



Working Draft
**Comprehensive Economic
Development Strategy**

2011-2016

City of Davis

Business and Economic Development Commission

**Community Development and Sustainability
Department**

Prepared by

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Adopted by Davis City Council
July 5, 2011

PREFACE

Davis is approaching a crossroads with respect to its future development. Should we take a proactive approach based on a common community vision of the future? Or should we be less aggressive and react only to challenges prompted by the actions of other jurisdictions in our region and the inevitable unforeseen events that will surely occur? The Business and Economic Development Commission (BEDC) strongly recommends the former. The costs and risks associated with the alternative are simply too great to ignore.

This report is a first draft of a Comprehensive Economic Development Strategy (CEDS) that BEDC developed at the direction of the City Council. It is focused on initiating a community dialogue and developing a consensus that will help us move forward.

Our changing economic environment, both good and bad, best characterizes the crossroads we face. On the positive side is the slow but growing number of economic indicators both nationally and locally that suggest we are coming out of the deep recession that has gripped the nation and California in particular. This upturn will generate new opportunities that Davis and the region have not seen for some time. Will we be ready to take advantage of these opportunities? We need to answer this question in the very near future, unless we want to leave these new possibilities to our neighbors. On the negative side is the realization that future state and federal funding for communities like ours will in all likelihood continue to decline in the years ahead. So how are we going to finance the quality of life improvements that make Davis such a special place? The answer must come from within our community. Simply put, we need thoughtful consistent economic growth to pay for what we have and want in the future. Will we be able to develop and implement the plan that makes this possible? Only time will tell.

The CEDS is a comprehensive plan that acknowledges the importance and necessity of the entire community (e.g., City Council, city staff, city commissions, business organizations and the business community at large) uniting behind a common vision and approach to the work that needs to be done. BEDC believes that the level of commitment and cooperation needed to be successful in this effort is unprecedented. While city resources, i.e., human and financial, directed to this purpose are critical, success in the long run will also require significant contributions of time, energy and money from the business sector and other members of our community. In short, we will all be accountable for the outcome.

The CEDS is the first step in a long journey for our community. To be successful, we will have to make difficult decisions, and work together in ways that we have not been able to in the past. It will be a challenge for everyone, but it is well worth the effort. BEDC believes we will make the right choice as we face the crossroads.

The Business and Economic Development Commission

A Comprehensive Economic Development Strategy A Proposal from the Business and Economic Development Commission

INTRODUCTION

The Business and Economic Development Commission (BEDC) is charged by the City Council with advising the Council and City Staff on “matters relating to business development and economic development.” In carrying out this responsibility, the BEDC recently issued the 2009 Davis Business and Economic Development and Prosperity Report. This report is an analysis of recent economic and demographic data that measure how well Davis is doing compared to other jurisdictions and itself over time. Collectively, these data represent a baseline from which to measure future change. Now we are ready to focus on the future. Development of a Comprehensive Economic Development Strategy (CEDS) represents the next step.

The CEDS has two parts:

- Part 1 is the Commission’s vision of Davis in 2025. Without a clear statement of the range of possible successful outcomes, it is impossible to specify the action steps that must be taken. The vision statement is composed of a series of vignettes that lay out the Commission’s view of how Davis might look in 2025 if a comprehensive economic development strategy is adopted and implemented

- Part 2 is a list of key goals and action steps that need to be addressed in order to realize the vision of Davis in 2025.

Both parts are organized around the following six interdependent elements to facilitate analysis and community discussion:

- Business
- Downtown
- Regional Collaboration
- Quality of Life
- Davis as a Destination
- People

Over the next several weeks, the Commission recommends that this document be thoroughly vetted with stakeholder groups (e.g., Davis Chamber of Commerce, Davis Downtown Business Association), other city commissions, interested members of the public, and ultimately the City Council. As part of this process, those who review this document will be asked to confirm or amend the action steps identified by the BEDC and indicate which steps they will actively work to complete, and the time frame for doing so.

