

bae urban economics

Final

Strategy and Action Plan

Citrus Heights 2011
Economic Development Strategy Update

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Introduction

This document represents the culmination of a two-part project to update the City of Citrus Heights Economic Development Strategy, first adopted in 1999. The development of this update included the preparation of an Economic Development Baseline Report, which identifies economic development opportunities and challenges in comparison to the preceding Economic Development Strategy and provides the foundation of a strategic direction for the City's economic development efforts in the coming decade. This document, which outlines a basic Economic Development Strategy Framework and a series of general economic development Programs and implementing Actions, is the product of the second part of the Economic Development Strategy Update project.

Purpose

This Economic Development Strategy and Action Plan is intended to serve as a guide for the City of Citrus Heights' economic development efforts over the next five to seven years. It describes the framework for the City's Economic Development Strategy and, for each element of this framework, lays out the City's primary objectives and a series of programs supported by specific actions that the City will implement in working to meet each objective. By organizing the various Actions as part of an overall strategy, the City will be able to utilize this document to facilitate implementation of actions in a coordinated manner and monitor progress towards full implementation over time. In addition, by stating the rationale for the Strategy Framework, and the constituent Programs and Actions, this Economic Development Strategy and Action Plan will serve as a useful reference over time, to assist in evaluating the strategy's continuing relevance as conditions change. It is therefore assumed that the strategy should be reviewed from time to time and updated as necessary to ensure its effectiveness.

Relationship of Economic Development Strategy to Other City Policies

In electing to dedicate City resources and staff to an economic development strategy, the City of Citrus Heights has signaled that economic development is a priority. This Strategy can and should provide input into the formation of City policies and programs dealing with a range of related topics such as land use, public services, and capital facilities planning. However, this Strategy is only one of several documents that set policy to guide Citrus Heights toward its future. Two of these important documents include the City's General Plan and the Redevelopment Plan. It is expected that the City will coordinate the implementation of General Plan policies and Redevelopment activities with the goals and objectives of the Economic Development Strategy. The Redevelopment program will serve as one of several funding sources and as a tool to implement economic development programs and projects. Recent State legislation regarding Redevelopment agencies enacted as part of the 2011 State budget (AB 1X 26 and AB 1X 27) reduced the financial resources that the Citrus Heights Redevelopment Agency will be able to

contribute toward local economic development activities, particularly in the 2011/2012 and 2012/2013 fiscal years. However, the City does expect the Redevelopment Agency to continue to function and will use Redevelopment Agency resources to help implement this strategy to the extent available in light of the Agency's other responsibilities. In addition, both the City's Consolidated Plan, which guides the use of Community Development Block Grant funding from the U.S. Department of Housing and Urban Development and the City's Capital Improvement Plan (CIP) will require coordination with the Economic Development Strategy, as actions taken pursuant to these plans can support economic development.

Economic Development Strategy Timeframe

This Economic Development Strategy is intended primarily to guide actions over the next five to seven years. The City is already implementing some of the activities contained in this Strategy, and will likely implement a number of others within the next year. The Strategy also includes a number of activities that are intended to be ongoing, as well as activities that will require several years to complete. The City should attempt to complete as much of this Strategy as possible within the next five to seven years. Then, due to the inevitable changes in economic conditions, it will be necessary to review the Strategy and update the Action Plan as necessary.

Overview of the Economic Development Strategy Process

This strategy originates from the leadership of the Citrus Heights City Council and the City Manager in establishing economic development as a priority for the new City of Citrus Heights upon the City's incorporation in 1997. The City Council commissioned this Economic Development Strategy update and authorized City staff to issue a request for consultant proposals to assist with the update. After solicitation of proposals, reviewing submittals, and conducting consultant interviews the City decided to retain BAE Urban Economics as the consultant for the project. BAE also served as the City's consultant for preparation of the original 1999 Economic Development Strategy.

The City also authorized the formation of an Economic Development Strategy Update Steering Committee, to provide input to the project from a diverse range of community stakeholders. This Steering Committee includes representatives of local businesses, property owners, residents, economic development service providers, community groups, and other stakeholders (Appendix A includes a list of Steering Committee members and their affiliations). The Steering Committee has played an integral role in the formation of the updated Economic Development Strategy. Over the course of six months, the Committee met to provide input and express concerns regarding the current economic climate in Citrus Heights, to review the findings from the Economic Development Baseline Report, to discuss and refine a preliminary Economic Development Strategy Framework, and to give input on implementation actions and priorities.

The foundation of the Economic Development Strategy Update is the Economic Development Baseline Report, which is a data driven analysis of recent economic trends in the Citrus Heights area and the surrounding Sacramento metro region, current economic conditions, and the future economic outlook. Completed in Draft form by BAE in early 2011, the Economic Development Baseline Report documents current economic conditions within the City, helps to define Citrus Heights' current niches within the regional economy, and identifies the likely direction of the City's economic growth in the future. In doing so, the report has identified a number of issues and opportunities that will affect the City's economic environment in the coming years. The full Economic Development Baseline Report is available under separate cover. Briefly, some of the key findings include:

Strengths:

- Central regional location, between I-80 and Highway 50 corridors
- Large, established base of retail market support
- City government that is considered responsive and business-friendly
- Lack of overbuilding contributing to relative stability in the local commercial real estate market
- Fiscal Stability

Weaknesses:

- Lack of identity in regional office market
- Small office buildings and lack of business park environments preclude larger tenants
- Lack of strong identity distinguishing the City from surrounding communities
- Limited freeway visibility and access to primary commercial areas
- Relative lack of vacant land for new commercial development
- Relatively slow growth brings a lower regional profile

Opportunities:

- Central regional location positions the City to take advantage of business' desire to locate in convenient locations for clients, customers, and workers
- Large increase in numbers suggests an opportunity to nurture home-based businesses and transition them into commercial space available within the City
- Office-based business sectors are projected to contribute the largest opportunity for employment growth within the region in coming years
- Obsolescent retail centers represent a source of real estate that can be re-purposed to support new economic activities
- The large, established population base and the relatively high population density in Citrus Heights and the surrounding communities provides an attractive market for retailers
- Mercy San Juan Medical Center located just outside Citrus Heights is a major regional

medical facility which will likely spawn demand for additional medical facilities nearby as the medical center expands its services in response to the region's growing population and the aging of the population

- Population density with stable neighborhoods and long-time residents

Challenges:

- Heavy dependence on retail activity for general fund revenues and local employment
- Large region-oriented retail facilities located in surrounding areas with additional competition planned
- Perceived stability and quality of local schools
- Retail industry restructuring and consolidation can be expected to bring turnover of large retail tenants
- Aging retail centers will bring need for substantial renovations and re-configurations to maintain viability
- Projected regional employment growth in office-based sectors will require Citrus Heights to adapt in order to capture a share of growth
- Aging infrastructure
- Lack of connectivity and convenience in public transportation

With this range of strengths, weaknesses, opportunities, and challenges, there are multiple courses that the Economic Development Strategy could pursue. The choice of direction and priorities has come from the Steering Committee and City staff. Additionally, because successful implementation of the updated Strategy and Action Plan will require broad-based support and community participation, community members were invited to attend an Economic Development Strategy Update Open House on August 3rd, to learn about the strategy update project and review and provide comments on the key elements of the updated Strategy and Action Plan. Participants expressed support for the general direction established in the Strategy and Action Plan. The Strategy and Action Plan was also presented and discussed at six Citrus Heights neighborhood association meetings.¹ The Draft Final Strategy and Action Plan reflects input received to date. After the October 13 City Council hearing, the Strategy and Action Plan will be finalized based on City Council direction, with implementation to be carried out over the coming years.

Economic Development Strategy Framework

The 1999 Economic Development Strategy was built around the framework of three key strategies or initiatives: Retail Retention and Strengthening, Long-Term Economic Diversification, and Strengthening the Qualities that Make Citrus Heights a Unique Community. The City utilized the

¹ A presentation was offered to each of the City's neighborhood associations. The associations for areas 1, 3, 5, 7/8, 10, and 11 opted to receive presentations on the Strategy and Action Plan.

1999 Economic Development Strategy to guide decisions, projects, and programs in support of economic development. Many of the implemented strategy's actions include such notable activities as forming the Sunrise MarketPlace property-based business improvement district, entitling Stock Ranch for mixed use development and successfully attracting major development, creating a Community Center to serve as an event venue and meeting facility, and developing ongoing relationships with brokers, developers and property owners, to name a few. Some activities are currently underway such as transportation improvements along Auburn Boulevard and the Commercial Improvement and Marketing Program, which assists small businesses with façade, sign, and marketing grants. There were some actions that were not completed, such as diversifying the City's economy more, with non-retail businesses and focusing on small business and home-based business support programs.

