operating plans and budget, and assisted with the recruitment of a new Executive Director, who will be hired soon.

- Staff prepared a comprehensive Start Your Business Mini Guide designed to provide step-by-step assistance in starting a business in Elk Grove. The guide was also converted into a web page on the City's website.
- Staff created additional collateral materials, including a welcome and City resources magnet, Incentive Program Fact Sheet, and Small Business Loan Program flyer. The Welcome Magnet for existing businesses lists key contacts and telephone numbers for City Departments and Emergency Contacts. The Incentive Program Fact Sheet outlines existing programs, both City and Statewide, which are available to businesses. The Small Business Loan Program flyer was created in order to market the program at regional and local events and seminars.
- Staff created a driving tour of commercial opportunity sites (including a collateral leave-behind package and map) and provided the tour to numerous partners and stakeholders.
- The Department and City sponsored or hosted a number events and conferences designed to assist existing or potential businesses and to raise the City's profile as a legitimate and high quality business location. The following events, in part, were sponsored or hosted:
  - Alternative Lender Forum
  - Forum on Credits, Incentives and Opportunities for Business Owners
  - Labor Law and Payroll Tax Seminars
  - Board of Equalization Small Business Seminar
  - Constant Contact Workshop
  - Facebook Small Business Boost
  - Elk Grove Chamber Women in Business Event
  - Elk Grove School District Map Your Future Event
  - Elk Grove Chamber Economic Development Symposium
  - Capital Region Small Business Week's Breakfast Awards
- Staff began to produce ribbon cuttings for high profile and larger business openings in order to augment ribbon cutting services being provided by the Elk Grove Chamber of Commerce. Staff produced successful and well received ribbon cuttings for Chicago Fire Pizza and For Any Auto Group's auto body shop projects.



- Staff established and obtained Council approval for a set of performance metrics designed to measure economic development outputs and effectiveness.
- Staff established a New Business Welcome Program wherein the City quarterly mails a letter and welcome package of information to each new business that obtains a business license, regardless of whether the business is located in Elk Grove, or is doing business in Elk Grove but located elsewhere.
- Staff produced and facilitated the 4<sup>th</sup> and 5<sup>th</sup> annual Elk Grove Business Walks on June 11, 2015 and June 9, 2016, respectively. These events enabled the City and its partners and community volunteers to personally engage over 500 existing businesses between both events to gauge their sentiments about business in Elk Grove and identify specific issues to resolve.
- In partnership with local Elk Grove business and lifestyle magazine Ardent, staff has begun publishing a series of economic development articles intended to assist local businesses. The first article appeared in the Late Summer 2015 issue and introduced readers to the Economic Development Department, and the second article appeared in the Holiday 2015 issue and focused on the tenant improvement process. Future articles will focus on similar topics and be expanded to other local business publications.
- Staff managed and maintained the City's Econdev Twitter account, and is developing plans to greatly expand the City's social media reach for Economic Development.
- Staff evaluated advertising options at Sacramento International Airport (SMF), made plans to refresh and enhance existing airport marketing at SMF in the coming months, and is developing plans for advertising at additional airports throughout the west.
- Staff recently refreshed the economic development web pages ([www.elkgrovecity.org/econdev](http://www.elkgrovecity.org/econdev)) to make the pages more user friendly and easier to navigate. This action is a temporary placeholder as staff is working to launch a completely redeveloped and redesigned stand alone Elk Grove Economic Development web site.