The BEDC recommends in subsequent years that the Council and other community stakeholders conduct regular reviews of progress on action steps and, when appropriate, make changes to reflect the changing environment, new information, and unanticipated opportunities. These reviews should include a continuing commitment by the Council and community to the economic development strategic plan and the planning process.

PART 1
Davis 2025—A Vision Statement

What follows is a series of brief vignettes that lay out the Business and Economic Development Commission’s vision of how Davis might look in 2025. The vignettes are written in the present tense, vintage 2025, in an effort to convey a sense of accomplishment. The Commission’s goal is to describe, not only what could be, but our hopes for a community in which we would like to live and in which we would like for our children to live. The Commission believes that community values should drive planning, and it is our intent that this plan be a powerful vehicle to advance and preserve those values. One premise underlying this plan is that the future is best shaped when decision-makers are guided by a clear vision.

The plan focuses on six interdependent elements. For example, a stronger downtown retail base is unlikely without increasing the number of shoppers with disposable income. Increasing numbers of such shoppers is dependent, in very large part, on expanding the workforce employed downtown or for whom downtown is easily accessible. Simultaneous action on all objectives may be unrealistic; therefore success will require policy makers to view this plan as holistic and to consider interdependencies when addressing any element.

An overarching objective of this effort is to maintain the ongoing quality of life and fiscal stability of the City; linking future economic development, housing expansion and new city revenues needed to support new infrastructure needs and provision of services resulting from economic growth.

Business

Davis enjoys a robust economy, comprised of businesses, large and small, start-ups to established firms, retail, research, manufacturing and support services such as legal and accounting. Firms are attracted to Davis by a high quality workforce, proximity to UCD, quality of life, good schools, abundant space for offices, laboratories and production, and appropriate housing for employees in and around Davis. Conversion of underperforming retail space to incubator space for start-ups has significantly increased the level of entrepreneurial activity in Davis. Diversity of the economy, and lack of over-reliance on any sector, ensures stable revenues for city services and amply serves daily shopping needs. City policies are viewed by entrepreneurs as “business friendly.” Taxes and regulations are competitive with those in communities that compete with Davis. Developers and entrepreneurs are guided through a smooth creation or relocation process by city staff. Legal and regulatory constraints on development or business creation are unambiguous and consistently applied.

Downtown

Downtown, the face of Davis, is a vibrant hub of retail, entertainment, culture, employment and residences. It has expanded somewhat to its natural boundaries, and includes formerly underutilized infill, such as Olive Drive, and the Nishi property. The

vitality of downtown has been sustained by the dramatic increase in the number of people employed in Davis. The critical mass of innovation firms downtown and elsewhere in Davis has turned downtown into a regional innovation center. People living and working in Davis, as well as out of town visitors, are attracted to downtown by diverse retail, boutiques, art galleries, restaurants, and entertainment. Farmer's Market continues to serve residents and visitors. The U.S. Bicycling Hall of Fame has matured into a national destination with adequate cash flow to be comfortably self-sustaining. Local and regional artists and musicians find ample non-profit and for-profit venues to show and sell their art, or perform. Ground floor retail is diverse and fills a niche that competes more with upscale malls and department stores than with big box stores. Upper floors house professional offices and residences of sufficient size and quality to attract those who seek a more urban lifestyle. Adequate off-street parking accommodates extensive foot traffic.

Development policies encourage innovative modernization and replacement of dated and inefficient properties. Developers know conditions and constraints, as well as potential before they propose projects. Over time intensification policies have resulted in a city with multi-story, flexible-use structures that reflect a balance between a coherent architectural theme and creative approaches to architecture.

Regional Collaboration

Davis effectively collaborates with UCD and neighboring jurisdictions to achieve goals that would not have been attainable had Davis acted alone. For example, UCD is a major source of new job creation in Davis. City and university officials collaborate formally and informally to encourage university initiated start-ups to locate in Davis. The city and university work cooperatively to nurture start-ups by ensuring adequate office, laboratory and manufacturing space for firms of various sizes and stages of maturity. The investment climate fostered through collaboration by regional stakeholders helps ensure venture capital is available to support promising enterprises. City taxation and regulations are competitive with those in communities also seeking to attract start-ups. Davis and UCD, in collaboration with regional business development organizations, work to encourage compatible and supporting businesses to locate in Davis. More UCD graduates choose to live and work in Davis, consequently making the local work force all the more attractive to potential employers. Similarly, collaborative efforts with regional organizations have dramatically improved the attractiveness of Davis and the region for economic development in key business sectors sought by both.