Based on the findings from this update project's information gathering phase, many of the themes contained in the original strategy remain relevant; however, the emphasis has changed. BAE developed a series of updated Economic Development Strategy ideas for the Steering Committee's consideration. These preliminary strategy ideas were related to various strengths, weaknesses, opportunities and challenges identified in the Baseline Report and through discussions with the Steering Committee and City staff. The Steering Committee reviewed the strategy ideas and assisted in refining them into four key strategies that would be used to form the framework for the updated Economic Development Strategy and Action Plan. The four key strategies are:

1. Pursue Long-Term Economic Diversification
2. Support the Retail Sector's Adaptation to a Changing Marketplace
3. Nurture Local Small Businesses, Particularly Home-Based Businesses
4. Develop and Implement a Concerted Marketing Strategy

Implementing the Strategy

With the strategy framework established, the next step was to prepare a series of programs and actions that the City can undertake in order to implement the strategies. BAE collaborated with City staff to develop a series of programs and actions that the City could undertake, given reasonable expectations regarding the resources that would be available over the next five to seven years. As discussed in the Action Plan, the City's Economic Development staff, with assistance from the City Manager and other City departments, as well as other stakeholders from outside City government, will be responsible to implement the Economic Development Strategy. The Citrus Heights City Council will continue its leadership role in Economic Development by overseeing the activities of staff and providing direction on specific economic development activities as required. City staff will provide the Council with updates on economic development issues on a regular basis. Annually, Economic Development staff will provide the City Council with a more comprehensive status report to summarize the prior year's actions and recommend a work plan of

Economic Development Strategy implementation activities for the coming year. This annual status report will be provided in late spring, prior to the annual City budget update process, so that the economic development work plan can be factored into the budget for the coming year.

Roles, Responsibilities, and Information Dissemination

Roles and Responsibilities

Implementing an economic development strategy requires teamwork among many partners. Critical team members in this process include City staff, the City Council, the Citrus Heights Regional Chamber of Commerce, and the Sunrise MarketPlace. In some cases, the Chamber of Commerce and the Sunrise MarketPlace will take the lead on activities that are core to their own missions and the City of Citrus Heights will play the supporting role. Additional partners will have more limited roles. The roles and responsibilities of the key partners are outlined below:

City Staff. Working under the direction of the City Manager, the Economic Development staff will take lead responsibility for implementing this Economic Development Strategy; however, other City departments will support Economic Development staff as appropriate to specific programs and actions. These persons will be the primary point of contact in Citrus Heights on economic development issues for businesses, property owners, real estate brokers, developers and others requiring assistance. In addition, Economic Development staff will coordinate City efforts necessary to support the City's economic development activities, report to the City Council on a regular basis, and maintain an ongoing relationship with the Chamber of Commerce and Sunrise MarketPlace.

City Council. The City Council will play a crucial role in several ways. First, the City Council will be responsible for ensuring that all City policies it sets (including funding decisions) are supportive of the City's economic development objectives. The City Council will also be responsible for directing staff to consider the economic development ramifications of day-to-day City procedures and operations. The City Council will take an active role in implementing the Strategy by participating in the outreach activities and other public events that are imperative to both business retention and attraction. By participating in these events, the Council will communicate its support to the business community and strongly reinforce the key message that Citrus Heights is a business-friendly City and that the City's policymakers are in touch with local economic development issues as a result of their direct involvement in the process. Should a constituent or other stakeholder express problems with economic development-related issues to a Council Member, the Council Member will relay these concerns to City staff and follow up as necessary.

Citrus Heights Regional Chamber of Commerce. As a primary representative of the Citrus

Heights' business community, the Chamber of Commerce will contribute to the City's economic development efforts by partnering on business retention, attraction, and marketing outreach activities, and facilitating networking among Citrus Heights businesses. In addition, the Chamber can assist by providing follow-up support for City staff in response to information requests, and representing business interests in ongoing policy discussions with City Council.

Sunrise MarketPlace. The Sunrise MarketPlace property-based business improvement district (PBID) represents the commercial core of the City of Citrus Heights. Although the PBID's most visible businesses are the Sunrise Mall and other large shopping centers and stand-alone big-box retailers, the PBID also includes a plethora of smaller retailers and other types of non-retail businesses that represent a broad cross-section of Citrus Heights' economic base. As an organization dedicated to local economic development for the benefit of its membership, and as one of the major economic engines in the City, the interests of Sunrise MarketPlace align nicely with the interests of the City government. In addition, with a modest but stable source of funding through its annual property assessments, the Sunrise MarketPlace is a natural partner for the City with the ability to undertake certain actions and activities that will benefit its own membership and the City as a whole.

Information Dissemination

The City needs to disseminate information about economic development issues and activities to a number of different groups on a regular basis. There are three primary mechanisms for this:

- Continue twice-monthly "FYI" notices to the City Council on ongoing economic development issues and activities
- A Development Project List, e-mailed monthly to local brokers and others requesting information about real estate activity in the City of Citrus Heights
- Continue to send "Focus on Business" e-mail blast on a regular basis to local businesses and property owners, real estate brokers, developers, regional economic development organizations, and other interested parties to publicize significant local economic development activities. Encourage subscribers to the "Focus On Business" e-bulletin through all outreach activities to ensure it is reaching the intended audience.

Action Plan

This Action Plan, which is the focal point of the Citrus Heights Economic Development Strategy update, describes the specific actions and activities the City's elected officials, staff, and other partners should undertake to implement the primary economic development strategies. The Actions have been organized under a series of Programs, which in turn are organized under the four Strategy Framework elements. The groupings of Programs and Actions listed under each of the Strategy Framework elements are then ordered according to recommended implementation priority. Narrative descriptions outline the recommended undertakings for each of the various Actions.

Additionally, the Action Plan identifies the recommended time frame to initiate the Actions, as well as any supporting City departments and partner organizations that will assist with implementation. Many Actions will be accomplished by City staff in the course of their ongoing day-to-day workload. Some Actions will require one-time expenditures for special studies or plans, or for capital investments; others will require ongoing budget support. In most cases, the City will have the ability to scale efforts to match with the availability of City resources. There will also be opportunities to leverage City funds with funds from outside sources.

In addition to providing programmatic direction for the City's economic development efforts, the Action Plan also puts a focus on key locations within the City that will receive economic development attention during the time period covered by this strategy. The City has limited resources to invest in economic development and, through the course of preparing this Economic Development Strategy Update, key opportunity sites were identified as representing unique assets upon which the City can capitalize over the near to mid-term. These sites are referenced in the Programs and Actions detailed below, and additional details are provided in the Key Opportunity Sites chapter of the Economic Development Baseline Report.

Exhibit A is a summary matrix that outlines the four Strategy Elements and their constituent Programs and Actions. The matrix also summarizes timing, estimated costs, staff time requirements, potential funding sources, and potential partnerships for implementation.

Exhibit A: Citrus Heights Economic Development Strategy Summary

Strategy/Action	Timing (a)	Relative Cost (b)	Relative Staff Time Investment (c)	Potential Funding (d)	Potential Partnerships (e)	Notes
1: Pursue Long-Term Economic Diversification						This strategy area focuses on non-retail economic development, to diversify the local economy and take advantage of the region's projected growth in office-based employment in the coming decades; however, it also recognizes the current and anticipated long-term importance of the retail industry to Citrus Heights, so the first program involves retention and expansion.
Program 1A: Retain and Expand Existing Economic Base						
Action 1A (i) Conduct Ongoing Outreach to Identify Retention and Expansion Needs of Local Businesses	Short-term	\$	+	In-kind staff support	SMP, Chamber	Suggested forms of outreach include 3-4 interviews with large employers every year, exit interviews with businesses that are moving or closing, and business walks.
Action 1A (ii) Target Medical Service Providers for Recruitment Efforts	Medium-term	\$	+		Mercy, UC Davis, Sutter, Kaiser, Area Brokers	Medical services for elderly may correspond well to Citrus Heights' demographics. Also, leverage proximity to Mercy San Juan to site affiliated facilities in Citrus Heights; may need to identify area near Mercy San Juan where rezoning could facilitate attraction of medical uses. Will need to identify viable sites, first.
Action 1A (iii) Build a Cluster of Higher Education and Vocational Institutions	Medium-term	\$			Area Brokers, Property Owners	Facilitate reuse of obsolete retail space for schools.
Program 1B: Promote Revitalization of Auburn Boulevard Corridor						
Action 1B (i) Continue Auburn Boulevard Complete Streets Improvements	Short-term	\$\$\$\$\$	+	Federal Transportation Funds; SACOG Community Design Funds; RDA funds.	Auburn Blvd. Business Improvement District, if formed	Tasks will include identifying funding sources for Phase 1.2 and 2, and completing the Phase 2 engineering projects.
Action 1B (ii) Plan and Facilitate a Catalyst Project On Auburn Boulevard	Medium-term	\$\$\$\$	+	RDA	Property Owners, Developers	Horizontal mixed-use project in Phase I Streetscape area.
Action 1B (iii) Form an Auburn Boulevard BID or PBID	Medium-term	\$\$\$	+	RDA and private funds.	Chamber, Property Owners, Businesses, SMP	City would provide staff support to BID/PBID and would also assist with assessment district administration.
Program 1C: Promote Revitalization and Diversification of Antelope/I-80 Area						

