



# CITY OF SACRAMENTO

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March 3, 1986

Transportation and Community Development  
Committee  
Sacramento, California

Honorable Members in Session:

SUBJECT: PROPOSED ECONOMIC DEVELOPMENT PROGRAM

### SUMMARY

This report outlines the proposed Economic Development Program for the City of Sacramento and also incorporates the surrounding metropolitan area.

### BACKGROUND

In September 1985, The City Council asked staff to prepare a proposed Economic Development Program based on two major concerns. These concerns are:

1. How to consolidate public sector resources toward an optimal user, and
2. How to build a public-private partnership in an organizational sense.

This report addresses these concerns, includes a mission statement, and objectives to implement the proposed program.

### RECOMMENDATION

This item is for review only. It will be presented to Council at a later date.

Respectfully submitted,

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Mac Mailes, Director  
Planning and Development

APPROVED FOR COMMITTEE INFORMATION:

*Solon Wisham, Jr.*  
Solon Wisham, Jr.  
Assistant City Manager

March 11, 1986  
All Districts

## ECONOMIC DEVELOPMENT PROGRAM PROPOSAL

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## I. SUMMARY OF RECOMMENDATIONS

Two immediate actions are proposed to initiate the City's economic development program. First, it is recommended that a confederation of our economic development organizations be formed to meet on a regular basis over a specific action agenda. Secondly, it is recommended that two technical and one clerical staff be added in the Economic Development Coordinator's office to implement the City's economic development program. The new staff would be responsible for developing technical information for inquiring companies to complement SACTO's efforts; preparing a market survey for a foreign trade zone and implementing if determined feasible; facilitating the upgrade of existing industrial property; developing local financing sources; developing local incentives for economic development; developing an education/business link; coordination with Community Plan implementation strategies for commercial and industrial land uses; staffing the economic development confederation; liaison with business groups and associations; developing incentives for intense development along light rail lines, and international trade development. Computer systems to be developed would be performance analysis, market analysis, industrial property inventory and a fiscal impact model.

This report is organized into seven parts. Part I is the summary of recommendations. Part II provides an overview of economic development elements. Part III is the proposed economic development program including the Economic Development Confederation and the Economic Development Coordinator. Part IV is the analysis of merging existing City programs. Part V is the analysis of establishing a City/County program. Part VI is an overview of City Council economic development interests. Part VII is an overview of economic development programs in other cities.

## II. WHAT IS ECONOMIC DEVELOPMENT?

Economic development is jobs and tax base. The critical types of jobs are manufacturing jobs because goods exported from a community import new capital and expand the base of wealth. Manufacturing jobs also create a multiplier effect in the local economy. For every one manufacturing job, two to four service and retail jobs are created. Some service-based companies contribute similarly to the local economy. Economic development implies improved quality of life.

Cities across the country are evaluating their economic development efforts. The leaders are choosing to be pro-active in making choices about the types of economies they want to foster and then fervently pursuing them. Last year SRI International prepared a report on such choices for the Austin, Texas, Chamber of Commerce entitled "Creating an Opportunity Economy: Enhancing Quality of Life in a Changing Community." This report raised questions for Austinites similar to those Sacramentans are now faced with. A summary of them is helpful to us as we make our choices and set our direction.

The report defined opportunity economy by four elements: education, economic diversification, social and cultural amenities, and infrastructure. Education and training is the entryway to opportunity. Economic diversification protects the community from predictable downturns in one segment of the economy. Social and cultural amenities are the currency of opportunity. The more the community has, the more businesses and talented individuals the community can expect to attract and hold. Infrastructure is the insurance against the future that the underpinnings of the community will remain intact and meet projected needs of the community. A community's economic development program must consider each element and seek action where necessary.

Austin, like Sacramento, seeks to attract knowledge and information industries. These high tech companies, in turn, court the nation's best and brightest employees, the "gold collar workers." These individuals are what are termed as inner-directed, and place great value on the arts, cultural diversity, entertainment, active sports, nature and the environment. A City that wants to become a leader in information and knowledge industries must also become a leader in the social and cultural areas.

The City has a chance to choose its future, to seize opportunities. New approaches must be examined and tried as the City realizes the need to establish an environment that retains and attracts stable businesses and talented individuals. Coupled with this, though, concerns over growth can be expected to build over the physical effects of success; traffic, sprawl, pollution. Thus, the economic development effort must be well-rounded and comprehensive.

Chart I presents two possible futures for Austin, but it is equally suited to Sacramento. Most of these issues are not strangers to our discussions here. The consequences, though, may not have been so clearly delineated before in the economic development context.

Other U.S. cities have taken creative steps toward stabilizing and bolstering their economies. Minneapolis-St. Paul has an import substitution program referred to as the homegrown economy. A similar effort is underway in Central Oregon. It seeks to stem the export of dollars from the community by matching business needs with local suppliers. Boston has made pioneering efforts in training local workers and seeing that they receive local jobs. Baltimore has set up quasi-public single purpose corporations to accomplish massive redevelopment and generate economic development. Seattle has made programmed investment in the physical infrastructure to see it into the future.

These have not been easy steps for any of these cities to take. If the easily-handled, short term issues prevail and the harder issues are avoided the results can be a cyclical economy and a deteriorating quality of life. These are the choices we must consider.

Sacramento has six main participants in community wide economic development: the City and County of Sacramento, the Metropolitan Chamber of Commerce, the Sacramento Area Commerce and Trade Organization, Sacramento Employment and Training Agency, and the Sacramento Housing and Redevelopment Agency. Other organizations such as the Convention and Tourism Bureau, universities, Metropolitan Arts Commission also make contributions. Each has made outstanding contributions to the community individually. What is called for now is a strategic approach to economic development that addresses the role of each organization and forwards the goals of the community in harmony.

Sacramento can distinguish itself by its actions. It can support economic development consensus building. It can target corporations that have a reputation for community involvement. Sacramento can begin a modest approach to build on now, and to carry us through to the 21st Century. The most important step is getting started.

CHART 1

TWO POSSIBLE FUTURES FOR AUSTIN

**"Muddling Through"--  
an Unhealthy Future**

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- . Economy vulnerable to cyclical trends.
- . In-migrating technical workers and managers are primary work force for new jobs.
- . Opportunities for minorities increasingly limited.
- . Inadequate investment in infrastructure causes severe water, sewer, transportation, solid waste, energy, and housing problems.
- . City retreats from long-range planning and growth management.
- . Limited opportunities for entrepreneurs or for high-quality employment.
- . Industry "exports" dollars to purchase goods and services.
- . Economic growth is not sustainable.
- . Education and skills training not available or not responsive to economic forces.
- . Limited community investment in enhancing of quality of life.
- . Divisive relations between public and private sectors.

**"Going for Greatness"--  
a Healthy Future**

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- . Diversified economy to weather business cycles.
- . Locally trained workers and managers are included in new job creation work force.
- . Significant opportunities for minorities.
- . Planned investments in infrastructure.
- . Economic development proceeds consistent with city long-range planning and growth management goals.
- . Diverse job opportunities for all.
- . Rich diversity of local suppliers meet the needs of Central Texas industry.
- . Economic vitality and prosperity are sustained.
- . Work force knowledgeable, skilled, and adaptable to changing local needs.
- . Richly diverse cultural, social, recreational amenities to serve residents in a uniquely livable Austin.
- . Public/private consensus and partnership; economic growth compatible with community desires.

### III. PROPOSED ECONOMIC DEVELOPMENT PROGRAM

In September 1985, the Sacramento City Council asked the City's staff involved in economic development to prepare solid recommendations on how the City could start a strategic economic development program. The two charges were:

1. How to consolidate effectively public sector resources toward an optimal user, and
2. How to build a public-private partnership in an organizational sense, in other words the overall umbrella.

The newly-hired Economic Development Coordinator for the City was given the staff lead.

The following report is the result of extensive research and discussion with public officials, staff, and private organizations and individuals. It is intended to present a common starting point on which to build Sacramento's Economic Development Program. Included are a proposed mission statement and actions to begin the program.

#### A. MISSION STATEMENT

The purpose of the Mission Statement is to set the tone and parameters for the City's Economic Development Program. The following statement is proposed:

The City (and County) government will actively utilize public powers and resources to support and encourage business activities which generate positive measurable returns in the form of employment for Sacramento residents, retail sales, local public revenues, and improve the quality of life.

The County presence is included in the statement because the Board of Supervisors is interested in some level of participation although that has yet to be determined.

#### B. PROPOSED ECONOMIC DEVELOPMENT PROGRAM

Two immediate actions are proposed to initiate the City's Economic Development Program. First, it is recommended that a confederation of our economic development organizations be formed to meet on a regular basis with a specific action agenda. Secondly, it is recommended that technical and clerical staff be added in the Economic Development Coordinator's office to implement the Economic Development Program. The new staff would be responsible for implementing parts of existing commercial and industrial plans, business community liaison, and the enhancement of the City's industrial and international trade development.