Quality of Life

A big draw for employers is the quality of life offered in Davis. Greenbelts, bike paths, access to cultural events downtown and at UCD, excellent schools, exceptional restaurants for diverse tastes, and unique shops all make Davis a great place to live and work. Commuting to work on a bicycle or a short drive is a feature used to recruit employees from larger cities. Housing for a broad spectrum of tastes and incomes is available. The long tradition of organizations and activities for Davis citizens with a vast range of interests, continue to enrich the lives of community members. Voters continue to support playing fields, golf courses and venues for activities offered to a wide range of citizens. Non-profit organizations and many other provide opportunities for citizens of all ages to participate and be entertained by the arts. Revenues to support these and other city services are largely dependent on a healthy business sector. An important

consequence of increased employment has been more consumers with disposable income spending money in Davis, resulting in a dramatic improvement in sales tax revenue capture.

Davis as a Destination

Picnic Day, Farmer’s Market, Mondavi Center, U.S Bicycling Hall of Fame, university and high school sports, are among the established attractions that continue to draw visitors from around California to Davis. Ethnic and cultural street festivals, music and film festivals, art and bicycle related events bring visitors to Davis year round. Building on a strong arts program at UCD, a large and productive community of artists, and high quality art galleries, Davis has become a regional center for visual and performing arts, regularly attracting large numbers of visitors. A conference center and sufficient supporting hotel rooms highlight Davis as a regional destination for conferences and other large-scale meetings. The diverse and unique offerings of retail establishments and fine restaurants also provide ample reasons for visitors to spend time and money in Davis.

People

Davis encourages and embraces diversity. Because of the proximity of UCD, the demographics of Davis residents are attractive to employers. As a result of more employment in Davis there are young families living here whose children attend Davis schools and who provide the impetus that Davis schools remain among the best in the state. Also, as a consequence of growing employment there is a healthy balance of diverse ages and cultures finding activities and services appropriate for their well-being. The growing number of jobs has increased the number of technical employees and high-level professionals and executives who contribute to civic activities and community wellbeing.

(Sample diagram intended to illustrate the interdependence of all six elements in the Comprehensive Economic Development Strategy.)



PART 2
BUSINESS – Element 1
Goals and Action Steps

Davis In 2025 enjoys a robust economy, comprised of businesses, large and small, start-ups to established firms, retail, research, manufacturing and support services such as legal and accounting. Firms are attracted to Davis by a high quality workforce, proximity to UCD, quality of life, good schools, abundant space for offices, laboratories and production, and appropriate housing for employees in and around Davis. Conversion of underperforming retail space to incubator space for start-ups has significantly increased the level of entrepreneurial activity in Davis. Diversity of the economy, and lack of over-reliance on any sector, ensures stable revenues for city services and amply serves daily shopping needs. City policies are “business friendly.” Taxes and regulations are competitive with those in communities that compete with Davis. Developers and entrepreneurs are guided through a smooth creation or relocation process by city staff. Legal and regulatory constraints on development or business creation are unambiguous and consistently applied.

In 2009...

- Only 28% of the startup companies spun off by UCD in the prior six years chose to locate in Davis
- The Davis business climate ranked eighth compared to nine other comparable jurisdictions

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact Info
1.1.1	Attract new business	Strategic Goals 2006-10	Develop incentive packages (i.e., Financial and non-financial) to offer new businesses (retail and non-retail) that meet key elements of the city’s vision for the future	BEDC		
1.1.2		City Council	Form a task force to explore research park options and space suitable for start-ups and medium size businesses that are beyond the start-up phase within the city limits and in areas immediately outside current city boundaries	BEDC City/CDS Prop. Owners		Peripheral Innovation Park Task Force

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PART 2
BUSINESS – Element 1
Goals and Action Steps