<u>Strategy/Action</u>	<u>Timing (a)</u>	<u>Relative Cost (b)</u>	<u>Staff Time Investment (c)</u>	<u>Potential Funding (d)</u>	<u>Potential Partnerships (e)</u>	<u>Notes</u>
Action 1C (i) Develop Antelope/I-80 Area to Improve Citrus Heights' Visibility and Image from Freeway	Short-term	\$\$\$	+	ISP Grant to fund planning/design.	Property Owners, Antelope Crossing Business Assn., Neighborhood Assn. 1	Freeway visible signage, improved street signage, improved landscaping, landmark development, potential rezone. Also, explore potential to develop region- and local-serving retail, office, lodging, intermodal hub.
Program 1D: Attract Office-Based Employment						
Action 1D (i) Strengthen Relationships with Office Brokers and Office Developers	Short-term	\$	+	In-kind staff support	Area Brokers	Outreach efforts to include Brokers/Developers who target DGS/GSA space requirements, as well as brokers who target tech businesses, medical service providers, and educational Institutions.
Action 1D (ii) Facilitate Conversion of Obsolescent Retail Space for Office Use	Short-term	\$\$	+	RDA	SMP, Area Brokers, Property Owners	Identify any existing code elements that impede or delay conversion. Review fees for office development to ensure competitiveness.
Action 1D (iii) Develop "Shovel-Ready" Office Sites	Short-term	\$\$	+	Primarily private; with City staff in-kind assistance	Property Owners, Developers	Undertake steps to entitle Stock "Triangle" site and Mitchell property site(s) for development.
Action 1D (iv) Offer Small, Targeted Financial Incentives	Short-term	\$\$	+	RDA, SBA, Sewer Credit & Façade Program		Identify possible programs and funding sources, particularly to assist projects outside RDA.
Program 1E: Strengthen Local Workforce Training Resources						
Action 1E (i) Foster Partnerships between Local Businesses and Education/Job Training Providers	Medium-term	\$	+	In-kind staff support	Carrington, IT, Mercy, Sacramento Works, SJUSD, Chamber, SMP	Convene a meeting between stakeholders to foster communication and initiate discussion on opportunities for collaboration.
Action 1E (ii) Foster Cooperation Between Businesses and Schools to Improve K-12 Education	Medium-term	\$	+	In-kind staff support	NA, REACH, SJUSD, IT, Carrington, SMP, Chamber	Possibly model on Florin Road Foundation (a part of Florin Road Partnership)

2: Support Retail Sector's Adaptation to Changing Marketplace

This strategy area recognizes that retail continues to be a backbone of the Citrus Heights economy, but that over time the competitive landscape and the retail industry itself will change. The City's continued retail strength requires adaptation. Various actions that will support retail retention, expansion, and attraction are included under other strategies as well.

Program 2A: Facilitate Retail Sector Response to Anticipated Changes in Demographics and Consumer Shopping Habits

Action 2A (i) Continue to Support Private Efforts at Promotion and Revitalization	Short-term	\$\$\$	+	BID funds; funding from cooperating businesses.	SMP, Chamber, Co-sponsoring businesses.	Identify ways to support and encourage current SMP and Chamber outreach, possibly by leveraging existing signature events such as the Capitals. Coordinate with larger marketing campaign under Strategy 4.
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Strategy/Action	Timing (a)	Relative Cost (b)	Staff Time Investment (c)	Potential Funding (d)	Potential Partnerships (e)	Notes
Action 2A (ii) Implement Sunrise MarketPlace Vision Plan and Related Changes	Short-term	\$\$\$\$	+	In-kind staff support; RDA	SMP, Property Owners, Developers	Increase amenities in public spaces, orient new buildings to street, review sign regulations.
Action 2A (iii) Support Sunrise Mall Master Plan Implementation	Short-term	\$\$\$\$	+	In-kind staff support; RDA	Sunrise Mall Owners, SMP	Link to Sunrise Mall Opportunity Site, and include public improvements such as traffic signal installation.
Action 2A (iv) Assist with Rehabilitation and/or Reconceptualizing Aging Shopping Centers to Facilitate Re-Tenancing	Medium-term	\$\$\$\$\$	+	In-kind staff support; RDA	Area Brokers, SMP	Assistance may include financial assistance with tenant improvements, utilities undergrounding, ADA compliance, and signage. Target underperforming, unanchored strip centers. Identify impediments in the Zoning Code.

3: Nurture Local Small Businesses, Particularly Home-Based Businesses

This strategy embraces the concept of "economic gardening," nurturing existing small businesses as a source of growth, seeking to retain those local small businesses in Citrus Heights as they grow over time.

Program 3A: Connect Small Businesses to Existing Organizations and Resources

Action 3A (i) Coordinate Existing Business Support Resources	Short-term	\$	+	In-kind staff support	Chamber, Sacramento Works	Improve business-related web pages on the City website to be more user-friendly and provide connections to outside support services and resources. Invite business support service providers to participate in business-related events sponsored by City.
Action 3A (ii) Promote Overlay Zone as Intermediate Step between Home-Based and Commercial Business Space	Short-term	\$	+	In-kind staff support	Area Brokers, REACH, NA	Promote the Overlay Zoning to home-based businesses as "move-up" option. Review procedures to determine if process can be streamlined for applicants.
Action 3A (iii) Create a User's Guide and/or Electronic Network Targeted at Home-Based Businesses	Medium-term	\$	+	In-kind staff support	Chamber, local graphic design consultant	Provide information needed by home-based businesses. Promote Overlay Zone as site for home-based businesses not compatible with standard residential zones.

Program 3B: Develop Additional Resources to Support Small Business Expansion

Action 3B (i) Review Home-Based Business Regulations to Identify Impediments to Operation/Expansion	Short-term	\$	+	In-kind staff support		Ensure that regulations do not contain any unnecessary impediments.
Action 3B (ii) Promote Business-to-Business Collaboration and Sourcing	Short-term	\$	+	In-kind staff support	Chamber	Assist Chamber efforts to connect local business owners and promote local sourcing. See example of Arden Downtown Grid.
Action 3B (iii) Support the Establishment of a Small Business Mentoring Program	Medium-term	\$	+	In-kind staff support	Chamber, Carrington, IT, SMP, SCORE	Options include establish a program within Chamber, linking with Service Corps of Retired Executives, and/or organizing a business speakers series.
Action 3B (iv) Evaluate the Potential for an Incubator (or Similar) to Support the Growth of Home-Based Businesses	Medium-term	\$\$\$		RDA, CDBG	Owners of under-utilized property	Utilize information from home-based business outreach efforts to help determine needs. See Action 1A (i).

Strategy/Action	Timing (a)	Relative Cost (b)	Staff Time Investment (c)	Potential Funding (d)	Potential Partnerships (e)	Notes
4: Develop and Implement a Concerted Marketing Strategy						This strategy calls for the City to undertake a concerted marketing campaign, to enhance the City's image and promote greater regional recognition of the City's strengths. There is a program to promote Citrus Heights as a place to live and shop and a program to promote Citrus Heights as a business location.
Program 4A: Market Assets of Citrus Heights To Existing and Prospective Residents with an Emphasis on Growing Families						
Action 4A (i) Conduct Outreach to Residential Brokers	Short-term	\$	+	In-kind staff support	Residential real estate brokerages, Realtor's Association, NA, retail sector, SMP, Chamber	Host an annual luncheon and tour of the City; Meet quarterly with different residential brokerage firms; Create a "Homebuyer Packet"/ web page.
Action 4A (ii) Leverage Existing Local and Regional Events as Opportunities to Showcase Citrus Heights	Short-term	\$\$\$	+	In-kind staff support	SMP/Sacramento Capitals, NA, consultant support	Enhance and market events like Sacramento Capitals tennis and Sunday Funday to residential Realtors, and encourage use of stadium for other entertainment events (e.g. concert series, outdoor theater series, etc.)
Action 4A (iii) Aggressively Seek More First-Time Homebuyer Funds and Market the Program Through Local Schools and Churches	Short-term	\$	+	In-kind staff support	SJUSD, Churches, NeighborWorks, U.S. Dept. of Housing and Urban Dev.	
Action 4A (iv) Develop Marketing Campaign Targeted at Potential Homebuyers, Especially Young Families	Medium-term	\$\$	+	In-kind staff support	Residential real estate brokerages, homebuyer assistance programs, SJUSD.	Marketing campaign should include a tag-line/brand; citywide banner campaign; and guide to Citrus Heights neighborhoods to reflect the family-friendly community.
Program 4B: Launch an Aggressive and Coordinated Business Marketing Campaign Demonstrating the Assets of Citrus Heights to Existing and Prospective Businesses						
Action 4B (i) Develop and Implement Business Attraction Marketing Program	Short-term	\$\$\$	+	Match public funds with private funds.	Chamber, Area Brokers	Outsourcing the marketing campaign will limit requirements for City staff; integrate branding campaign with City operations (e.g., logos/tag lines on City materials, etc.)
Action 4B (ii) Promote New Civic Center as Event Space	Short-term	\$\$		Program funds from Civic Center rentals?	Chamber; Local event planning firms	This could include offering the Civic Center as a venue for business group events or meetings. See 3B (iv) and 4B (ii).

<u>Strategy/Action</u>	<u>Timing (a)</u>	<u>Relative Cost (b)</u>	<u>Staff Time Investment (c)</u>	<u>Potential Funding (d)</u>	<u>Potential Partnerships (e)</u>	<u>Notes</u>
Action 4B (iii) Develop City Presence in Regional Tech/Entrepreneurial Networking Groups	Medium-term	\$\$	+	City General Funds; in-kind contributions of Conference Center as meeting space	TechCoire; STARTA	Use City involvement in regional tech groups as a means to get the City on the radar of start-up businesses and others who work with tech businesses. E.g., become a member, sponsor and/or host events.