## 1. Economic Development Confederation

A confederation is recommended to address a strategic consolidation of public resources and as the organization for building a public-private partnership. Until now, while there has been coordination on a project-by-project basis, there has not been regular coordination between organizations or City staff addressing the various economic development needs in Sacramento. Lack of consensus among the public sector representatives as to the necessity and scope of a physical consolidation suggests that another approach be taken as a first step. The confederation should be initiated with three conditions being met:

- . City Manager's office should preside over the meetings.
- . Meetings should be regularly scheduled with a fixed time and place for a full 15 months in advance, the balance of the City's current fiscal year and next.
- . There should be a pre-established agenda geared toward key project accomplishments or new program development.

### a. COMPOSITION

The confederation should be composed of the chief executive staff of the following entities:

City of Sacramento  
County of Sacramento  
Sacramento Metropolitan Chamber of Commerce  
Sacramento Area Commerce and Trade Organization  
Sacramento Housing and Redevelopment Agency  
Sacramento Employment and Training Agency/Private Industry Council

The chief policy leaders of each organization will be asked to meet with the group a few times a year to approve certain actions as may be necessary. The State of California, Department of Commerce and Employment Development Departments will be invited to appoint non-official representatives. Key economic development community organizations and practitioners will be informed of meetings as well.

It is also proposed that the policy leaders of the confederation form the reconstituted overall Economic Development Program Committee (OEDPC). This function was passed from the County to SHRA on an interim basis until July 1, 1986. The importance of the OEDPC is to maintain Sacramento's eligibility for EDA funds, albeit, dramatically shrinking EDA funds.

A critical element of the confederation will be an evaluation of the approach. If it is found to be ineffective, another alternative will be considered. This will take place during the 1987-88 City budget development period in early 1987.



b. ADMINISTRATION

The administration of the confederation will be through the Economic Development Coordinator's office. This will include staffing, meeting notification, agendas and follow-up. Further, the Economic Development Coordinator will be responsible, with the confederation members, for the development of the annual confederation work program. The work program will focus on items that are of strategic interest to the City and other confederation partners, require attention from more than one member of the confederation, or that involve new program thrusts. It should be realized at the onset, however, that this will be a difficult position for the Economic Development Coordinator, who will be asking for improved efficiency and productivity without direct line supervision to effect change. An aspect of this is that City, County, SHRA and SETA economic development staff will need to realize that they are part of a larger strategic team effort.

c. AGENDA

A proposed agenda for the confederation is outlined below. This is for discussion only for the confederation would actually set the agenda. The time line runs from April 1986 to June 1987. This coincides with the balance of the fiscal year 1985-86 and the next, 1986-87.

Obviously, aspects of some agenda items will need to be addressed earlier and it is expected that this will be accommodated.

Economic Development Confederation Agenda

April 1986	First meeting of the confederation Discussion of role and goals of the confederation Discussion of 1986-87 agenda City liaison campaign for existing businesses.
May 1986	Economic development strategy OEDPC/OEDP requirements
June 1986	City General Plan update Emphasis on commercial, office, industrial policies Community Plan implementation schedule
July 1986	SHRA timeline for Downtown and neighborhood economic development projects
August 1986	Market survey for foreign trade zone in conjunction with Port of Sacramento and the Department of Airports (work to begin in April, 1986)

September 1986	Metropolitan Chamber of Commerce Agenda for Economic Development 1987
October 1986	SACTO agenda for 1987
November 1986	SETA agenda for 1987 School/business compact in conjunction with Superintendents of area high schools.
December 1986	City and County Capital Improvement Programs 1987-88
January 1987	County economic development issues
February 1987	Evaluation of confederation and the community-wide Economic Development Program
March 1987	Local financing alternatives for economic development
April 1987	Higher education, research and business link
May 1987	International trade development Sister City program
June 1987	Status of minorities and women in construction Status of Greater Sacramento Area Plan

## 2. Economic Development Coordinator

The second element of the City's economic development program is the expansion of the Economic Development Coordinator's office. It is here that the technical staffwork will be done to develop and support City issues for business and employment growth. Location of the position, work program, staffing and budget are discussed below.

### a. LOCATION AND LEVEL OF THE POSITION

Presently the Economic Development Coordinator position is at the Senior Planner level and is housed in the City Planning and Development Department. Other locations and various levels have been raised during discussions on the program. These are:

- . Location in the City Manager's office
- . Location at SHRA in a now non-existing Economic Development Agency
- . Location at a now non-existing non-profit economic development corporation.
- . Level as Director of Economic Development Agency or non-profit economic development corporation.

Two conditions are necessary in location and level of position. First, the location should be such that it is closest to the cutting edge of economic policy setting of the City. Obviously, this is City Hall. Second, the level of the position should be high enough that it can command direct and immediate attention from City Department Heads, can mobilize resources on short notice, and make on-the-spot high level administrative decisions. It appears that these conditions exist most often in cities where the policy decision has been made to place the highest priority on economic development. Presently these conditions are not met in their highest degree here. The present location and level reflect the new start-up nature of the City's Economic Development Program, and with some exceptions, are adequate for the time being. A suitable alternative location and level hasn't emerged in this discussion, although it is recommended that at the time the confederation is evaluated and physical consolidation of programs re-analyzed, that the location and level of the position also be evaluated and a more compatible arrangement sought if necessary.

During the remainder of 1986-87 it is recommended that, to the maximum extent possible, the Coordinator position be very pro-active and seek visibility for the Economic Development Program. This includes travel and public relations: travel with regard to the ability to participate with the Metro Chamber of Commerce and SACTO in business development inquiries if needed, and public relations in terms of brochure development and press releases for program development and implementation and business oriented public meetings. It is recommended that the City's Public Information office assist the Economic Development Coordinator in this. These activities would need to be closely coordinated with the Mayor, City Council and City Manager. Finally, it is recommended that a kick-off event of the economic development confederation staff be held immediately upon City Council (and Board of Supervisors) approval of these recommendations. The gathering will introduce the staff and orient everyone on the economic development mission and program. This will be repeated on occasion.

#### b. WORK PROGRAM

Within the City's structure, alone and apart from redevelopment and employment and training issues, are actions the City should take to lay a firm foundation for private economic development efforts and to develop fully its own economic development resources. Two types of action are necessary. First are those that relate to planning and marketing functions, and secondly are those that relate to industrial, international trade, and financial development.

The following lists outline in priority order activities that are proposed to be undertaken between now and the end of the 1986-87 fiscal year. The first four items under Economic Development Planning, and the first two items under Industrial Development are recommended

as the activities the Economic Development Coordinator would undertake between March and July of this year, upon approval of this report. (The Coordinator has also been asked to work with merchant groups on 16th Street and 24th and Florin, and to contribute to the General Plan prior to July although the amount of time to be involved in these projects is unknown now.) Each item would be fully outlined before work began.

## ECONOMIC DEVELOPMENT PLANNING AND MARKETING

March 1986

1. Resolution of OEDPC/EDA relationship July 1st.
2. Develop narrative economic development strategy.
3. Liaison campaign for existing business.
4. Staff Economic Development Confederation.

July 1986

5. Review commercial and industrial elements of Community Plan implementation schedules and implement.  
  
Assist where necessary with implementation of redevelopment plans for commercial and industrial programs.  
  
Coordinate with Code Enforcement targeting.  
  
Coordinate with CIP targeting.  
  
Participate with General Plan development.  
  
Downtown revitalization is proposed as a priority for the next 2½ years.
6. Liaison with Chambers of Commerce and business groups.  
Downtown, 24th and Florin, 16th Street business groups.
7. Assist with Special Planning Area development/parking.
8. Assist with development monitoring program for job and business development in growth areas as per North Natomas Community Plan.
9. Develop MBE/WBE program with City contracting policy.
10. Establish pre-apprenticeship program with SETA and labor unions.
11. Fiscal analysis of development as a legal basis of housing and employment exactions.
12. Develop military procurement program for small business possibly with Metro Chamber.
13. Incentives for more intense development along the Light Rail line.

## INDUSTRIAL INTERNATIONAL TRADE AND FINANCE DEVELOPMENT

- March 1986
1. Cover letter and package from Mayor and City manager to inquiring companies.
  2. Market survey for foreign trade zone.
- July 1986
3. Subsequent development if feasible.  
Computer capacity to do:
    - Proforma analysis
    - Market analysis
    - Industrial property inventory
    - Fiscal impact analysis.
  4. Facilitate upgrading of existing industrial property within City.
  5. Inventory of available industrial sites by category in selected areas, especially currently under-utilized property to maximize SACTO's efforts.
  6. Develop local financing sources for economic development (include analysis of tax and employment benefits of differing categories of projects)
    - Local bonds
    - Taxes
    - Self-investment
    - Developer exactions
    - City real estate development
  7. Develop local incentives for economic development - local enterprise zone program, and public works program.
  8. Develop education business link, higher education, research and business link.
  9. International trade development and the Sister City program.
  10. Research import placement program.

c. STAFFING

Three new staff are required, in addition to the Coordinator, to implement the economic development work program. These are an Assistant Planner, a Commercial Development Specialist (a new class) and a Typist Clerk III.