- Staff developed two in-house advertising campaigns and placed ads in key regional and statewide business publications. The “On the Map” Campaign, which ran in the fall of 2015, was designed to raise the City’s regional profile as a business location, with ads placed in Comstock’s Magazine in both the October 2015 and December 2015 issues, and also in the 2016 California Investment Guide. The “New Address” campaign, run during spring 2016, was designed to raise the City’s profile within and outside the region by targeting the Bay Area. In April and May 2016, ads were placed in the Sacramento, Silicon Valley, and San Francisco Business Journals, and at a prominent statewide site selection consultant symposium (that the City also sponsored).
- Staff oversaw preparation of a comprehensive Elk Grove Employment Dynamics study and report. Staff presented the results of the report to Council in March 2016. The report identified that Elk Grove has 8,710 businesses that employ 44,806 employees, and a jobs to housing ratio of 0.86, all of which were higher than expected numbers. Staff reviewed the study and is coordinating its results with the Sacramento Area Council of Governments (SACOG). Staff intends to now conduct a companion study that evaluates Elk Grove resident employment dynamics.
- Staff developed and is finalizing a Brewery and Winery Assistance Program designed to assist and incentivize brewers and vintners to establish operations in Elk Grove, preferably with a tasting room component where possible. The City sponsored the recent Elk Grove Brewfest where Economic Development staff personally engaged each brewer in attendance and provided information on the new Assistance Program. Staff assisted a number of existing and prospective brewers to commence or expand operations in Elk Grove, including, Flatland (existing), Tilted Mash (existing), and Dreaming Dog (proposed) breweries.
- Staff continued to administer the City’s economic development incentive and financing programs:
  - Economic Development Incentive Program – One grant was evaluated and is being finalized for the technology-focused co-working facility, InnoGrove, in the amount of \$27,500 to further the City’s efforts to incubate small startup businesses. Three

applications under this program are currently under review for companies in the food production, sports equipment, and restaurant industries.

- Sewer Fee Credit Program – Fifteen grants were made to new and existing businesses totaling approximately \$65,000, resulting in approximately 140 new or retained jobs.
- State and Federal Office Incentive Program—One grant in the amount of \$81,066.88 was provided to California Correctional Healthcare Services (CCHCS), resulting in up to 64 new State office employees, as part of CCHCS’s on-going expansion plans.
- Small Business Loan Program—Staff reviewed two applications for funding under this program and determined they did not meet the program’s requirements, including one for a driving school and another for a national shipping store franchise.
- Staff is in the process of evaluating all existing incentive and financing programs, and identifying potential new programs. Specifically, staff has identified the recently created Brewery and Winery Incentive and Assistance Program as a need, and is studying the possibility of establishing an innovation investment fund that would make early-stage investments in high-growth-potential companies that have developed innovative patented new products, and that commit to commencing or expanding operations in Elk Grove.
- Staff engaged and continues to engage state and national site selection consultants. In particular, the City sponsored a key site selection symposium in Sacramento in April 2016 called “Meet the Consultants” that is produced annually by the Team California organization. Staff made excellent contacts as a result of its sponsorship of the event, and is in the process of facilitating continued dialogue with the consultants. Staff is evaluating the feasibility of a tour designed to make personal visits to a number of nationwide site selection consultants.
- Staff has built strong working relationships with a number of key commercial real estate brokers active in Elk Grove, and has personally toured all key available commercial (non-retail) buildings larger than 20,000 square feet in size.

- Staff attended numerous trade and industry shows and events in its continuing efforts to raise the City's profile as an exceptional business location, and to make meaningful business and industry contacts for the City. At the end of 2015, staff finalized and is pursuing an aggressive travel schedule for the current calendar year designed to ensure the City is personally represented at all key industry and trade shows throughout the country. Over the past 12 months, Economic Development staff has attended the following national and Statewide conferences and tradeshows:
  - September 16-18, 2015: ICSC Western Conference, San Diego, CA
  - February 17-18, 2016: CA Food Processing Exposition, Sacramento, CA
  - March 12-16, 2016: Industrial Asset Management Council (California dinner sponsor), New Orleans, LA
  - April 17-20, 2016: International Conference on Business Incubation, Orlando, FL
  - April 20-22, 2016: Team California Meet the Consultants (sponsor), Sacramento, CA
  - April 26-28, 2016: CALED Annual Conference, South San Francisco, CA
  - May 22-25, 2016: ICSC Recon Convention, Las Vegas, NV
- Staff renewed and significantly expanded its engagement of a variety of local, regional and Statewide economic development organizations in an effort to further raise the City's business profile, including:
  - Governor's Office of Business and Economic Development (Staff recently hosted Go-Biz on a tour of commercial opportunity sites in Elk Grove)
  - California Association for Local Economic Development (CALED) (the Economic Development Director now serves on CALED's Legislative Action Committee)
  - Team California (a Statewide tradeshow marketing organization)
  - San Joaquin Partnership (the regional economic development and marketing agency for the San Joaquin Valley)