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact Info
1.1.3		DSIDE	Develop and maintain a citywide land and space inventory for new businesses; use and update it quarterly			City CDS
1.1.4		City Council	Identify, develop, and promote low cost incubator space that reflects the needs of knowledge-based businesses			
1.1.5		Economic Indicators	Evaluate city business operation and development fees (e.g. business license, building permit and plan review) and modify as appropriate to improve competitiveness with surrounding jurisdictions			
1.1.6		Business Park Land Strategy Actions	Maintain a steady supply of developable business park/industrial land. Pursue (re)development of Downtown and Nishi/Gateway as a dynamic mixed-use innovation district.			City CDS
1.2.1	Retain and expand existing businesses	BEDC City Council	Conduct business outreach visits annually	BEDC Chamber		City CDS
1.2.2		Strategic Goals 2006-10	Develop and implement a marketing plan that promotes Davis as a business-friendly place to start and operate a business; and brings principal suppliers of knowledge based and other businesses to Davis (see also 3.3.1)	Chamber		City CDS
1.3.1	Increase the number of UCD start-ups that stay in Davis	New	Identify major issues that most start -ups have to deal with and develop an action-plan addressing these issues	City CDS		

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PART 2
BUSINESS – Element 1
Goals and Action Steps

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact Info
1.3.2		DSIDE Steering Committee Economic Indicators	Identify business clusters that are likely to be commercially successful from: research in technology, food, health and nutrition science; and commercial and retail fields			
1.3.3		Strategic Goals 2006-10	Sponsor and/or participate in green technology, bio-technology and other knowledge-based industry conferences in the region which focus on attracting new business to Davis	BEDC		City CDS
1.4.1	Create a business-friendly atmosphere consistent with city values	Strategic Goals 2006-10	Streamline and simplify the permit process for projects that meet the city's vision and goals; reduce the average time for performing city responsibilities concerning planning and re-zoning requests	BEDC City CDS		Planning Commission
1.4.2		Business Park Land Strategy Actions	Review/amend industrial and business park zoning districts to maximize use of existing vacant business park/industrial land and buildings			City CDS
1.5.1	Expand the number of collaborative efforts with UC Davis	DSIDE	Collaborate with UCD to identify and track key metrics of City's economic health	City CDS		BEDC

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PART 2
DOWNTOWN – Element 2
Goals and Action Steps

In 2025 Downtown, the face of Davis, is a vibrant hub of retail, entertainment, culture, employment and residences. It has expanded somewhat to its natural boundaries, and includes formerly underutilized infill, such as Olive Drive, and Nishi property. The vitality of downtown has been sustained by the dramatic increase in the number of people employed in Davis. The critical mass of innovation firms downtown and elsewhere in Davis has turned downtown into a regional innovation center. People living and working in Davis, as well as out of town visitors, are attracted to downtown by the diverse retail, boutiques, art galleries, restaurants, and entertainment. Farmer’s Market continues to serve residents and visitors. The U.S. Bicycling Hall of Fame has matured into a national destination with adequate cash flow to be comfortably self-sustaining. Local and regional artists and musicians find ample non-profit and for-profit venues to show and sell their art or perform. Ground floor retail is diverse and fills a niche that competes more with upscale malls and department stores than with big box stores. Upper floors house professional offices and residences of sufficient size and quality to attract those who seek a more urban lifestyle. Adequate off-street parking accommodates extensive foot traffic.

Development policies encourage innovative modernization and replacement of dated and inefficient properties. Developers know conditions and constraints, as well as potential before they propose projects. Over time intensification policies have resulted in a city with multi-story, flexible-use structures that reflect a balance between a coherent architectural theme and creative approaches to architecture.

In 2009...

- On average, downtown accounted for 18% of the total annual sales tax revenues generated in Davis in the three years ending in 2009.
- The general retail and food products categories accounted for the largest shares of the sales tax revenues (38% and 49% respectively) generated by downtown businesses.
- There were a total of 867 businesses downtown that took out business licenses: 123 were individuals, 227 were retail, and 167 were professionals.