The Assistant Planner would be responsible for the economic development planning and marketing program, and the Commercial Development Specialist would be responsible for the industrial, international trade and finance development.

d. BUDGET

The proposed budget lists existing expenditures, first year of implementation, and subsequent years.

ECONOMIC DEVELOPMENT BUDGET

<u>Salaries and Benefits</u>	<u>Existing</u>	<u>1st Year</u>	<u>Subsequent Year</u>
Senior Planner	\$51,916	\$51,916	\$51,916
Asst. Planner	--	36,071	36,071
Commercial Development Specialist	--	36,071	36,071
Typist Clerk III	--	25,840	25,840
	<u>\$51,916</u>	<u>\$149,898</u>	<u>\$149,898</u>
Services & Supplies	3,742	7,155	7,155
Equipment	1,808	22,223	--
Consultants & Projects	--	40,000	40,000
	<u></u>	<u></u>	<u></u>
TOTAL BUDGET	\$57,466	\$219,276	\$197,053



#### IV. ANALYSIS OF CONSOLIDATION OF EXISTING PROGRAMS AND OTHER ALTERNATIVES

During the last ten weeks, the City Planning and Development Department, SHRA and SETA staff have met often to discuss how to effectively consolidate public sector economic development resources. Three themes were considered: informal coordination through the Economic Development Coordinator's office; formal coordination through a confederation of all the economic development organizations; and, physical merging of existing programs administered by either a new public agency or a non-profit development corporation. At the beginning of the discussion there were several staff members interested in a physical consolidation. Because of this, and because this approach would be a maximum consolidation of public sector resources and the most disruptive, much time was spent discussing it. An organizational chart and rough budget were developed to crystalize specific comments. These are attached as Exhibits I and 2. Staff that would most likely be affected are shown in Exhibit 3. A consensus regarding a physical consolidation failed to emerge. As a result, formal coordination among our economic development organizations, both public and private, became the preferred alternative. Staff felt that this might accomplish our charge and should be our first step.

One of the most difficult issues to resolve about a physical consolidation is the City/County issue. That is, both SHRA and SETA are City/County agencies which derive their federal and state funding independently of City/County general funds. A merger involving those agencies would almost require that the new agency be City/County also. The County, though, has withdrawn financial support for the general economic development program it ran for several years. There appears to be slight interest to refund it now. Thus, the merger would yield a lopsided organization with the City only providing general financial obligations. (The reasons for this are discussed in Part V - Analysis of Establishing a City/County Program.)

The alternative physical consolidation would be of the City portion of the federally and state funded programs. This, however, would create administrative duplication and was not considered for that reason.

Staff discussed the advantages of a merger. These are:

- . Unification of economic development planning and programs under one umbrella would facilitate coordination
- . Elevates status of our efforts
- . Provides identifiable point for public/private negotiations and a focal point for developing a City/County economic development agenda and policy.
- . Anticipates reorganizations that may need to take place in view of proposed federal budget cuts.

The disadvantages to a merger at this time include:

- . There has been no strong desire expressed by City/County or the private sector for any merger
- . Jurisdictional and administrative disruptions
- . Places Executive Director in difficult balancing act.
- . In addition, SETA staff thought there would a loss of administrative funds to SETA which could adversely affect the balance of service delivery. Also federal and state regulations regarding SETA delivery area could pose a problem.

One piece of advice about organization that came through from talking with other cities was to keep the staff small. Also important was the ability to be fast acting and flexible.

CITY COUNCIL

ECONOMIC DEVELOPMENT COMMISSION

DIRECTOR

Marketing/Public Information  
Legal Counsel  
Personnel  
Administrative Support

FINANCE PROGRAMS

DEVELOPMENT  
COORDINATION AND ASSISTANCE

EMPLOYMENT DEVELOPMENT

Tax Increments  
CDBG  
Metro C of C 503 Corporation  
UDAG  
IDB  
EDA Title 1

Downtown  
Commercial Strips

JPTA Training  
OJT  
Targeted Jobs Tax Credits

METROPOLITAN CHAMBER OF COMMERCE  
SACTO

Industrial Areas  
Growth Areas  
Market Analysis  
Expedited Permit Processing  
Small Business Development  
Economic Base Analysis and Research  
Enterprise Zone Program  
Land Use Planning and Zoning

Employment Agreements

Pro Forma Analysis  
Private Sector Exactions/Incentives  
Venture Capital Fund

Minority/Women/Small Business  
Development and Assistance  
Centralized Procurement Information  
International Trade and Foreign Trade Zone  
Capitol improvement program targeting  
including roads and infrastructure  
Year 2000

Education and Business Development

BOARD OF  
SUPER  
-VISORS

SACTO Support  
Metro C of C  
Capitol  
to Capitol

EXHIBIT 1

NEW  
PROGRAMS

EXISTING  
PROGRAMS

PARTIALLY  
EXISTING  
PROGRAMS

## ECONOMIC DEVELOPMENT PROGRAM

## BUDGET CONSIDERATIONS

## 1. Current Direct Economic Development Budgets

A.	SHRA: Alkali	TI	\$750,000	
		CD	750,000	
		TI	220,000	
		TI	2,175,000	
		TI	500,000	e
		CD	350,000	
		CD	300,000	
			<u>\$5,045,000</u>	a
B.	SETA: In-House Marketing OJT	JPTA	281,655	
		JPTA	99,280	
		JPTA	50,000	
		TJTC, Small		
		Business Assistance		
			<u>\$430,955</u>	b/f
C.	City: Economic Development	GF	57,466	
		GF	50,000	
		GF	8,000	
			<u>\$115,466</u>	c
D.	County: SACTO		50,000	
			7,500	
			<u>\$57,500</u>	d
E.	Miscellaneous Administration		202,234	
			7,500	
			<u>\$209,734</u>	
	SUBTOTAL			\$5,858,655
F.	Convention and Tourism Bureau			
			504,000	
			<u>325,000</u>	
			<u>\$829,000</u>	
	TOTAL			\$6,687,655

- a. SHRA's total budget is \$53,600,000  
b. SETA's total budget is \$16,000,000  
c. City's total budget is \$227,000,000  
d. County's total budget is \$620,681,225  
e. Revision will include \$20 million for downtown starter projects  
f. This is the City/County budget.

ECONOMIC DEVELOPMENT STAFFCity of Sacramento  
Planning and Development Department

Mac Mailes, Director  
 \*Leslie B. Palmer  
 Economic Development Coordinator

SHRA

Bill Edgar, Executive Director  
 John Molloy, Director for Community  
 Development  
 \*Tom Lee, Assistant Director for  
 Economic Development  
 \*Susan Loftus, Program Manager for  
 Economic Development  
 \*Carol Brannon, Senior Planner, Downtown  
 \*Cynthia Shallit, Economic Development  
 Specialist  
 \*Henry Sepulveda, Financial Analyst

SETA

David Martinez, Director  
 \*Jim Pardun, Marketing Representative  
 Private Industry Council  
 \*Gary Miller, Administrative Assistant  
 \*Pat Hunt, Assistant Marketing Specialist  
 \*Dave Sheldon, Assistant marketing  
 Specialist  
 \*Jane Garsson, Employment and Training  
 Analyst

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 Analyst  
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County PlanningMetro Chamber of Commerce

Mike Seward, Executive Vice President  
 David Gross, Director for Economic  
 Development  
 Phil Brown, director, Certified  
 Development Corporation

SACTO

John R. Roberts, III, C.E.D., Executive  
 Director

\* Staff directly affected by merger.

## V. ANALYSIS OF ESTABLISHING A CITY/COUNTY PROGRAM

Several issues make it difficult at this time to go forward with a City/County program. First, the County has withdrawn the support it was giving to the general economic development function. This was in part due to the fact that the emphasis has been on the Overall Economic Development Program Committee (OEDPC) required for EDA funding. As EDA funds have diminished, the role of the Committee and therefore staff support lessened. (The OEDPC function is at SHRA on an interim basis until July 1st. A permanent solution needs to be arranged prior to that.)

Additionally, County staff spent time on the Industrial Development Bond Financing program which required County authorization. (The City a few years ago decided not to seek separate authorization under this program but rather to use the County's program or its own powers as a Charter City to issue bonds.) As IDB financing diminished at the federal level, staff support for the program in the County decreased. Thus, two main roles the County maintained for economic development were greatly curtailed, therefore the need for staff was also curtailed. Another part of the loss of emphasis has been due to the increasing financial demands of the health and welfare functions for which the County is responsible.