- Greater Sacramento (staff obtained Council approval of a contract for services with Greater Sacramento; the Mayor serves on its Board of Directors; the Economic Development Director serves on its Economic Development Directors' Task Force; staff has twice hosted Greater Sacramento on a tour of commercial opportunity sites in Elk Grove)
- Elk Grove Chamber of Commerce
- Elk Grove Economic Development Corporation
- Sacramento Metro Chamber
- Northern California World Trade Center
- Sacramento Regional Technology Alliance (SARTA) (now defunct)
- Medstart (a newly formed off-shoot of SARTA); staff is exploring the possibility of working with Medstart to locate a medical technology accelerator in Elk Grove)
- California Infrastructure and Economic Development Bank (I-Bank)
- Sacramento Area Council of Governments (staff is working with SACOG staff on its employment analysis projects)

**FISCAL IMPACT:**

There are no fiscal impacts associated with receiving the Economic Development Annual Report and reviewing the Workplan.

**ATTACHMENTS:**

1. Economic Development Workplan: July 2016 to June 2018

# ATTACHMENT 1

City of Elk Grove

Economic Development Workplan--July 2016 to June 2018

## EXISTING AND ON-GOING INITIATIVES AND ACTIVITIES

	Status	Target Completion (within)
<b>STRATEGY AND DATA -- Gather and analyze market intelligence to inform policies and activities</b>		
<b>Maintain and Enhance</b>		
Track and evaluate Economic Development performance metrics	On-Going	On-Going
Track and evaluate local, regional, Statewide, and national economic indicators	On-Going	On-Going
Track and evaluate Sales, Transient Occupancy, and Commercial Property tax receipts and trends	On-Going	On-Going
Subscribe to and evaluate data from paid and free data subscription services (Co-Star, STR, broker reports, automotive industry, etc.)	On-Going	On-Going
Assist with preparation and adoption of General Plan update	On-Going	On-Going
Track and evaluate local, State, and national legislation and policies that impact business activities in Elk Grove	On-Going	On-Going
<b>BUSINESS EXPANSION AND RECRUITEMENT (Non-Retail) -- Assist businesses and stakeholders with expansion and relocation plans (office, manufacturing, flex, and medical)</b>		
<b>Maintain and Enhance</b>		
Engage and assist commercial owners, developers, brokers, tenants, and partners to start and complete expansion and recruitment projects	On-Going	On-Going
Identify and engage corporate office campus users for expansion and relocation to Elk Grove	On-Going	On-Going
Assist owners and developers of entitled office space (primarily Longleaf Drive and W Stockton Blvd) with tenant recruitment	On-Going	On-Going
Update State office recruitment strategy and target specific agencies for relocation or expansion to Elk Grove	On-Going	On-Going
Target high-tech manufacturing users for expansion and relocation to Elk Grove	On-Going	On-Going
Assist existing medical providers (Dignity, Sutter, UC Davis, Kaiser, private practice) with expansion plans in Elk Grove	On-Going	On-Going
Assist California Northstate University with campus expansion plans	On-Going	On-Going
Assist SEPA owners and developers with commercial user recruitment	On-Going	On-Going
Engage and educate national site selection consultants and corporate real estate executives	On-Going	On-Going
Finalize and distribute commercial and retail opportunity maps and collateral	On-Going	On-Going
Facilitate planning and development of executive style housing, multi-family housing, and townhouse products to attract C-level and young professionals	On-Going	On-Going
Represent City at all key commercial development conferences and trade shows (i.e. NAIOP, IAMC, SIOR, etc.)	On-Going	On-Going
Track weekly commercial building permit and construction activity	On-Going	On-Going
<b>RETAIL EXPANSION AND RECRUITMENT -- Assist retail businesses and stakeholders with expansion and relocation plans</b>		
<b>Maintain and Enhance</b>		
Engage and assist retail owners, developers, brokers, tenants, and partners to start and complete expansion and recruitment projects	On-Going	On-Going
Assist large site retail developers with tenant recruitment, permits, and approvals to facilitate start and completion of projects	On-Going	On-Going
Maintain, update, and distribute retail consumer demographic and gap analysis information and data	On-Going	On-Going
Maintain and enhance retail broker relationships	On-Going	On-Going
Directly engage high quality retail tenants representative of market gaps and strong consumer demand	On-Going	On-Going
Represent City at all key retail conferences and tradeshow (i.e. ICSC, etc.)	On-Going	On-Going
<b>GENERAL BUSINESS ENGAGEMENT AND ASSISTANCE -- Provide overall support and assistance to existing and expanding businesses and stakeholders</b>		
<b>Maintain and Enhance</b>		
Provide business ombudsman services to all existing and expanding businesses	On-Going	On-Going
Engage, partner with, and support small business and startup assistance organizations (SBDC, SBA, SAC Lead, Score, etc.)	On-Going	On-Going
Assist startup businesses with project plans and connect them with resources and assistance	On-Going	On-Going
Administer the City's New Business Welcome Program	On-Going	On-Going
Produce ribbon cuttings and welcome events for key new business openings	On-Going	On-Going
Partner with the Elk Grove Chamber of Commerce, EGEDC, and other local groups to support Elk Grove businesses	On-Going	On-Going