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact Info
2.1.1	Increase parking availability	City Council	Develop parking options including construction of a new city-owned structure	DDBA Parking and Transp. Committee		City CDS

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PART 2
DOWNTOWN – Element 2
Goals and Action Steps

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact Info
2.2.1	Increase efficiency of existing space and structures	New	Ensure that downtown businesses are not over-regulated compared to businesses in other parts of the city and that requirements are consistent with retention and recruitment goals			
2.3.1	Expand visitor accommodations	City Council	Develop a hotel/conference center within or adjacent to the downtown			City CDS
2.4.1	Increase diversity of available space	New	Specify a zone in the downtown core with no height limits to promote innovation, more mixed use buildings,	DDBA Visioning Committee		
2.4.2		New	Develop options for creating some high-quality office space downtown for lease or purchase			
2.5.1	Increase people in the downtown	City Council	Identify and implement key improvements enhancing bicycle access and pedestrian environment downtown	DDBA Parking and Visioning Committees		City CDS

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PART 2
REGIONAL COLLABORATION – Element 3
Goals and Action Steps

In 2025 Davis effectively collaborates with UCD and neighboring jurisdictions to achieve goals that would not have been attainable had Davis acted alone. For example, UCD is a major source of new job creation in Davis. City and university officials collaborate formally and informally to encourage university initiated start-ups to locate in Davis. The city and university work cooperatively to nurture start-ups by ensuring adequate office, laboratory and manufacturing space for firms of various sizes and stages of maturity. The investment climate fostered through collaboration by regional stakeholders helps ensure venture capital is available to support promising enterprises. City taxation and regulations are competitive with those in communities also seeking to attract start-ups. Davis and UCD, in collaboration with regional business development organizations, work to encourage compatible and supporting businesses to locate in Davis. More UCD graduates choose to live and work in Davis, consequently making the local work force all the more attractive to potential employers. Similarly, collaborative efforts with regional organizations have dramatically improved the attractiveness of Davis and the region for economic development in key business sectors sought by both.

In 2009...

- UC Davis enrolled 32,000 students, employed 2,500 faculty, and had an annual budget of approximately \$3 billion
- In the past ten years, UC Davis has received more than 400 patents, 10,000 material transfer agreements and more than 140 patent licenses

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact Info:
3.1.1	Expand the number of collaborative efforts with UC Davis	DSIDE	Create a downtown kiosk for tourist and visitor information about the city and the University including a citywide/university cultural calendar and authorization to sell tickets to all cultural and athletic events	City CDS DDBA YCVB		

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PART 2
REGIONAL COLLABORATION – Element 3
Goals and Action Steps

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact Info
3.1.2		DSIDE	Create a pilot program to move spinoffs from the campus to an incubator site			
3.2.1	Increase people in the downtown	New	Create art and cultural events that build on the current community arts and interests	DDBA		
3.3.1	Expand the number of formal collaborative efforts with Yolo county, neighboring jurisdictions and the region	DSIDE	Develop a regional marketing plan, including the development of a brand, to attract national and international small to medium-size knowledge-based businesses (see also 1.2.2, for local marketing plan)	City CDS Chamber		
3.4.1	Establish a new entity, separate from the city, to maintain community focus and energy over the long term on economic development	DSIDE	Identify key long term tasks that are most effectively performed by an entity (e.g., a non-profit corporation) whose sole responsibility is economic development	Chamber		

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PART 2
 QUALITY OF LIFE – Element 4
 Goals and Action Steps

In 2025 a big draw for employers is the quality of life offered in Davis. Greenbelts, bike paths, access to cultural events downtown and at UCD, excellent schools, exceptional restaurants for diverse tastes, and unique shops all make Davis a great place to live and work. Commuting to work on a bicycle or a short drive is a feature used to recruit employees from larger cities. Housing for a broad spectrum of tastes and incomes is available. The long tradition of organizations and activities for Davis citizens with a vast range of interests continues to enrich the lives of community members. Voters continue to support playing fields, golf courses and venues for activities offered to a wide range of citizens. Non-profit organizations and many other groups provide opportunities for citizens of all ages to participate and be entertained by the arts. Revenues to support these and other city services are largely dependent on a healthy business sector. An important consequence of increased employment has been more consumers with disposable income spending money in Davis, resulting in a dramatic improvement in sales tax revenue capture.