The second issue that is perhaps more of an obstacle is the lack of political consensus on the Economic Development Program.

The two reasons it continues to be reasonable to press for a City/County economic development program are:

1. SHRA and SETA, two main economic development implementing agencies are already City/County, and
2. Economic development issues, primarily related to jobs and industrial base development, are metropolitan by nature.

The Board of Supervisors may be willing to support the Economic Development Program without a financial contribution. This may change if the program can fill a need for the Board not currently being met.

## VI. OVERVIEW OF CITY/COUNTY ECONOMIC DEVELOPMENT INTERESTS

Between September 1985 and January 1986, the Economic Development Coordinator met with each City Councilmember and toured all the districts (except District 4 which is yet to be scheduled.) A range of economic development issues were raised.

Within District 1 three items emerged. First, is the attraction of a new major department store downtown, mainly follow-up with Nordstroms who has shown interest in Sacramento. This is in addition to support of the SHRA start-up projects for downtown. Second, is an interest to improve the 16th Street corridor especially at F Street. This is made timely by the Memorial Auditorium issue. Finally, is the long range potential of the Richards Boulevard area including the Southern Pacific Yards.

Within District 2 there continues to be a high degree of need for general commercial revitalization and industry development. Persistent, high unemployment in the black community is also a pressing priority. Residential infill is occurring but ample vacant land provides the opportunity for more. District 2 is the type of area where a finely tuned maximum economic development program is critical. There is also strong interest in an effective community wide economic development program.

District 3 is well established economically, and for the most part trouble free. There are a few commercial infill and reuse projects and the opportunity for a few more. Older shopping projects have been or are being remodelled with an upscale flair. Code enforcement is important to maintaining this quality community. Also, various self-help projects done by residents could be models to other communities. General economic development projects which would benefit the entire community are a military procurement program possibly done in conjunction with the Metro Chamber of Commerce.

District 4 is similar to District 3 in composition. A key issue continues to be business parking in the midtown area. The Midtown Business Association remains active and interested in resolving this and other problems.

District 5 has an interesting mix of Hispanic, black and Asian areas. Commercial revitalization and employment are pressing needs. In addition, ideas for general economic development which would benefit the entire community are development of a local public works incentive program or enterprise zone program and the possibility of using the City's bonding capacity to a greater extent.

District 6 stands out because of its large, heavy industrial Florin-Perkins area. Although building and leasing activity is increasing, traffic bottlenecks on all sides are restrictive. Improvements are being made on Watt and Florin-Perkins, but more needs to be done to upgrade the area's manufacturing capacity.

District 7 is a high growth area for the most part. Some commercial development has occurred too rapidly preceding demand, so that a few commercial vacancies exist. These should fill in as the area builds up. Two concerns are commercial decline on the district periphery and the need for market analysis and pro forma analysis for analyzing the area market capacity and evaluating the level of public subsidy in certain types of projects. Also, there is the untapped potential for a dynamic higher education research business link.

District 8 has growing communities but also has extensive commercial decline in and near its eastern boundary. Nagging social problems persist in much of the area's black community to aggravate the economic situation. Employment is a prime concern. Plans for the major Huntington Park office and high tech development are stalled. Here, there is need for an extensive business development retention and attraction effort. -

Mayor Rudin's concern for economic development is in the broad context. That is to ensure that the City's existing efforts through SACTO, the OEDPC, the Metro Chamber of Commerce, SHRA and SETA work in concert for maximum efficiency and productivity. Economic research and program implementation should be geared to action and deal with district problems in the overall context. Both the City administration and the City Council have a stake in the economic well being of the city and its residents.

The one concern that predominated each conversation and concerns for the districts and City as a whole, was a need to begin to take action and see results.



## VII. OVERVIEW OF ECONOMIC DEVELOPMENT PROGRAM IN OTHER CITIES

During the preparation of the Economic Development Program several cities in California and across the nation were surveyed. The following provides highlights of economic development programs in San Francisco, San Diego, San Jose, Fresno, Oakland, San Antonio, Eugene, Raleigh, and Baltimore.

### San Francisco

The Mayor's Office of Housing and Economic Development staff of 8 professionals operate or staff the following programs: Small Business Revolving Loan Fund; UDAG; Industrial Development Bonds both through the state program and as a Charter City; Loan Packaging for SBA through subcontracts with three neighborhood groups; Small Business Commission; troubleshooting for developers and business through City processes; employment linkage program, seminars to business community and non-profit organizations; Mayor's Special Projects such as producing brochures for Pacific Rim trade attraction, and other marketing. Total administrative budget is \$609,480 of which \$393,655 is General Fund.

### San Diego

San Diego has a decentralized approach to economic development with the lead generally coming from the Planning Department. There is an Economic Development Division in the Property Department, however, their role in city-wide policy is minimal. There are also a few local economic development corporations, two with redevelopment authority over specific geographic areas. The Planning Department staffs the redevelopment functions. There has been discussion about forming one office or expanding the function of the existing division, but no action has occurred.

Strategies are developed through the General Plan process and other groups such as the Growth Management Task Force and the Job Development Task Force.

### San José

San José's economic development program is mainly through the redevelopment agency efforts. They don't have a separate office. They concentrate on major downtown projects, upgrading of two industrial areas, and small business development in five neighborhood business areas. They had been actively using IDB's and tax increment bonding with negotiated paybacks over time to get higher quality projects. They operate an active foreign trade zone and a small business incubator. They haven't done very much with their Private Industry Council. Economic development policy setting is through the City Council, although they don't have a formal strategy. They're also starting a new marketing campaign with their Chamber of Commerce to improve the city's image in the business community.

### Fresno

Fresno has five organizations active in economic development: the Fresno Economic Development Corporation (now headed by former Mayor Whitehurst); Metropolitan Chamber of Commerce; Valley Small Business Development Corporation; the Fresno City Public Works and Development Services Department, and the Fresno Private Industry Council. There has been some discussion of more centralization, but nothing definite.

### Oakland

Oakland has a consolidated Economic Development and Employment Department. This was established in 1978 when the Mayor pulled together the City's job generation activities and the economic development activities of the redevelopment agency. He believed economic development was getting lost in the maze of housing and other community development activities. There is now also a Department of Housing and Community Development. The Economic Development and Employment Department provides management assistance, finance, and employment services to businesses. Further, it strives to catalyze major projects in downtown and other target areas. PIC staff is brought in on every loan deal. The posture of the Executive Director, Mr. George Williams, is one of urgency. That is, implementation is key and there must be a constant push to get things done and someone who has the authority to say "Do it." One drawback to their organization, Mr. Williams feels, is that a bureaucracy of that size is not set up to move. The most effective organization would be small, flexible, and have the authority of the City fully behind it.

### San Antonio

San Antonio has a 30 person Department of Economic and Employment Development which got its start in 1979. The department is still evolving, for they've had three names in the last three years. Mayor Cisneros is actively behind the department as economic development is one of his priorities. Programs they offer include: SBA 503 loans; EDA revolving loan fund; Private Industry Council employment services; one stop services for zoning, permits and licenses; and one stop military procurement office for the five nearby bases. New programs they're developing or just starting are tax incentives; tax abatement; tax increment financing; and a linkage program between industry and the local medical and educational institutions. They also do marketing to attract new industries to San Antonio.

### Eugene/Springfield, Oregon

Four years ago the Eugene City Council adopted a six-point economic diversification plan to begin to address the chronic local depression caused by the decline of the timber industry. What resulted was city department

reorganization, formation of a Business Assistance Team, and a strong, well-coordinated public-private partnership. Within the new, large Eugene Development Department, three section managers report to the director who reports to the City Manager. The mission statement and organizational charts of the department are attached.

The Business Assistance Team, or BAT team as it is called, has a budget of \$700,000 and actively works with companies, old and new, to promote business development any way it can. They've also initiated an extensive local and national media campaign to change the anti-business image (or lack of image) that Eugene had a few years ago. The campaign has been successful in locating new non-timber related manufacturing in the Eugene/Springfield area. The PIC is a separate non-profit corporation. Their Board of Directors is interlocked with the METRO Partnership. The Partnership is the strong public-private organization whose focus is the general promotion of the Eugene/Springfield area as a business location and the recruitment of targeted industries. It also assists, through its partners, local businesses to start and expand. The Development Department and Business Assistance Team in particular, develop several programs for business including finance, one stop permit and information center, and an active education business link for which some brochures are attached.

Eugene has a population of 106,150 (1984), Springfield 40,650 (1984), and Lane County 268,500 (1984).

Another economic development program separately operated from Eugene is Buy Oregon. This innovative import replacement program connects businesses with local suppliers of the goods and services they purchase. Rather than looking elsewhere for economic development solutions, Buy Oregon uses a bootstrap approach that gives existing businesses an opportunity to take advantage of market opportunities. Initially funded with public and private funds, it now derives income from fees on business matching contracts.