Notes:

(a) Timing Key

Short-Term = Initiate Project within 1-2 years of Strategy Adoption
Medium-Term = Initiate Project within 3-6 years of Strategy Adoption
Long-Term = Initiate Project within 7-10 years of Strategy Adoption

(b) Cost Key (approximate City investment amount)

\$ = \$0 to \$5,000, or primarily existing staff time
\$\$ = \$5,000 to \$20,000
\$\$\$ = \$20,000 to \$50,000
\$\$\$\$ = \$50,000 to \$100,000
\$\$\$\$\$ = Over \$100,000

(c) Relative City Staff Time Investment Key

+ = Anticipated to be handled within existing staff duties.
++ = Would require additional dedicated part-time staff.
+++ = Would require additional dedicated full-time staff.
c = Anticipated to be delegated to an outside consultant.

(e) Funding Key:

CDBG = Community Development Block Grant
RDA = Redevelopment Agency Funds

(d) Partners Key:

Carrington = Carrington College
Chamber = Citrus Heights Regional Chamber of Commerce
IT = Institute of Technology
Mercy = Mercy San Juan Medical Center
NA = Neighborhood Associations
REACH = Residents' Empowerment Assn. of Citrus Heights
SJUSD = San Juan Unified School District
Sacramento Works = Sacramento Works Center
SMP = Sunrise MarketPlace

Strategy 1. Pursue Long-Term Economic Diversification

Although the retail sector is very important to Citrus Heights because of sales tax revenues, the City should ultimately be working to diversify its economy and generate other sources of local revenue to supplement sales taxes. This will help to ensure that the City's fiscal and local employment situation will not be as vulnerable to cyclical fluctuations in the economy, provide greater opportunities for Citrus Heights residents to also work in the community, and ensure efficient land use over time. Although non-retail commercial uses will not generate substantial revenues for the City's General Fund in the near future, these uses will generate valuable tax increment within the City's Redevelopment Area, which can be used to support a range of projects that will have citywide benefits. Ultimately, new development will generate General Fund property tax revenues, once the City's revenue neutrality agreement, made with Sacramento County in order to incorporate, expires. Expanding the amount of non-retail commercial activity in Citrus Heights will support the retail sector by generating new retail demand from an expanded local daytime population of workers and visitors to these other businesses.

A major constraint to diversifying the City's economy is the lack of vacant land and development sites to accommodate new businesses. Another constraint is the City's lack of a distinctive image that would attract new businesses to the area. The following Actions are designed to foster a positive business environment to support a stable but growing and increasingly diverse local economic base.

Program 1A: Retain and Expand Existing Economic Base

This program recognizes that it is easier to retain a business that is already located in the City than it is to recruit a new business to the City. Additionally, this program recognizes that while there are opportunities to expand the economic base by encouraging local businesses to grow and by attracting new businesses in sectors which are currently less prominent in the City, retail sales are and will remain a key driver of the local economy.

Action 1A (i): Conduct Ongoing Outreach to Identify Retention and Expansion Needs of Local Businesses

Ongoing communication between City staff and local businesses is critical to maintaining and expanding the City's economic base. Ensuring that the City is well aware of business concerns and needs is an important step in tailoring actions to create a supportive environment for business within the City. The City will conduct an initial survey of local businesses to determine broad business retention and expansion needs. Then, in order to keep up-to-date on business concerns and issues, the City will conduct more targeted surveys on an annual basis, in conjunction with business license renewals, in order to determine business needs and to obtain feedback on economic development programs, to fine-tune economic development efforts.

Efforts under this Action should include working to issue business licenses to businesses that currently operate in Citrus Heights without a license. Offering a small incentive and/or promoting the benefits of holding a Citrus Heights business license may encourage unregistered businesses to obtain licenses, opening lines of communication between the businesses and the City.

The City will also collaborate with the Chamber of Commerce to sponsor two business mixer/outreach events annually focused on conducting outreach and identifying the needs of specific business sectors. Through regular communication, the City can identify problems and work with affected parties to devise solutions before problems reach a critical state. Too often, cities learn of a business' problems only after the business announces plans to close or relocate. Even if the loss of a business is inevitable, the City should quickly initiate efforts to minimize the period of vacancy. This regular contact with businesses will also provide valuable feedback regarding the effectiveness of various City programs and projects. Following are a number of ways that the City can maintain good communication:

- **Establish ongoing personal relationships with key large employers.** City staff should aim to interview three or four key, large businesses per year. Following an initial introductory meeting, staff should place follow-up phone calls every six months to check on any issues that might have been identified in the initial meeting and report on any follow-up actions taken, and to see if any new concerns have developed.
- **Conduct exit interviews with businesses that are moving or closing.** This will help the City to pinpoint any local conditions that may be hampering the local business climate. City staff may not need to conduct all exit interviews if an exit interview has been conducted by a property owner, broker, Sunrise MarketPlace staff, or Chamber staff, and the information is shared.
- **Target specific areas for joint City/Chamber “Business Walks.”** The City and Chamber have tentatively made plans to undertake annual business walks, involving City staff, elected City officials, and Chamber board members, who will walk a targeted area to introduce themselves to business owners and solicit feedback on business issues. At the conclusion of the walk, the City staff and Chamber representatives will have a debriefing to brainstorm possible solutions to issues raised and conduct follow-up.
- **Convene periodic “Breakfast Meetings.”** On an occasional basis, the City should invite a group of related businesses/property owners to City Hall to meet as a group and talk about common concerns. Key City representatives, including the Mayor, City Council Members, the City Manager, the Development Specialist, the Community and Economic Development Director, the General Services Director, and/or the Police Chief should attend these meetings as a way to hear first-hand what the businesses and property owners are saying, and to demonstrate the City’s ongoing commitment to its business sector.

- **Utilize “Focus On Business” e-newsletter and other direct mail materials to encourage interested businesses or property owners to contact the City for information or assistance.** To increase the amount of City contact with businesses who cannot meet in person, the City should consider periodically sending e-bulletins to all businesses and commercial property owners regarding economic development efforts and other news of interest to businesses. These types of communications should also solicit questions and comments, and provide the name, telephone, and email address of a specific staff contact. Including notices in City utility bills can be a simple and cost effective way to send out brief notices.
- **Expand on the City’s Current “Welcome Letter” to new business license applicants to create a “Welcome Packet.”** An expanded packet could include information on available small business mentoring and assistance programs, contact information for City Economic Development staff, Chamber of Commerce, and PBID (where applicable), and other essential resources for new businesses.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy adoption.

Potential Partnerships: Chamber of Commerce and Sunrise MarketPlace staff. Will also require support from all City Departments to troubleshoot specific problems.

Budget Impacts: Part of ongoing budget, will require some outlay money for special meetings and mailings.

Action 1A (ii): Target Medical Service Providers for Recruitment Efforts

With the Mercy San Juan hospital complex located in close proximity to the City limits, Citrus Heights is well positioned to attract related medical facilities, particularly to the southwestern part of the City, near Mercy San Juan Medical Center. Other medical systems serving residents of Citrus Heights and the surrounding area, including Sutter Health, UC Davis, Kaiser, and affiliated medical organizations will likely also need locations for expansion. Additionally, the Economic Development Baseline Report found that Citrus Heights’ population is aging, which may signal increased demand for medical services for the elderly. The City should compile an inventory of existing medical services facilities located in Citrus Heights, to better understand their locations and the types of services that are provided. Following up on stakeholder interviews conducted as part of this strategy update project, City staff should continue to be in contact with key stakeholders, such as representatives of Mercy San Juan Medical Center and interested developers, to identify opportunity sites for medical facilities, and undertake rezoning efforts and other measures that might render the sites viable and “shovel ready.”

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy adoption.

Potential Partnerships: Area Brokers, Mercy San Juan Medical Center, Sutter Health, UC Davis Medical Center, Kaiser, other medical related users

Action 1A (iii): Build a Cluster of Higher Education and Vocational Institutions

Private education is a growing sector and Citrus Heights has proven attractive to such institutions. In addition to providing employment opportunities through staffing needs, these schools represent a potential educational resource for local residents to hone their skills and expand their knowledge in order to access higher quality job opportunities. Although private educational institutions have shown the most interest, the City's central location should also be attractive to satellite facilities for public educational institutions that serve the greater Sacramento area. Schools have the added benefit of creating demand for reuse of obsolete retail buildings, and contributing to an expanded daytime population (students and staff) that creates demand for local retail and services. As part of this Action, the City should review its development standards and other policies to ensure that there are no unnecessary regulatory barriers to bringing these types of institutions to the City.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy adoption.

Potential Partnerships: Area Brokers, Property Owners

Program 1B: Promote Revitalization of Auburn Boulevard Corridor

The Auburn Boulevard Corridor represents one of the City's existing under-utilized commercial areas. The City has already made important progress towards revitalization, with successful implementation of the Sylvan Corners public improvement project and associated commercial reinvestment, and with the first phase of the Auburn Boulevard Complete Streets Project. During the coming years, the City should seek to leverage those initial actions and investments to attract more private property investment and businesses to the corridor.