In 2009...

- Davis’s per capita expenditures on culture and leisure activities was more than eight comparison jurisdictions including Palo Alto and Irvine
- Davis schools rank high in terms of the state’s academic performance index and are exceeded only by Palo Alto and Irvine among the eight comparison jurisdictions
- In terms of housing affordability, Davis ranks at the bottom compared to its neighboring jurisdictions

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact info:
4.1.1	Build on existing cultural experiences and arts	2006-10 Strategic Goals	Expand the number of events that attract local and regional visitors, including cultural and ethnic street fairs and more events revolving around bicycles and the bike museum	DDBA YCVB		City
4.1.2		2006-10 Strategic Goals	Expand and/or create new venues for visual and performing arts, museums, and cultural centers within the city	DDBA		

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PART 2
 QUALITY OF LIFE – Element 4
 Goals and Action Steps

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact info:
4.1.3		2006-10 Strategic Goals	Recruit new restaurants to complement existing cuisines and support arts and entertainment			
4.2.1	Build a solid workforce within the city	Council Guiding Principles 2010-12 DSIDE	Regularly publicize job training opportunities and employer resources			

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Part 2
Davis as a Destination – Element 5
Goals and Action Steps

In 2025 Picnic Day, Farmer’s Market, Mondavi Center, U.S. Bicycling Hall of Fame, university and high school sports are among the established attractions that continue to draw visitors from around California to Davis. Ethnic and cultural street festivals, music and film festivals, art and bicycle related events bring visitors to Davis year round. Building on a strong arts program at UCD, a large and productive community of artists, and high quality art galleries, Davis has become a regional center for visual and performing arts, regularly attracting large numbers of visitors. A conference center and sufficient supporting hotel rooms highlight Davis as a regional destination for conferences and other large-scale meetings. The diverse and unique offerings of retail establishments and fine restaurants also provide ample reasons for visitors to spend time and money in Davis.

- Presently the Farmers’ Market hosts on a weekly basis average 85 vendors and 5,000 to 7,000 people with 10,000 for some special events
- Picnic Day over the last several years averages 200 events and 50,000 to 60,000 visitors
- The Mondavi’s 2010-11 schedule includes more than 150 performances

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact info:
5.1.1	Market Davis as a destination	New	Create a comprehensive community calendar to support Davis as a destination for residents, employees, and visitors	BEDC City DDBA YCVB		
5.2.1	Increase local tourism through planned special events	2006-10 Strategic Goals	Identify our niches for market purposes. For example coordinate existing and implement new art, food, dramatic arts and film events.	City CDS DDBA YCVB		
5.2.2		2006-10 Strategic Goals	Recruit new sports events to Davis	YCVB		City

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Part 2
 Davis as a Destination – Element 5
 Goals and Action Steps

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact info:
5.2.3		New	Create a regional music and entertainment venue downtown	DDBA		

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Part 2
People – Element 6
Goals and Action Steps

In 2025 Davis encourages and embraces diversity. Because of the proximity of UCD, The demographics of Davis residents are attractive to employers. As a result of more employment in Davis there are young families living here whose children attend Davis schools and who provide the impetus that Davis Schools remain among the best in the state. Also, as a consequence of growing employment there is a healthy balance of diverse ages and cultures all finding activities and services appropriate for their well-being. The growing number of jobs has increased the number of technical employees and high-level professionals and executives who contribute to civic activities and community well-being.

In 2009...