#### Raleigh, North Carolina

The City of Raleigh initiated its economic development program in 1984. They have a staff of three located in the Planning Department. They're presently preparing their strategy and developing programs. They work with a 50 person Business Round Table that advises the City Council on business matters.

#### Baltimore

One of the most successful economic development programs in the nation is in Baltimore. The Baltimore Economic Development Corporation (BEDCO) is a quasi-public, non-profit corporation created in January 1976 by Mayor Schaefer and the City Council to act as Baltimore City's agent for economic development, designed to improve employment opportunities and strengthen the municipal tax base. BEDCO's start up money came from a \$3 million

City Bond issue which was defeated on its first try, successful on the second time around. BEDCO has 28 staff and an operating budget of \$1.5 million. The population of Baltimore is 949,708.

Since its creation ten years ago, BEDCO has helped to retain or create over 28,000 jobs in the City. This growing success has been accompanied by the evolution of BEDCO's operations, creating and incorporating new incentives. BEDCO provides one-stop services to existing Baltimore businesses and new companies seeking to expand or locate in Baltimore. In addition to assisting businesses with site location, BEDCO develops industrial and business parks, assists businesses with financing, marketing and technical assistance and acts as an ombudsman for business. Some new strategies that help BEDCO keep Baltimore at the forefront of economic development include selective targeting of business parks to match industries with beneficial locations, and creating new financing programs to complement the existing financing opportunities while filling a current need. Experience has enabled the BEDCO staff to fine tune their development, finance, and marketing efforts with many specialized services.

Business and visitors are introduced to BEDCO through the Baltimore Briefing Center. Located 24 floors up, the BBC shares space with BEDCO. A rousing slide presentation shows off Baltimore and what BEDCO has to offer. Visitors can look at a scale model of downtown and then see the actual cityscape from the window. The state and a regional economic development organization share in the \$125,000 BBC budget and use its services. Executive style meeting rooms are available.

BEDCO programs include extensive internal marketing to local businesses. This focusses on retention and expansion. Attached is a letter to a local manufacturer regarding the most recent activity cosponsored by the local Chamber of Commerce to obtain the opinions of business about the City. All City departments support this effort through quick follow-up on problems identified. Additionally, the Mayor visits five or so top companies each year, and BEDCO staff more.

The BEDCO industrial development program originated with the updating of the City General Plan in the 1970's. At that time business flight was approaching its peak. The Assistant Planning Director (now President of BEDCO) determined that lack of modern industrial property was one of the main reasons this was happening and about which the City could do something. Planning proposed industrial land banking and development, and BEDCO became the vehicle to accomplish this. A list of current BEDCO industrial parks is attached. The Holabird Park contains a foreign trade zone. Most of this was made possible by extensive federal financing, although the City has made much of the property available for BEDCO to develop. Much of the financing was untried and used with the sole purpose of making a project work.

Other BEDCO programs include international trade development, a unique City bond financed venture capital fund, and a privately financed Downtown Office Marketing program. The latter is seeking to fill office space with a present vacancy rate of 6% which is expected to rise to 16% by Summer, 1986.

The advantages of the non-profit corporation status are: ability to have a more corporate, business-like setting with fewer of the characteristics of bureaucracy; easier to bridge public-private sectors; can move quickly and enter into contracts; hire and fire easier; half of the staff were previously in the private sector.

Baltimore has three other public purpose non-profit corporations that have pioneered the revitalization of the waterfront and downtown.

Not every project has gone smoothly in Baltimore, but consistent, dynamic leadership for the last 15 years has insured that setbacks were minor in perspective to the larger successes.

## EUGENE DEVELOPMENT DEPARTMENT

### Goal

Our goal is a healthy, diversified economy. We support job creation and public and private investment to strengthen the unique quality of life in Eugene and the metropolitan area.

### Philosophy

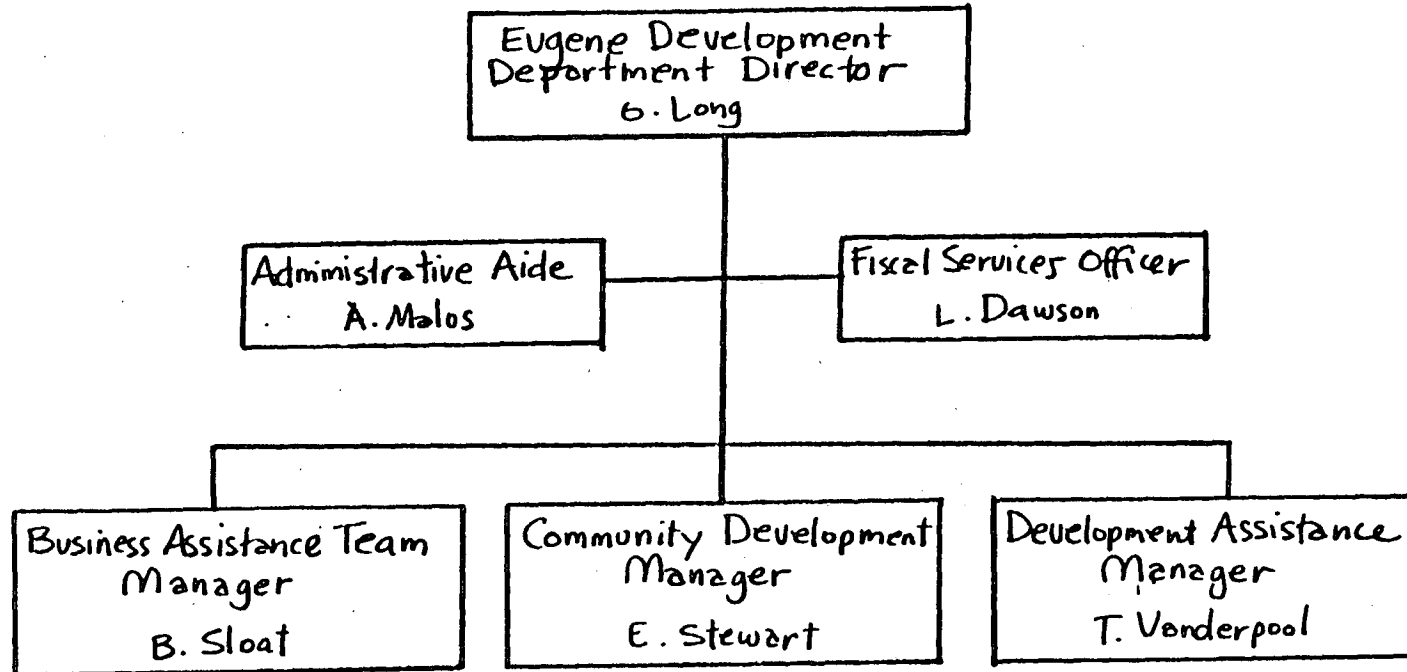
We will best achieve our long-term goal of a healthy, diversified economy by acting as a catalyst for entrepreneurship, partnership, and community teamwork. The principal role of the department is to use our professional development skills to broker and maintain a network of public and private resources that encourage business development. The Eugene Development Department "team" includes the City Council and the City's boards and commissions who set the public framework for our programs, other City departments, local public agencies, private businesses, organizations, and volunteers.