Action 1B (i): Continue Auburn Boulevard Streetscape Improvements

The City will continue to expand the streetscape improvements along Auburn Boulevard to make the area more attractive and user-friendly. Tasks under this Action will include identifying funding sources for Phase 1.2 (Street Improvements from Sycamore Drive to Sylvan Corners) and 2 (Improvements from Antelope Road to I-80) and completing Phase 2 engineering work to prepare for construction of the Phase 2 improvements.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Auburn Boulevard Business Improvement District, if formed (see Action 1B (iii)), to assist with communication between businesses and City prior to and during construction activities to minimize business disruption.

Action 1B (ii): Plan and Facilitate a Catalyst Project on Auburn Boulevard

Leveraging the City’s recent investment in public improvements, the City will seek to plan and stimulate development of a horizontal mixed-use project in Phase I of the Auburn Boulevard Complete Streets Project, from Sylvan Corners to Rusch Park, which is identified as a key Opportunity Site in the Economic Development Baseline Report. Such a development would catalyze additional private re-investment in the area. As part of this effort, City Planning and Economic Development staff will review the Auburn Boulevard Specific Plan to determine if the City needs to make adjustments to better facilitate the Boulevard’s desired development and other private investment that the catalyst would seek to stimulate.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: Property Owners, Real Estate Developers.

Action 1B (iii): Form an Auburn Boulevard BID or PBID

Business Improvement Districts (BIDs) and Property-Based Business Improvement Districts (PBIDs) create a mechanism for businesses and/or property owners to raise funds, typically through assessments, to pay for activities that will benefit the entire district. Regardless of the amount of funding raised, a BID or PBID also provides an important organizational structure that helps to foster cooperation and action among property owners and businesses. Typical activities include cooperative advertising for the entire district as well as additional opportunities for individual merchants, organizing promotional events and activities that will draw people to the area, streetscape improvements, security/safety enhancements, recruitment activities, etc.

BIDs and PBIDs also provide a vehicle for merchants and property owners to start working together to identify common issues, jointly seek solutions to problems, pool resources to more effectively address whatever challenges they are confronting, and provide a cohesive voice for advocacy. Sunrise MarketPlace, which operates as a PBID, has indicated a willingness to support other BID formation efforts through lending expertise and an interest in exploring the possibility to realize economies of scale through shared administration functions and other opportunities.

Implementation Responsibility

Timing: Initiate Action within 1-3 years of Strategy Adoption.

Potential Partnerships: Consultants as needed. Chamber of Commerce, Local Property Owners and Businesses, Sunrise MarketPlace.

Program 1C: Promote Revitalization and Diversification of Antelope/I-80 Area

The Antelope/I-80 area, also known as Antelope Crossing, represents one of Citrus Heights' key opportunities to improve the City's regional visibility through exposure to the traffic that travels I-80 every day. The area is in a state of transition, as there are significant vacancies in the existing commercial buildings at this intersection. In order to maximize the benefits of this area to the City as a whole, the City must work toward aesthetic improvements to the freeway frontage, freeway visible signage to promote Citrus Heights, and new development and businesses that will provide a range of goods and services and employment opportunities that will serve both the nearby neighborhoods as well as providing an employment node that is accessible to local residents as well as people from the surrounding area who might otherwise need to commute to employment further west on I-80.

Action 1C (i): Develop Antelope/I-80 Area to Improve Citrus Heights' Visibility and Image from Freeway

The City of Citrus Heights was recently awarded grant funding from the Sacramento Metropolitan Air Quality District's Infill Streamlining Program. This funding will be used to provide the City with technical assistance, via a consultant contract, to develop a plan to revitalize the Antelope/I-80 (Antelope Crossing) area. Accordingly, this location has been identified and discussed in the Economic Development Baseline Report as an Opportunity Site. The planning process can be used to identify a number of improvements that will provide economic development benefits to the City, such as freeway visible signage and improved street signage, improved freeway landscaping, inter-modal facilities, region- and local-serving retail, office development, medical facilities, and lodging. The City will also advocate establishing the site as a transit node, to facilitate access to the site for residents, employees, visitors, and shoppers.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: The Antelope Crossing Business Association, area property owners and Neighborhood Association 1.

Program 1D: Attract Office-Based Employment

The Economic Development Baseline Report identified office-based employment as one of the regional growth sectors for the coming years. However, without large quantities of vacant commercial land with good highway access, the City of Citrus Heights faces difficult obstacles for attracting large regional office developments. Nevertheless, the City's central location could allow Citrus Heights to host a cluster of support businesses, which could serve the regional office concentrations found along both Highway 50 and I-80 corridors. Citrus Heights is located between these two spines of business activity, and could be attractive to service businesses that need to access clients in both areas. In addition, based on the City's recent success attracting the Small Business Administration office now located at Stock Ranch, and recent interest in a site for another federal agency office, Citrus Heights does appear to be attractive for certain government office functions, again due to the City's location that is central to the region. Other strategies will help to achieve this objective, including: Strategy 3, Nurture Local Small Businesses (many of which are involved in business services); and Strategy 4, Develop and Implement a Concerted Marketing Strategy, which aims to publicize Citrus Heights as a desirable place to live and do business.

Action 1D (i): Strengthen Relationships with Office Brokers and Office Developers

It will be important for the City to develop and maintain working relationships with the office brokers and developers who are active in Citrus Heights. These professionals often have the best overview of the City's current market strengths and weaknesses, and can provide valuable information about ways the City could improve its overall economic environment. In turn, City staff can provide brokers with information about locally available property that can meet certain tenant needs that brokers are seeking to fulfill. Though the City should strengthen ties with brokers who work with a wide variety of office-based businesses, relationships with brokers who handle the needs of government and institutional clients would be particularly valuable. The following activities can all be undertaken to build and maintain productive relationships with brokers:

- Sponsor an annual office market roundtable, inviting different brokers to present information and share ideas with the City.
- Hold smaller, more informal meetings with brokers and developers on a more frequent basis, depending on conditions in the City.
- City staff should also contact local commercial brokerages that handle office transactions and set up appointments to make brief presentations during their in-house staff meetings. Such presentations would provide the opportunity to meet brokers and present information on new development opportunities.
- The City should maintain and expand a list of brokers interested in receiving the quarterly Economic Development newsletter, periodic development activity update reports, and other materials that the City may release.

- Explore the potential for City staff to participate in the activities of the local Building Owners and Managers Association (BOMA), to enhance networking and raise the City’s profile in the regional office industry.
- Showcase the Community Center as an asset for business use.

Regular contact with office brokers and developers will provide the opportunity for the City to signal its interest in attracting certain types of office employers and certain types of development. In exchange, brokers and developers will have the opportunity to share their ideas regarding business recruitment opportunities of which the City should be aware, potential users for available sites, the effectiveness of the City’s ongoing efforts, and the need for new programs or changes in strategy. City staff should provide regular broker contacts with updates on the status of development opportunity sites and large vacant properties.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy adoption.

Potential Partnerships: Area Brokers.

Action 1D (ii): Facilitate Conversion of Obsolescent Retail Space for Office Use

The Economic Development Baseline Report identified the City’s aging stock of retail space, particularly space in small unanchored strip retail centers, as one of the City’s key challenges. With the increasing dominance of big box and mid-box retailers, there is less demand for this type of space and the City needs to take steps to identify replacement uses in order to prevent the properties from becoming blighted. To ensure an efficient conversion of obsolescent retail space to office space, the City should review its parking regulations for any impediments that may pose undue constraints on office users. The City will also review its fees for office development, to ensure they are competitive.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Sunrise MarketPlace, Area Brokers, Property Owners, City departments will collaborate to review fees.

Action 1D (iii): Develop “Shovel-Ready” Office Sites

There are a number of locations in Citrus Heights that have the potential to be valuable locations for office developments, but are impeded by some existing limitations, such as awkward parcelization, uncoordinated development on adjacent properties, or a combination of these and other factors. The Key Opportunity Sites chapter of the Economic Development Baseline Report

lists a number of such sites and explains existing conditions as well as potential future uses. The City should focus on these key locations and more fully explore their market potential and problems. The City should then work with property owners to undertake projects to capitalize on the potential of these sites. Specifically, City staff should undertake steps to entitle the Stock Triangle site and portions of the Mitchell Properties Opportunity Sites for office development. By undertaking these actions, the City will be able to reduce uncertainty and shorten the delivery time-frame for office development on these sites. This will make the sites viable candidates to compete for future office requirements for state or federal agencies, or in the event that a private office tenant seeks a location to develop a facility in Citrus Heights or the nearby area.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Property Owners and Developers

Action 1D (iv): Offer Small, Targeted Financial Incentives

To help private property owners attract tenants the City should explore the availability of funding to use to offer small, targeted financial incentives to achieve specific economic development objectives, such as improving signage and facades in specific locations that are particularly in need of revitalization. Other financial incentives might be targeted to assist businesses with required American's With Disabilities Act (ADA) improvements and public right-of-way improvements, such as undergrounding utilities. As part of this Action, City staff will work to identify funding that can be used for this purpose, develop guidelines for the provision of financial incentives, publicize the availability of the incentives to the targeted audience, and work with eligible applicants to disburse funds. Financial incentives may include, but shall not be limited to grants, loans, and/or deferral of payment of City fees. As part of this effort, it will be desirable for the City to identify new ways to offer incentives outside of the Redevelopment Area, where options to provide assistance are currently more limited.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: SMP and Chamber of Commerce to help identify needed incentives.