Produce annual Business Walk event	On-Going	On-Going
Expand the City's Business Visitation Program (with emphasis on largest employers and tax payers)	On-Going	On-Going

**REGIONAL, STATE, AND NATIONAL EDO AND INDUSTRY ASSOCIATION ENGAGEMENT -- Raise the City's profile and make business connections through relationships**

**Maintain and Enhance**

Engage, partner with, and support regional, Statewide, and national economic development organizations and industry associations	On-Going	On-Going
Attend all key conferences and symposiums of regional, Statewide, and national economic development organizations and industry associations	On-Going	On-Going
Sponsor key events, conferences, and symposiums	On-Going	On-Going
Identify and pursue new partnership relationships with additional economic development organizations and industry associations	On-Going	On-Going

**MARKETING AND COMMUNICATIONS -- Communicate Elk Grove's value proposition as a superior business location**

**Maintain and Enhance**

Place targeted advertising (print and digital) in key locations and publications	On-Going	On-Going
Develop new advertising materials for increased placement	On-Going	On-Going
Evaluate and update all existing printed collateral and marketing materials and identify and produce new materials as warranted	On-Going	On-Going
Produce and distribute owned media content (newsletters, articles, blogs, etc.) highlighting key City and selected business accomplishments and events	On-Going	On-Going
Issue targeted press releases and media advisories highlighting key City and selected business accomplishments and events	On-Going	On-Going
Support developers and brokers in preparation and dissemination of their marketing materials	On-Going	On-Going
Support, assist, and coordinate with Visit Elk Grove's visitation marketing activities	On-Going	On-Going
Support, assist, and coordinate with other City departments with lifestyle marketing and special event planning	On-Going	On-Going
Identify new locations for print and digital advertising and pursue as warranted	On-Going	On-Going

**GRANT, LOAN, AND INCENTIVE PROGRAMS -- Judiciously expend financial and technical resources to assist with business startup, retention, expansion, and attraction projects**

**Maintain and Enhance**

Administer the City's Economic Development financing and incentive programs	On-Going	On-Going
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**WORKFORCE DEVELOPMENT -- Assist new and expanding businesses with hiring and related needs**

**Maintain and Enhance**

Provide workforce planning assistance to businesses upon request	On-Going	On-Going
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**INFRASTRUCTURE DEVELOPMENT -- Identify and construct critical physical infrastructure to support business expansion and attraction**

**Maintain and Enhance**

Assist Development Services with implementation of the New Growth Area infrastructure program for SEPA and Kammerer Road	On-Going	On-Going
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## City of Elk Grove