### Mission

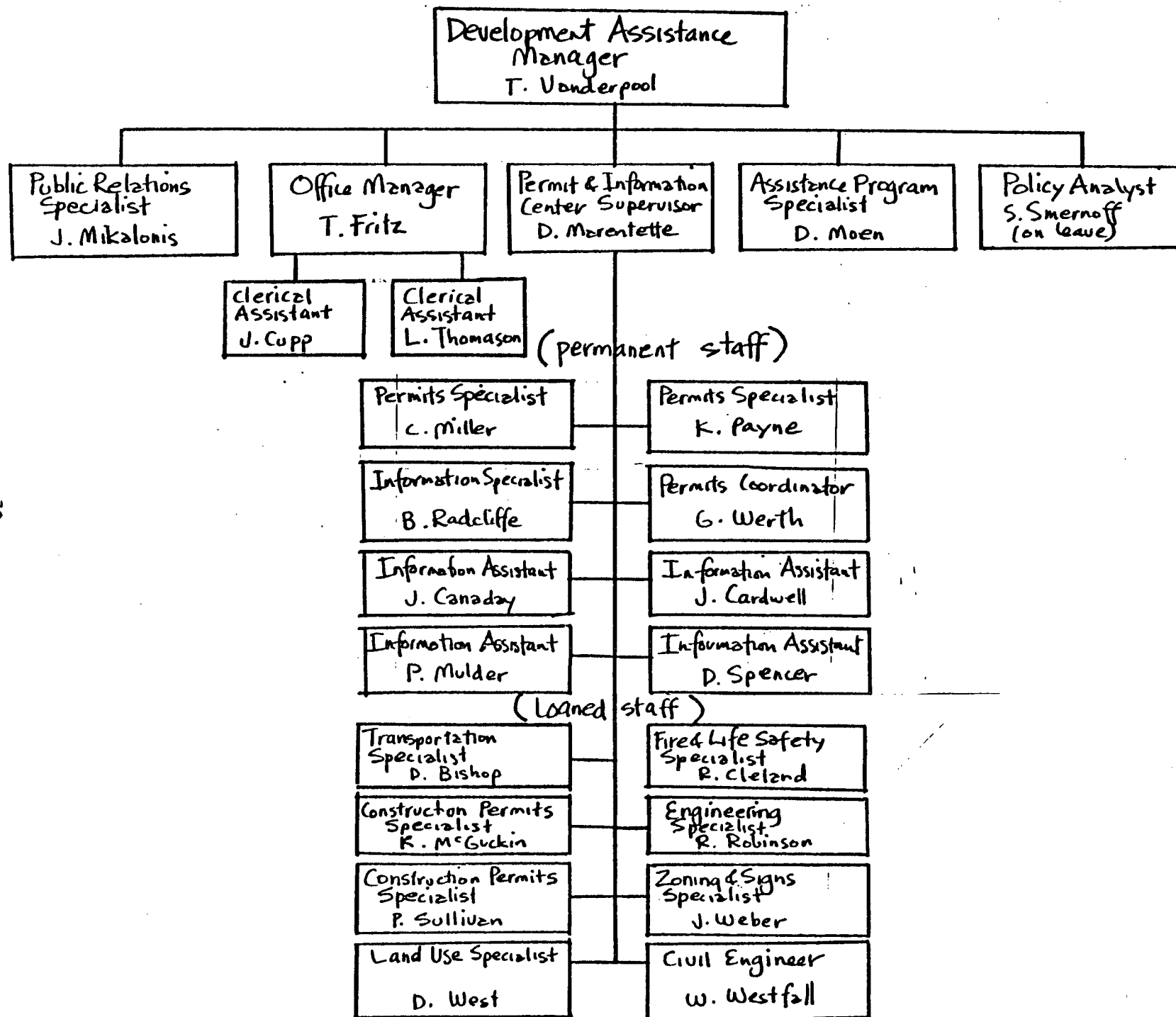
To diversify the local and regional economy to meet the community's present and future needs, we:

- Assist existing public and private businesses to be successful;
- Encourage creation of new businesses;
- Recruit new employers;
- Assist local citizens to meet changing labor skill needs;
- Stimulate development of commercial, industrial, and residential sites;
- Coordinate permit and information services.

# ADMINISTRATION



# DEVELOPMENT ASSISTANCE

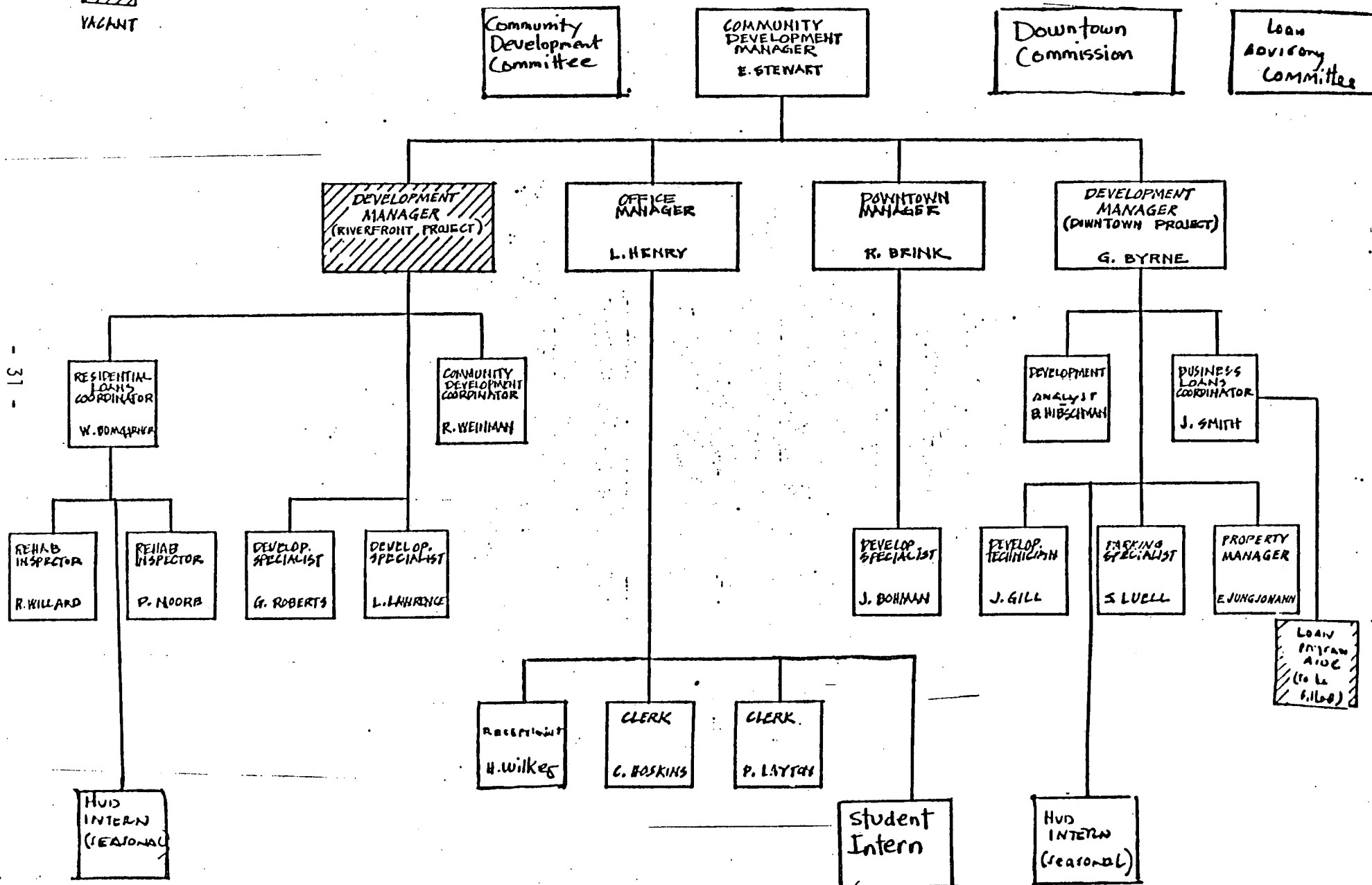




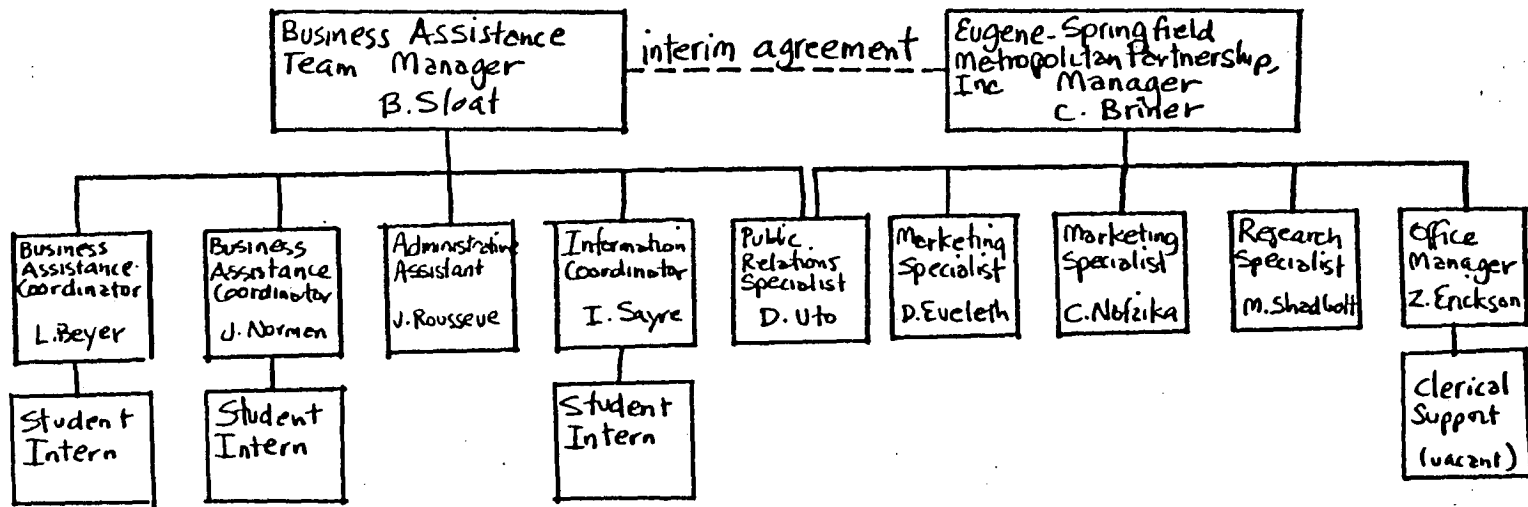
# COMMUNITY DEVELOPMENT



VACANT



# BUSINESS ASSISTANCE TEAM



The key to successful development is financing suited to the needs of your business. Whether your business is large or small; whether your project is a new equipment purchase or a building expansion, success hinges on financing tailored to the project.