Program 1E: Strengthen Local Workforce Training Resources

In order to ensure that local residents are best positioned to benefit from the City's economic development efforts, it is important that City residents have access to workforce training resources that will help them prepare to secure local jobs, or to secure jobs located outside the City.

Action 1E (i): Foster Partnerships Between Local Businesses and Education/Job Training Providers

Encouraging cooperation between local businesses and education/job training providers will set up a win-win situation, as workforce training organizations will do a better job of preparing residents to meet local businesses' employee requirements, and local businesses will be more interested in hiring graduates of local training/educational institutions. Recognizing these mutual interests can bring about greater opportunities for student internships in local businesses, and business support for local educational programs. The City can facilitate partnerships by convening a meeting between key local employers, educational institutions, and workforce development organizations to discuss opportunities for more effective collaboration.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: Carrington College, Institute of Technology, Mercy San Juan Hospital, Sacramento Works, San Juan Unified School District, Chamber of Commerce, and Sunrise MarketPlace.

Action 1E (ii): Foster Cooperation Between Businesses and Schools to Improve K-12 Education

Input received during the Economic Development Strategy Update process indicates that community members are concerned about the quality of the K-12 schools in Citrus Heights. This is important for the business owners who may want to live close to where they do business, but might choose to live in another community with better schools, as well as for their employees, who may face a similar decision. While the City does not have direct control over the school district that serves Citrus Heights, there are many ways in which local government can work collaboratively with the school board and local school site leadership to improve the quality of education. For example, City staff can facilitate partnerships between Citrus Heights businesses and students to provide mentorship and job training opportunities. City staff might also encourage local businesses and residents to participate in "adopt-a-school" programs, by providing monetary support, volunteer time, surplus office equipment, or other in-kind support. For example, the Florin Road Partnership, which is the PBID that operates on the stretch of Florin Road that encompasses the Florin Towne Center, Southgate Mall, and adjacent commercial areas, has established the Florin Road Foundation, recognizing that the health of the adjacent residential neighborhoods is critical to the well-being of the commercial area. One of the activities of the foundation is to provide support for local schools, including a scholarship program for local students.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: Neighborhood Associations, REACH, San Juan Unified School District, Carrington College, Institute of Technology, Sunrise MarketPlace, Chamber of Commerce.

Strategy 2. Support Retail Sector's Adaptation to the Changing Marketplace

Retail sales tax revenues account for almost one-third of the City's General Fund Revenue. As a result, it is critical that Citrus Heights maintain a strong and competitive retail sector. Meanwhile, in recent years the City's overall taxable sales have declined. In addition to the general decline in retail sales statewide since the late 1980s, the most likely reason for this decline is the proliferation of new retail developments within the City's traditional retail trade area of northern Sacramento County and southern Placer County, combined with a relatively slow-growing and aging local population and shopper base.

In the future, new retail development in the City of Folsom is likely to continue to create strong new competition for Citrus Heights stores, even as the City has recently weathered the development of the Westfield Galleria Mall and large amounts of satellite retail space in Roseville. This trend is particularly significant for Sunrise Mall, which is Citrus Heights' premier retail center, and alone accounted for about 18 percent of the City's sales tax revenue in Fiscal Year 2009/10.

The following Programs and Actions are designed to achieve two primary goals. One is to provide as much ongoing support as possible for the Sunrise MarketPlace area so that it can continue to remain competitive. The second is to facilitate reuse of obsolete retail centers so that this land may be used efficiently, either for modern retail space attractive to today's growing retailers, or for other types of commercial development that would help to diversify the City's economy.

Program 2A: Facilitate Retail Sector Response to Anticipated Changes in Demographics and Consumer Shopping Habits

The City's continued retail strength requires that the local retail sector be prepared to change and adapt to national, regional, and local changes in consumer preferences and shopping habits. The following Actions seek to support retail retention, expansion and attraction, and are meant to be implemented in conjunction with Program 1A and Strategy 4.

Action 2A (i): Continue to Support Private Efforts at Promotion and Revitalization

Because the Sunrise MarketPlace area is the prime retail location in Citrus Heights, and because property owners in the area have committed to raising private funds for economic development purposes, which can leverage City funds, every effort should be made to help the property owners and merchants in this area remain competitive. As conditions in the trade area, the region, and the state/national economy change, it will be important to assist the PBID in attracting shoppers and new businesses. The City will identify ways to support and encourage marketing and promotion efforts currently undertaken by Sunrise MarketPlace and by the Chamber of Commerce, including

Sunrise MarketPlace’s efforts at increased outreach to the secondary trade area. One possibility would be to leverage signature events with regional draw, such as the Sacramento Capitals tennis matches and Sunday FunDay, and build awareness of Citrus Heights’ attractive assets. This Action will be coordinated with the larger marketing campaign discussed under Strategy 4. In addition, the City will support efforts of property owners and developers to bring a one-of-a-kind use to the Sunrise MarketPlace that will draw visitors from throughout the region. This will include continuing to collaborate with Sunrise MarketPlace to conduct real estate broker outreach through regular meetings and attending trade shows. In addition to Sunrise MarketPlace, the City will support efforts of businesses to organize themselves to undertake activities such as cooperative marketing and problem solving (see also Actions 1B (iii) and 1C (i)).

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Sunrise MarketPlace, Chamber of Commerce, co-sponsoring property owners and businesses.

Action 2A (ii): Implement Recommendations of Sunrise MarketPlace Vision Plan and Other Related Changes

The City and Sunrise MarketPlace collaborated on the Sunrise MarketPlace Visioning Project in 2008. This planning process involved extensive analysis and public outreach to develop a vision for the evolution of the Sunrise MarketPlace over the next 20 years. The City will work with Sunrise MarketPlace, property owners, and developers to implement key recommendations of the plan that remain relevant in the changed economic environment, in the coming years. This includes improving open space and public amenities within the Sunrise MarketPlace (SMP), improving circulation and mobility, and embracing changes in land use and urban form that will make the area more appealing for local residents as well as visitors from outside the City. Specific activities will include:

- Work with SMP business and property owners to explore viable options for implementing elements of the City of Citrus Heights/SMP Visioning Plan.
- Work with property owners and developers who propose significant redevelopment of property to identify opportunities to incorporate pedestrian-friendly public spaces which foster better connectivity, intensify use of space, and provide comfortable, shaded amenities to encourage residents, customers and other visitors to spend more time in the area.
- Work with property owners and developers who are proposing redevelopment to place increased emphasis on orienting buildings to the street, rather than the prevalent pattern of buildings set back from the street behind parking fields.

- Consider changes/enhancements to the SMP special sign district to increase visibility of current tenants and improve competitiveness and attractiveness of the area to prospective tenants while ensuring that the aesthetics of the area do not suffer from increased visual clutter.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Sunrise MarketPlace, Property Owners, Developers

Action 2A (iii): Support Sunrise Mall Master Plan Implementation

Relatively new ownership of the Sunrise Mall brings new energy and resources to invest in maintaining the mall's competitiveness. The Sunrise Mall is the centerpiece of the Sunrise MarketPlace, which is the City's economic driver. In addition, the parking lots at the Sunrise Mall represent an under-utilized asset. The Key Opportunity Sites chapter of the Economic Development Baseline Report identifies the Sunrise Mall property as a key opportunity site, in recognition of its key location, large size, and the economic importance of existing retail activity at the Mall which serves as an anchor for surrounding commercial uses. Citrus Heights will seek to support the mall owners in their plans to make changes that will respond to contemporary shopping habits and tenant needs. The City will seek to work with the property owners to implement the relevant principles developed in 2008 as part of the Sunrise MarketPlace Visioning Project.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy adoption.

Potential Partnerships: Sunrise Mall ownership, Sunrise MarketPlace

Action 2A (iv): Assist with Rehabilitating and/or Reconceptualizing Aging Shopping Centers to Facilitate Re-Tenancing

Strip centers and other types of retail centers are increasingly incorporating a variety of uses into their sites to ensure a more diverse and attractive range of activities for patrons. Such activities often include civic or community services like libraries, museums, movie theaters, night clubs, formal restaurants, hotels, offices, and even housing. City staff will meet periodically with retail real estate brokers to better understand emerging tenant requirements that could be met through renovation of vacant or obsolescent centers. City staff can work with property owners who may have specific needs for assistance, thereby ensuring that these owners maximize their ability to attract and retain tenants. Assistance may include financial assistance with tenant improvements and signage (see Action 1D (iv)). City staff will review all of the City's regulations related to the conversion of strip centers into other uses, to determine whether or not there are any undue obstacles or barriers to reconceptualizing aging retail centers.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: Area Brokers, Sunrise MarketPlace

Strategy 3. Nurture Local Small Businesses, Particularly Home-based Businesses

Almost 75 percent of existing businesses in Citrus Heights have fewer than 10 employees. Further, business license data indicate that Citrus Heights has approximately 1,700 home-based businesses, with a significant proportion of these businesses offering a wide variety of services to other businesses. Given that the services sector overall is expected to grow at a significantly faster rate than the retail sector in the future, it appears that small businesses in general and home-based businesses in particular make an important contribution to the City’s economy. As such, it is critical to provide services that will help these establishments remain economically competitive and, to the extent possible, continue or even expand operations in Citrus Heights. Small business owners may lack important resources necessary to operate effectively or expand when opportunity exists. By nurturing its small and home-based businesses, Citrus Heights can diversify its economy without requiring a commensurate increase in commercial real estate development; create a bigger market for local retailers and service establishments that cater to small businesses; and provide opportunities for people to both live and work in Citrus Heights. Small local businesses often enhance a community in many non-monetary ways as well, including volunteer time to support schools, other service organizations and civic events; charitable donations to local causes and; in the case of home-based businesses, a daytime presence in neighborhoods that enhances security. The Programs and Actions listed below are designed to provide a strong support network for small and home-based businesses in Citrus Heights.