## Economic Development Workplan--July 2016 to June 2018

## NEW INITIATIVES AND ACTIVITIES

	Status	Target Completion (within)
<b>STRATEGY AND DATA -- Gather and analyze market intelligence to inform policies and activities</b>		
<b>New Initiatives</b>		
Prepare and update a quarterly comprehensive Development Pipeline report	In Process	6 Months
Prepare construction and operating costs analysis for target real estate product types (office, medical, manufacturing, and flex)	Evaluating	6 Months
Conduct comprehensive business sentiment and perceptions survey of existing businesses	Not Started	6 Months
Conduct targeted perceptions and needs survey of prospective businesses	Not Started	12 Months
Prepare and update quarterly Elk Grove Market Snapshot report	Not Started	12 Months
Prepare resident employment dynamics report to accompany business employment dynamics report	Evaluating	12 Months
Prepare and adopt updated five-year economic development strategy and strategic plan	Not Started	18 Months
<b>BUSINESS EXPANSION AND RECRUITMENT (Non-Retail) -- Assist businesses and stakeholders with expansion and relocation plans (office, manufacturing, flex, and medical)</b>		
<b>New Initiatives</b>		
Develop and implement a targeted business recruitment campaign focused on large users with expiring leases in the Bay Area and Central Valley	Evaluating	6 Months
Prepare and distribute a relocation and expansion profile package targeted to site selection consultants and Corporate RE executives	Not Started	12 Months
Evaluate feasibility of forming a Business Improvement District in Old Town and pursue as warranted and directed	Evaluating	12 Months
Evaluate feasibility of establishing a commercial property acquisition fund and pursue as warranted and directed	Not Started	12 Months
Produce annual broker/owner/developer Open House event	Not Started	12 Months
Conduct a site selection consultant visitation tour	Not Started	18 Months
Evaluate feasibility of various incubator and accelerator facilities and pursue as warranted and directed (wet lab, medical technology, food product development, etc.)	Evaluating	24 Months
Identify and pursue public/private partnership opportunities with CNU for adjacent private development (hotels, student housing, technology transfer, etc.)	Not Started	24 Months
<b>RETAIL EXPANSION AND RECRUITMENT -- Assist retail businesses and stakeholders with expansion and relocation plans</b>		
<b>New Initiatives</b>		
Identify underperforming and aging shopping centers and engage owners in reinvestment discussions	Not Started	6 Months
Develop and finalize updated retail opportunity collateral materials and maps	Started	6 Months
<b>GENERAL BUSINESS ENGAGEMENT AND ASSISTANCE -- Provide overall support and assistance to existing and expanding businesses and stakeholders</b>		
<b>New Initiatives</b>		
Develop and implement a new web-based pre-development and pre-application planning, building, and zoning interface platform	Started	6 Months
Develop and implement a new web-based sites available interface platform	Not Started	6 Months
Develop and implement a new Business License web interface platform	Started	12 Months
Develop and implement a new web-based consumer, resident, and business demographics platform	Not Started	12 Months
Establish an economic development-focused Industry Working Group	Not Started	12 Months
<b>REGIONAL, STATE, AND NATIONAL EDO AND INDUSTRY ASSOCIATION ENGAGEMENT -- Raise the City's profile and make business connections through relationships</b>		
<b>New Initiatives</b>		
None	N/A	N/A



**MARKETING AND COMMUNICATIONS -- Communicate Elk Grove's value proposition as a superior business location**

**New Initiatives**

Design and launch a new stand alone economic development website	Started	6 Months
Develop and implement a comprehensive integrated social media messaging strategy and platform	Evaluating	6 Months
Refresh SMF advertising program and identify additional airports for advertising	Started	6 Months
Develop and distribute a comprehensive marketing and communications strategy and brand properties for Elk Grove as a business location	Evaluating	12 Months
Develop and distribute a SEPA specific marketing and communications strategy and brand properties for employment lands	Evaluating	18 Months

**GRANT, LOAN, AND INCENTIVE PROGRAMS -- Judiciously expend financial and technical resources to assist with business startup, retention, expansion, and attraction projects**

**New initiatives**

Reauthorize the City's Development Impact Fee Deferral Program	Started	6 Months
Evaluate and update all existing financing and incentive programs	Started	6 Months
Create and implement a new brewery / winery assistance and incentive program	Started	6 Months
Evaluate feasibility of an innovation investment fund and pursue as warranted and directed	Started	6 Months
Identify and pursue third party funding sources for Economic Development incentives and financing	Not Started	18 Months

**WORKFORCE DEVELOPMENT -- Assist new and expanding businesses with hiring and related needs**

**New Initiatives**

Identify and pursue partnerships with regional workforce agencies and institutions (high schools, colleges, technical schools, etc.)	Evaluating	24 Months
Evaluate feasibility of developing new and innovative workforce programs and pursue as warranted and directed	Not Started	24 Months

**INFRASTRUCTURE DEVELOPMENT -- Identify and construct critical physical infrastructure to support business expansion and attraction**

**New Initiatives**

Map broadband services, identify coverage gaps, and work with providers to upgrade service for existing and new commercial areas	Evaluating	12 Months
Develop a comprehensive utility services, capacity, and provider map, identify coverage gaps and work with responsible agencies to upgrade services	Not Started	12 Months