- Davis’s workforce had the highest proportion of employees with at least a bachelor’s degree (69%) than eight other comparison jurisdictions including Palo Alto and Irvine
- 29% of Davis households have children compared with 35% for the Sacramento region
- 46% of the jobs held by Davis’s workforce are classified as management, business and financial operations compared to 16% for the Sacramento region
- The 55-64 age group grew more in the last 10 years (more than 33%) than any other

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact Info
6.1.1	Increase public participation in civic activities and planning efforts, particularly economic planning	General Plan Council Goals 2010-2012	Expand community awareness of how economic development relates to quality of life	BEDC City Chamber		DSIDE

Reference Numbers. Each row is assigned three numbers that identify the element (1 through 6), the associated goal (second number to right of first decimal), and the associated action steps under that goal (third number to the right of the second decimal). For example, 3.1.2 identifies the third element (Regional Collaboration), the first goal under this element, and second action under that goal. **BEDC** is Business and Economic Development Commission. **DSIDE** is Designing a Sustainable & Innovative Davis Economy, **CDS** is City Community Development and Sustainability Dept. **DDBA** is the Davis Downtown Business Association. **YCVB** is the Yolo County Visitors Bureau.

Part 2
People – Element 6
Goals and Action Steps

No.	Goal	Source	Action Steps	Participants	Start Date/ Finish Date	Champion & Contact info:
6.2.1	Increase the connection between job training program goals and identified business needs	DSIDE	Plan and implement a local entry-level worker-training curriculum reflecting the skills that the business community needs.			
6.3.1	Increase the number/proportion of employees in knowledge-based businesses who work and live in Davis	Economic Indicators	Develop and implement a marketing strategy that advertises local employment opportunities for Davis Citizens with new local business employers			

Reference Numbers. Each row is assigned three numbers that identify the element (1 through 6), the associated goal (second number to right of first decimal), and the associated action steps under that goal (third number to the right of the second decimal). For example, 3.1.2 identifies the third element (Regional Collaboration), the first goal under this element, and second action under that goal. **BEDC** is Business and Economic Development Commission. **DSIDE** is Designing a Sustainable & Innovative Davis Economy, **CDS** is City Community Development and Sustainability Dept. **DDBA** is the Davis Downtown Business Association. **YCVB** is the Yolo County Visitors Bureau.

Appendix

Source Documents: The primary source documents used by the Commission to develop CEDS are the following:

- City Council Goals 2010-12
- Economic Development Strategic Goals 2006-2010
- The 2009 Economic Health and Prosperity Report
- Meeting notes from the Designing a Sustainable and Innovative Davis Economy (DSIDE) conference and subsequent steering committee meetings

More Information about Part 2 – Goals and Action Steps: After reviewing several hundred goals, guidelines, principles, objectives and ideas in the source documents, the Commission selected the most significant and arrayed them under one or more of the six organizing elements: Business, Downtown, Regional Collaboration, Quality of Life, Davis as a Destination and People. The Commission and City staff used their judgment to combine similar entries in some of the documents and exclude those that had been already achieved. This approach reduced the number of action steps to 34. The following is a brief description of the columns in Part 2 – Goals and Action Steps.

- **Reference Numbers.** Each row is assigned three numbers that identify the element (1 through 6), the associated goal (second number to right of first decimal), and the associated action steps under that goal (third number to the right of the second decimal). For example, 3.1.4 identifies the third element (Regional Collaboration), the first goal under this element, and fourth action under that goal.
- **Source.** This is the primary source for a given goal and action step. In some cases more than one source is identified. In some cases where a given goal did not have an appropriate action step in the source documents, the BEDC provided one. These steps are identified with the term “new.”
- **Action Steps.** Each goal has one or more action steps
- **Participants.** This column is blank and should be completed by the vetting entities that consider a given action step to be a high priority and are committed to working on it. Accepting responsibility is critical to achievement of our community vision. This is a comprehensive proposal, meaning that its scope extends well beyond the purview of the BEDC. The Commission envisions responsibility for completing each action step will be spread among the organizations and individuals in our community who are most qualified to take on the work specified.
- **Start Date/ Finish Date.** This column is blank and should be completed by the responsible entities during the vetting process (see below). The start and finish dates should reflect both near and longer term actions.

Source of Data in Strategic Elements: data contained in boxes in each element was taken from the City of Davis 2009 Economic Health and Prosperity Report, or from organization websites pertaining to the subject e.g. UC Davis Mondavi, Davis Farmers Market etc.).