Program 3A: Connect Small Businesses to Existing Organizations and Resources

There are numerous resources that can provide assistance to small businesses. Commonly, a significant barrier to small businesses gaining access to these resources is a lack of knowledge of what is available to the small businesses. This program seeks to make local small businesses more aware of the available resources.

Action 3A (i): Coordinate Existing Business Support Resources

The City can help to facilitate access to business support services by undertaking simple actions. One would be to utilize a web page on the City’s web site to serve as a portal with links to local business support services. Another approach would be to invite representatives of local business support providers to have a presence at City and/or Chamber-sponsored business events, where these providers can get direct exposure to local business people.

<p style="text-align: center;"><u>Implementation Responsibility</u></p> <p>Timing: Initiate Action within 1-2 years of Strategy Adoption.</p> <p>Potential Partnerships: Chamber of Commerce, Sacramento Works</p>

Action 3A (ii): Create a User's Guide and/or Electronic Network Targeted at Home-Based Businesses

Many home-based business owners do not know what regulations apply to their operation, but are concerned about the cost of compliance. The City should develop an informational package that can be distributed to prospective entrepreneurs who are considering launching a home-based business in Citrus Heights. This guide can help these businesses understand what regulations they must follow and how this can be accomplished in a no- or low-cost manner. In addition, this package could address the tax implications of having a home-based business and provide information about other technical assistance available to assist small businesses with everything from obtaining a loan to marketing and promotion. Outreach conducted as part of Action 1A (i) would help to determine what information and format would be most useful. Typically, this package would include:

- An overview of the City's permitting process
- Summary requirements
- Frequently Asked Questions
- Home-based business application form
- Business license form
- List of key City contacts

In addition to these items, the package could include information about the City's Overlay Zone, an area where business activity is permitted in residential units that would not be permissible in residential zones without the Overlay; a survey form regarding business needs; and links to the Chamber of Commerce, the Sunrise MarketPlace, and resources coordinated under Action 3A (i).

The package should be visually appealing, yet have a flexible format that can easily be updated. The City can post an electronic version on the Economic Development web page, and should provide copies to the Chamber of Commerce for distribution in response to inquiries. As the package is distributed, staff should informally track its effectiveness, and incorporate any additional information or format changes into a regular update process.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: Graphic design consultant (consider using a local business wishing to showcase its capabilities to other local businesses, Chamber of Commerce

Action 3A (iii): Promote Overlay Zone as Intermediate Step Between Home-based and Commercial Business Space

The City of Citrus Heights offers a unique opportunity for certain businesses whose owners prefer to operate out of their own home rather than having separate business premises, yet operate businesses that do not fit within the home-based business guidelines due to potential impacts on neighbors. The Overlay Zone regulations allow a wider range of businesses to be conducted within residences located in the zone. First, the City should review the Overlay Zone for any unnecessary impediments, such as costs and use restrictions, and modify the zoning requirements accordingly. The City should also review the Overlay Zone application and approval procedures to determine if modifications should be made to make the Overlay Zoning more accessible and less costly for interested businesses to obtain, while continuing to address neighborhood livability concerns.

Then, the City should promote this unique zoning feature as an intermediate step that would allow these types of businesses to operate within the City without needing to lease commercial space that is separate from the owner's residence. The City could publicize the Overlay Zone to home-based business permittees as a potential "move-up" option. The City can also post information on its web site and in its business license materials to inform prospective businesses that might be considering relocating from another jurisdiction.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Area Brokers, REACH, Neighborhood Associations

Program 3B: Develop Additional Resources to Support Small Business Expansion

Once the City has ensured that the local business community is well-aware of currently available business support resources, the City can consider steps to expand the resources to support business expansion within the City. Such actions should derive from the results of business outreach efforts conducted as part of Action 1A (i).

Action 3B (ii): Review Home-Based Business Regulations to Identify Impediments to Operation/Expansion

City staff, working in conjunction with the Planning Commission and the City Council, should review all of the City's regulations related to home-based business operation, to determine whether or not there are any undue obstacles or barriers to starting and operating a home-based business in Citrus Heights. Based on this review, as appropriate, the City should amend its policies to create a more positive environment for these businesses, while maintaining controls appropriate to protect

the primary residential function of Citrus Heights' neighborhoods.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships:

Action 3B (ii): Promote Local Business-to-Business Collaboration and Sourcing

Another way to support local businesses is to assist them in making contact with other local businesses. For retail and service businesses, these connections provide a way to market goods and services. Other kinds of companies, such as software developers, may benefit from having contact with each other to share ideas, resources, and business strategies. In any case, the following steps should be undertaken to facilitate greater local business-to-business interactions:

- Conduct or facilitate periodic “networking” events for various types of businesses so that local businesspeople can meet with each other and exchange ideas. Computer services/software developers are one specific group to target, since collaborations are important to small businesses in this sector in order to compete with larger, more established companies. Contribute Civic Center as meeting space on a limited basis in order to “seed” networking groups.
- Identify service providers that could be encouraged to host local classes or training sessions that would attract like-minded businesses.
- Through the business retention and expansion survey activity described in Action 1A (i), explore the interest in an annual business expo, potentially in conjunction with another community-wide event to provide local service businesses exposure to potential clients.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Chamber of Commerce, Sacramento Works

Action 3B (iv): Support the Establishment of a Small Business Mentoring Program

Many small businesses could benefit from the knowledge of experienced and successful business people. A mentoring program can be a way to promote networking among local businesses (see also Action 3B (ii)) and to give start-up businesses access to business expertise at low cost. There are numerous options to set up a mentoring program. One option would be to link with the Service Corps of Retired Executives (SCORE) and conduct outreach to partner local businesses with SCORE volunteers. A second option would be to work with the Chamber to conduct outreach to its members to identify willing mentors and to link those mentors with local businesses as identified through outreach efforts conducted as part of Action 1A (i). Faculty from the local post-

secondary educational institutions might also be willing to participate. A third option would be to recruit mentors who would be willing to participate in periodic business meetings where they would provide topical information to interested, local business owners. The City and/or the Chamber of Commerce could coordinate and promote a seminar series along the lines of “Business 101” or more specialized topics of interest identified through outreach efforts.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: Chamber of Commerce, Small Business Development Center, Carrington College, Institute of Technology, Sunrise MarketPlace, SCORE, Sacramento Works

Action 3B (iii): Evaluate the Potential for an Incubator (or Similar) to Support the Growth of Home-Based Businesses

As home-based businesses in Citrus Heights begin to mature, it is likely that some of these businesses will need to expand into larger spaces. The Economic Development Baseline Report found that there was a substantial increase in home-based business permits in Citrus Heights. Additionally, input from various stakeholders suggests that many of these home-based businesses are the result of downsizing and budget cutting related to the economic downturn which involved moving out of commercial space and into employees’ homes. As economic conditions improve, it should be expected that businesses will expand and some will face a potential need to relocate out of residences. The City should attempt to retain these businesses within the City so that their economic contributions are not lost.

To assist these businesses, and to help retain them in Citrus Heights, the City should explore the potential for developing a small business incubator. This exploratory process should be coupled with outreach efforts described in Action 1A (i). There are several different business incubator formats, ranging from a physical location complete with on-site, shared business support services to a “virtual” incubator which compiles and updates data on appropriately sized vacant commercial spaces that could accommodate the needs of these businesses. Given the relatively high vacancy rates that many commercial properties are experiencing, the City may find a property owner willing to offer space that would otherwise be vacant at low cost in order to help establish an incubator.

After exploring local business needs, the City may identify the opportunity for non-traditional types of incubators that could target specific clusters of businesses, or businesses with specific types of assistance needs. For example, a review of home-based business permits indicated that there are substantial numbers of landscape maintenance firms that operate as home-based businesses. A common challenge for these types of businesses is secure storage of their vehicles and equipment and or compliance with regulations dealing with parking commercial vehicles in

residential areas. To facilitate formation or expansion of businesses such as these, the City could explore the development of a secure vehicle/equipment storage facility where business owners who wanted to add vehicles and/or who do not have their own secure garages for storage could rent space and continue to operate the administrative portions of their businesses from their homes.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: Owners of under-utilized commercial property.