## Community growth through financial and technical assistance to businesses.

That's the idea of the Eugene Development Department. EDD is an active development and customer service arm of the City of Eugene. This newly created department brings together a wide variety of development-related functions that make the City of Eugene's Six-Point Economic

Diversification Program a reality. EDD combines both private and public resources to promote, design, and implement programs geared toward Eugene's businesses and our growing economy.

### The Eugene Development Department (EDD)

#### Community Development Division

- Downtown, Neighborhood and Business Development
- Development Financing
- Housing Rehabilitation

#### Business Assistance Team (BATEam)

- Local Business Assistance;
- Business Recruitment;
- Community Image Enhancement

#### Development Assistance Division

- Assistance with City Permits;
- Streamlining Regulatory Processes;
- Coordinating Economic Diversification Program

#### Job Training and Eugene Private Industry Council

- Employee Recruitment and Screening
- Occupational Training
- Employment Research



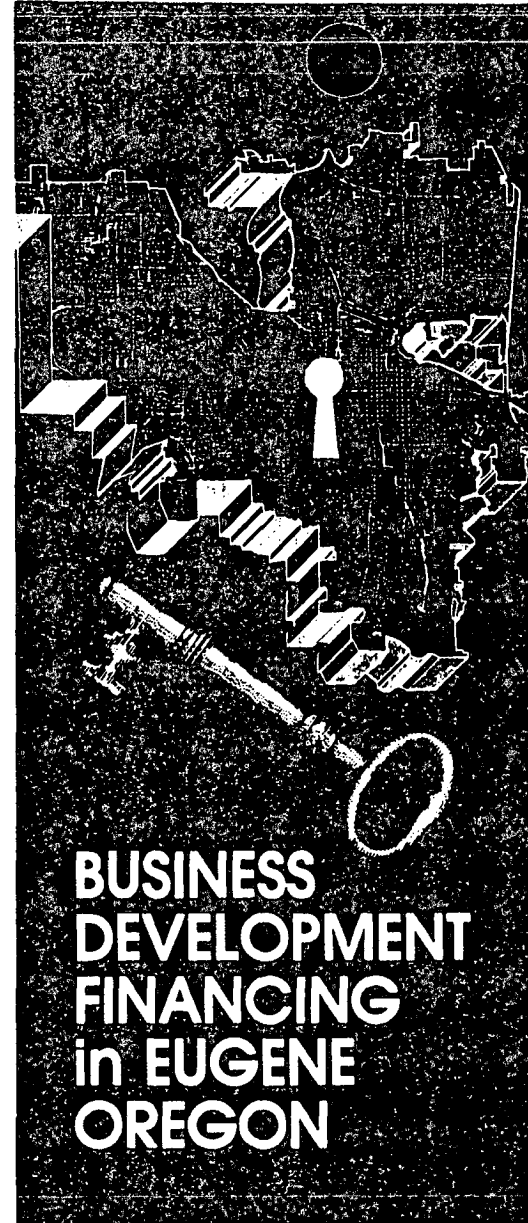
Jul. 1984



EUGENE DEVELOPMENT  
DEPARTMENT  
Community Development  
Division  
72 West Broadway  
Suite 200  
Eugene, Oregon  
97401

TO

**BUSINESS  
DEVELOPMENT  
FINANCING  
in EUGENE  
OREGON**



The following list represents financing now available to Eugene businesses.

	CITY OF EUGENE					STATE		FEDERAL		
Program:	Business Development Fund	Commercial Revitalization Loan	Energy Loan	Historic Loan	Investor Housing Loan	Industrial Revenue Bond	Oregon Business Development Fund	SBA 503	SBA 7A Loan Guarantee	Urban Development Action Grant
Uses:	to finance land and building acquisition and improvement; equipment, trade fixtures; and permanent working capital	to finance building and tenant improvements (fixed assets)	to retrofit existing commercial structures and increase their energy efficiency	to finance the restoration, repair or maintenance of an historic landmark or its site	to finance improvements to eliminate substandard conditions	to finance land and building acquisition; new construction; equipment; construction of facilities to expand or improve basic industries (fixed assets)	to finance land and buildings; fixed equipment and machinery; research and development; working capital	to finance land and building acquisition, development or redevelopment; (fixed assets)	to finance land, building, equipment, furniture and equipment	to finance land and building acquisition; development or redevelopment; machinery and equipment
Eligibility:	for-profit or non-profit businesses; projects must be located in the City of Eugene; eligible projects must include job creation or retention, or eliminate slums/blight	building owners and lease tenants within the downtown Urban Renewal boundary	for-profit small businesses within core area and specific areas adjacent to Highway 99	sites and structures on the City, State or National registers of historic landmarks or places	single and multi-family structures within the city of Eugene, where units are available to low- and moderate-income households; rent subsidies available in target areas	State of Oregon	for-profit small businesses within the State of Oregon	for-profit small businesses	for-profit small businesses	any private sector borrower; project must include job creation; project must leverage private financing; requires Dept. of Housing and Urban Development approval; competitive selection process
Loan Limits:	no maximum at this time	up to \$50,000 City financing; up to \$200,000 lender financing	\$400-\$30,000	\$10,000; consideration of up to \$20,000 if structure or site is under threat of rapid deterioration	Up to \$5,000 per unit City financing, with matching commitment from other sources of \$10,000 per unit	\$500,000-\$10,000,000	up to \$250,000	\$10,000-\$500,000; 50% private lender financing; 40% SBA financing	\$15,000-\$500,000 (up to 90% guarantee of lender funding)	no maximum at this time
Interest Rate:	1½-3 points below market rate	6 points below market rate	5 points below prime rate	non-residential rate varies (currently 9%)	varies, based on term of matching commitment	75-80% of market rate	2 points below U.S. Treasury Bonds of a similar maturity	1-4 points below market rate	maximum 2-3½ points above prime	varies, determined by project need
Term:	varies up to 20 years	City's term is 13 years; lender's term varies	up to 4 years	varies, based on the life of improvement	varies, based on term of matching commitment	asset life	up to 25 years	15-25 years	up to 25 years	varies according to lender terms
Project Equity:	varies	varies	none	none	none	none	equity shall finance 10% of project cost	equity shall finance 10% of project cost	equity shall finance 25% of project cost	varies
Contact:	Eugene Development Department 72 West Broadway, Suite 200 Eugene OR 97401 503-687-5443	Eugene Development Department 72 West Broadway, Suite 200 Eugene OR 97401 503-687-5443	Facilities Development Department 767 Willamette Street, Suite 203 Eugene OR 97401 503-687-5074	Eugene Development Department 72 West Broadway, Suite 200 Eugene OR 97401 503-687-5443	Eugene Development Department 72 West Broadway, Suite 200 Eugene OR 97401 503-687-5443	Oregon Economic Development Department 595 Cottage NE Salem OR 97310 503-373-1240	Oregon Economic Development Department 595 Cottage NE Salem OR 97310 503-373-1240	Oregon-Pacific Economic Development Corporation P.O. Box 1530 44 W. Broadway Suite 302 Eugene, OR 97401 503-686-2741	Service Corps of Retired Executives (SCORE) PO Box 1066 Eugene OR 97440 503-345-2365	Eugene Development Department 72 West Broadway Suite 200 Eugene OR 97401 503-687-5443

# THE PERMIT & INFORMATION CENTER

The City of Eugene announces the opening of the Permit and Information Center at 244 East Broadway (east wing of the Eugene Hotel).

In the past, you may have visited several City offices for development-related or other assistance. Now, the Permit and Information Center consolidates several services into one convenient location.

The Business Assistance Team will also be located in the Center and will continue to offer specialized services to the local business community.