Strategy 4. Develop and Implement a Concerted Marketing Strategy

Because Citrus Heights was primarily developed as an unincorporated area of Sacramento County, without an identity that is distinct from other surrounding unincorporated areas, Citrus Heights needs to develop better recognition within the region of its location and unique assets. City residents and business people seem to agree that what makes Citrus Heights special is the strong sense of community, the responsive City government, and the safe, family-friendly atmosphere. In addition, business people note that Citrus Heights is a good location because it is conveniently located, with easy access to downtown Sacramento, Sacramento International Airport, and both the I-80 and the Highway 50 corridors. Citrus Heights receives praise as a well-run, business-friendly community.

This Strategy calls for Citrus Heights to implement two distinct marketing campaigns. One to market the City as a desirable place to live and shop; and one to market the City as a desirable place to establish and operate a business. What is envisioned is a concerted, sustained effort on both of these fronts; to raise the City's profile within the region and ensure that people outside Citrus Heights become educated about the many benefits local residents and businesses in Citrus Heights already appreciate.

City staff should work with a marketing and/or public relations firm to refine the concepts for these marketing initiatives and determine the most efficient ways of implementing them. It would be in the interest of local residential Realtors and retailers to support the residential marketing campaign and for local commercial property owners and real estate brokers to support the business marketing campaign. However, it will be necessary to demonstrate to these potential partners how participating in a coordinated marketing campaign can be more effective than undertaking marketing activities independently.

Program 4A: Market Assets of Citrus Heights to Existing and Prospective Residents with an Emphasis on Growing Families

While the objectives of economic development focus primarily on a community's economy and fiscal conditions, a key factor in what makes any particular city an attractive place to own and operate a business has to do, in no small part, with the overall quality and character of that community. This includes the range of available housing opportunities, the caliber of local schools, and the community resources and facilities available to residents. In fact, corporate site locators are increasingly citing quality of life as the single most important variable in making a location decision, above other important factors such as tax rates and business climate. As a result, it is critical that Citrus Heights communicate clearly its strengths as a community not only to attract new residents with the demographic characteristics that will help support the local retail sector, but

also to assure prospective business owners that the community quality of life will be supportive of their families and those of their employees.

Action 4A (i): Conduct Outreach to Residential Brokers

Citrus Heights has a variety of housing types to offer residents, ranging from multifamily rentals in complexes of all sizes and types to modest starter homes, to larger homes on large semi-rural lots. This variety of housing stock is not well-appreciated outside of Citrus Heights. In addition, residential quality of life is supported by a range of open space, parks, and recreational amenities and high quality City services that distinguish Citrus Heights from surrounding unincorporated areas. In order to publicize the City's desirable residential traits, the City should consider the following:

- Partner with local residential real estate brokerages to host an annual Realtor's luncheon and tour of the City's neighborhoods.
- Partner with locally active Realtors to make presentations at the local association of Realtors or in residential real estate brokerage's internal meetings to educate Realtors about Citrus Heights' unique residential offerings.
- Create a web page on the City's web site; develop print materials to showcase Citrus Heights' neighborhoods, neighborhood associations, and residential amenities and publicize homebuyer assistance programs available in Citrus Heights.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Local residential real estate brokerages, local Realtors association, retail sector/Sunrise MarketPlace, Neighborhood Associations, Chamber of Commerce

Action 4A (ii): Leverage Existing Local and Regional Events as Opportunities to Showcase Citrus Heights

To showcase Citrus Heights and also build community participation and pride, the City should promote one or more local events for the general public that will serve to draw attention within the region to Citrus Heights, to highlight and publicize unique aspects of the community, and serve as an opportunity to attract positive media coverage. The goal will be to enhance events like the Sacramento Capitals tennis matches and Sunday FunDay, and to market these events to residential brokers. In addition to tennis matches, the Capitals stadium should be utilized to host other entertainment activities, such as concerts and other live performances that will draw media exposure and attract residents from other communities. A feasibility study should be undertaken to identify opportunities to utilize the Capitals stadium for other visitor attraction activities when the stadium is not needed for the tennis activities.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Sunrise MarketPlace; Sacramento Capitals, Neighborhood Associations, consultant support

Action 4A (iii): Aggressively Seek More First-Time Homebuyer Funds and Market the Program Through Local Schools and Churches

To help maintain the City’s historically strong homeownership rate, the City should explore opportunities to secure more funding for the City’s First-time Homebuyer program to assist households in attaining homeownership, using HOME, CDBG, and/or Redevelopment housing funds as a funding source. The City may wish to target such a program to certain neighborhoods in which homeownership rates may be eroding and then bolster the program with other support, such as public facilities improvements, street tree plantings, and targeted home improvement loans.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: NeighborWorks, Department of Housing and Urban Development, San Juan Unified School District, Faith-based community

Action 4A (iv): Develop Marketing Campaign Targeted at Potential Homebuyers, Especially Young Families

Enhance the City’s web site with additional information about Citrus Heights, including announcements of upcoming City events and activities and online guides to the City’s neighborhoods and shopping centers, etc. The City should also develop an information package or brochure that defines and profiles the community’s residential neighborhoods. The neighborhood associations could form the basis for such a guide, with residents helping to define each neighborhood’s unique assets and character. This package could be distributed to residential brokers (see Action 4A (i)) and made available to developers and other parties interested in learning more about residential opportunities in Citrus Heights. The San Juan Unified School District could be a valuable partner in targeting marketing to families. The same information could be posted on the City’s website. The marketing campaign should incorporate a tagline/brand, and citywide banner campaign. As part of a branding effort, the City should consider applying to the National Civic League for recognition as an “All-American City.”

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: Local residential real estate brokerages; homebuyer assistance programs; Neighborhood Associations, San Juan Unified School District

Program 4B: Launch an Aggressive and Coordinated Business Marketing Campaign Demonstrating the Assets of Citrus Heights to Existing and Prospective Businesses

Citrus Heights' strong image tends to revolve around its strong retail base; however, Citrus Heights is not well recognized as a business location for non-retail uses, particularly compared with nearby Roseville and Folsom. This initiative aims to put more of a spotlight on Citrus Heights as a business location that is central to the region, easily accessible, and that benefits from a responsive City government that provides a high level of services.

Action 4B (i): Develop and Implement a Business Attraction Marketing Program

The City should work with a public relations firm to first develop and then implement a cohesive plan to project a positive image within the regional trade area. This could include the following:

- Improve the functionality, content, and timeliness of the City's web site to make it more user-friendly and useful for prospective businesses wishing to learn about the community.
- Place stories in the local media highlighting the City's positive accomplishments and those of local businesses.
- Integrate a branding campaign with City operations (including logos/taglines on City materials, etc.).
- Publicize business-related events that would be undertaken as part of other Actions to celebrate the City and showcase Citrus Heights businesses and business areas.
- Economic development staff will meet with major office brokerage firms every two years, or as requested, targeting approximately four to six meetings per year to provide brokers with information about available space and development opportunities in the City, as well as the City's business assistance programs.
- In order to expand the City's networking with commercial real estate developers and brokers, City staff will target attendance at one large industry event per year, such as the annual International Council of Shopping Centers (ICSC) conference. In addition, the City will seek opportunities for staff to become more engaged in regional economic development activities, through organizations like Sacramento Area Commerce and Trade Organization (SACTO) and the Metro Chamber of Commerce.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy Adoption.

Potential Partnerships: Area Brokers, Chamber of Commerce

Action 4B (ii): Promote New Civic Center as Business Event Space

The City should actively promote the Civic Center as a venue for various business-oriented meetings and events. The City could consider offering the space on a low-cost or no-cost basis when an event planner brings a group to use the facility that matches with the City’s desired “target audience” for the business marketing campaign (see Action 4B (iii)).

Implementation Responsibility

Timing: Initiate within 1-2 years of Strategy adoption.

Potential Partnerships: Chamber of Commerce, local event planning firms

Action 4B (iii): Develop City Presence in Regional Tech/Entrepreneurial Networking Groups

City staff will carefully research and target for participation a limited number of entrepreneur/tech oriented organizations. The City will use involvement in regional groups as a means to get the City on the radar of start-up businesses and other dynamic businesses and people who work with such businesses. Activities may include becoming a member, sponsoring and/or hosting events, etc. The City could offer the Civic Center as a meeting venue. Considerable staff time will be necessary in order to gain the benefits of this type of networking.

Implementation Responsibility

Timing: Initiate Action within 3-6 years of Strategy Adoption.

Potential Partnerships: TechCoire; SARTA

Appendix A: Steering Committee Members

Antelope Crossing Business Association	Dale Covey, Chair
Banker	Peggy Anderson, River City Bank
Business or Property Owner on Auburn Boulevard (small business)	Richard Hale, Walt's Auto Service
Citrus Heights Sacramento Works Career Center	Dee Gavaldon, Program Manager
City Council (2)	Jeannie Bruins, Mayor Steve Miller, Council Member
Chamber of Commerce	Bill Seiffert, President
Commercial Real Estate Owner	Norris Rancourt, Carmichael Honda, President
Local Employer	Larry Turner, Sam's Club Manager
Planning Commission Member	James Monteton, Planning Commissioner
Police Department	Lieutenant Daman Christensen
REACH	Michael Lagomarsino, Director-At-Large Area 3
San Juan Unified School District	Kent Kern, Interim Senior Director of Facilities and Planning
SMUD – Economic Development	Ruth McElhinney, Economic Development Coordinator
Sunrise MarketPlace PBID	Kathilynn Carpenter, Executive Director