Please visit the Permit and Information Center. You will get answers to your questions and information on all of the following:

## BUILDING PERMITS

- Construction Information
- Construction Permits: Commercial/Residential
- Plans Review

## FIRE REVIEWS

- Fire Code Information
- Fire & Life Safety Plan Reviews
- Sprinkler & Fire Alarm Reviews

## ENGINEERING

- Maps & Records
- Street Information
- Sanitary and Storm Sewer Information
- Transportation Engineering Information
- Flood Plain Information

## PLANNING & LAND USE

- Zoning
- Lot Creation & Property Division
- Land Use Applications

## PARKING PERMITS

- Downtown Employee Parking (City-Owned Lots)
- West University Parking Permits
- South University Parking Permits
- Disabled Parking Information

## BUSINESS LICENSES\*

- Information
  - Applications
  - Licenses & Permits
- \* *A general business license is not required in Eugene. Some businesses are regulated for public health and safety reasons.*

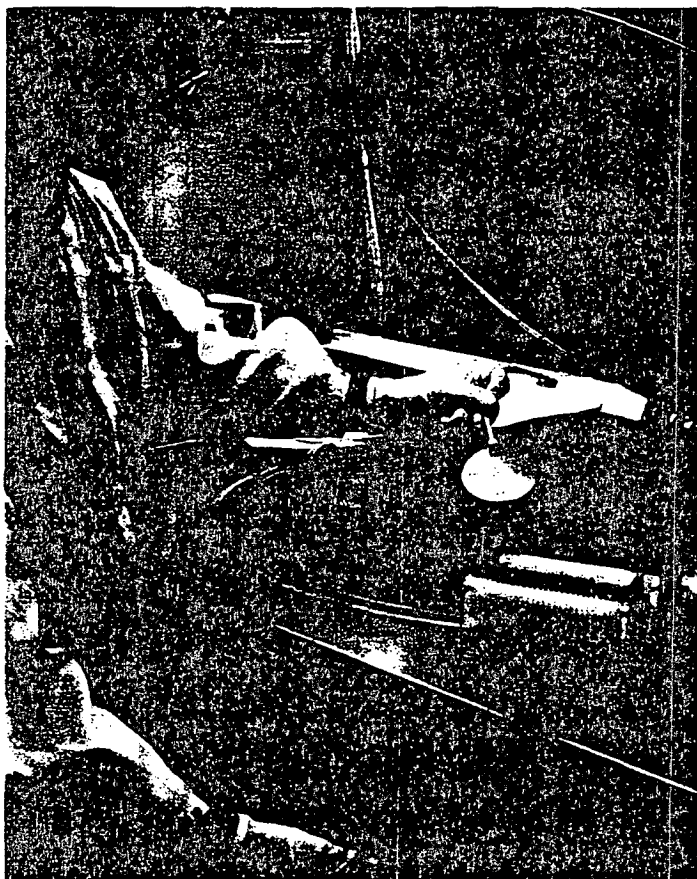
## BUSINESS ASSISTANCE\*

- Referral Assistance for Local Businesses
  - Business Liaison to City Government
  - Enhancement of Eugene's Business Image
- \* *Services provided by the Business Assistance Team, a public/private partnership.*

## GENERAL INFORMATION

- Information Center for City of Eugene Services
- City Publications
- Community and General Information
- Informative Brochures and Maps

PLEASE COME BY OR CALL THE PERMIT AND INFORMATION CENTER  
244 EAST BROADWAY 687-5086



## PARTNERS IN THE SOUTHERN WILLAMETTE RESEARCH CORRIDOR

### Universities

Oregon State University  
University of Oregon

### Community Colleges

Lane Community College  
Linn-Benton Community  
College

### Cities

Albany  
Corvallis  
Eugene  
Junction City  
Springfield

### Economic Development

#### Organizations

Albany-Millersburg  
Economic Development  
Corporation  
Oregon District 4  
Council of Governments

## SOUTHERN WILLAMETTE RESEARCH CORRIDOR

Business Assistance Team  
777 Pearl Street  
Eugene, OR 97401  
503.687.5033

Oregon District 4  
Council of Governments  
155 SW Madison Avenue  
Corvallis, OR 97333  
503.757.6851



In reply refer to: MO 18  
Direct dial (301) 396-

October 17, 1985

Mr. Gabriel B. Maddox, Jr.  
Maddox Printing Co.  
2120 Druid Hill Avenue  
Baltimore, Maryland 21217

Dear Mr. Maddox:

The health of our City depends on a vital industrial base. Because of the importance of the industrial sector to our community, we are embarking on a new program to identify and meet the needs of firms like yours.

To support this effort, an in-depth survey of industrial firms in the Northwest Baltimore area is currently being conducted under the auspices of the Baltimore Economic Development Corporation (BEDCO) by the Greater Baltimore Committee (GBC). The survey is being conducted by GBC's business volunteers, who are interviewing the chief executive officers of companies in your area.

Our survey has four (4) objectives:

- To develop a clear understanding of your view of the City's economy;
- To learn of your plans for your company's future;
- To match appropriate assistance programs to your company's needs; and,
- To reinforce the on-going channel of communication between your firm and my office.

I invite you to participate in this important survey. Within the next few weeks, one of GBC's interviewers will call you for an appointment. Your candid responses, which will be held in strict confidence by GBC and BEDCO, are vital if we all are to benefit from this survey process. The interview should require approximately an hour of your time. You will be sent a summary report when an analysis of the survey results is completed.

May we count on your cooperation?

Sincerely,

  
William Donald Schaefer  
Mayor

# BEDCO DEVELOPMENT PROJECTS

Summary 1976-1984

<u>Project</u>	<u>Total Acreage</u>	<u>Sold/Leased Optioned</u>	<u>%</u>	<u>% of Firms</u>	<u>Jobs</u>	<u>Projected at Full</u>	<u>Private Investment</u>	<u>Projected at Full</u>
Holabird Industrial Park	170	153	90	15	4,560 <sup>1/</sup>	5,000	313,970,000 <sup>1/</sup>	355,000,000
Park Circle Industrial	40	7.5	19	60	425	1,750	7,000,000	8,500,000
Seton Business Park	135	17	13	3	240	3,500	7,750,000	60,000,000
Raleigh Industrial Center	390,000 s.f.	386,000 s.f.	98	28	505	525	N/A	N/A
Bayview Industrial Park	49	38	79	6	300	400	11,200,000	15,400,000
Caton-95 Business Park <sup>2</sup>	45	36	80	5	570	735	13,000,000	16,000,000
Waterview Ave. Industrial Park	36	33		1	450	500	12,750,000	14,000,000
Quad Industrial Park	25.2	25.2	100	8	149	150	2,400,000	2,400,000
Crossroads Industrial Park	19.4	19.4	100	8	412	420	7,200,000	7,200,000

<sup>1</sup> includes General Motors within adjacent to Fort Holabird

<sup>2</sup> not city owned, but City was instrumental in infrastructure,  
financing and redevelopment plans.





March 4, 1986

2

**Sacramento Area  
Council of Governments**

106 "K" Street, Suite 200  
Sacramento, California 95814  
(916) 441-5930

Mailing Address:  
P.O. Box 808  
Sacramento, California 95804

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Vice Mayor, City of  
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GEORGE DEVERAUX  
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Vice Chairman  
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Supervisor  
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City of Davis  
City of Winters  
City of Woodland  
Yuba County  
City of Marysville  
City of Wheatland

Transportation and Community Development Committee  
Sacramento, California

Honorable Members in Session:

SUBJECT: Light Rail Transit Extension Study

SUMMARY

Phase I of the Light Rail Transit Extension Study has been completed and Phase II is now underway. In Phase I, several alternative alignments were identified within each of nine study corridors. The result of Phase I was the selection of one preferred alignment alternative for each corridor. In Phase II, the nine corridors will be evaluated and grouped in priority order. The priority ranking will be the final product of the study.

BACKGROUND

As the planned LRT system becomes a reality, the need for timely planning for future development and extension of the system becomes a necessity. Recognizing that need, the City of Sacramento, the County of Sacramento, Regional Transit and the Sacramento Area Council of Governments (SACOG) agreed to conduct the Sacramento Light Rail Transit (LRT) Extension Study. SACOG was asked to take the lead on the study.

The primary purpose of the study is to preserve rights-of-way for future extensions of the starter line. In addition, the city and county can use the results of the study to evaluate their land use and transportation policies as they relate to future LRT development. This study does not, however, take the place of the systems level planning studies that would be required prior to applying for federal funding to add to the system now under construction.

With the publication of the Phase I Final Report (copy attached), Phase I of the extension study is now complete. In the first phase, a range of alternative alignments within each of nine different potential LRT corridors were identified. Each corridor's alternatives were evaluated and one preferred alignment was selected in every corridor. The following is a brief description of the nine preferred alignments. A full description of each alignment will be provided at your March 25 meeting.

Natomas Extension - North from downtown via I-5 to the vicinity of the stadium complex at Del Paso and I-5.

Airport Extension - From the terminus of the Natomas Extension to the airport terminal parallel to I-5 on the east and north side of the freeway.

I-80/Antelope Road Extension - From the starter line, southwest of the Watt Avenue station, along the east side of the Southern Pacific Railroad tracks to the vicinity of Antelope Road.

Sunrise Mall/I-80 Extension - East from the vicinity of Elkhorn Blvd. at the Antelope Road Extension on an elevated structure in the median of Greenback Lane to the vicinity of Sunrise Mall.

Highway 50 Extension - East from the Butterfield Way terminus of the starter line to Hazel Avenue parallel to the Southern Pacific Railroad tracks.

Sunrise Mall/Highway 50 Extension - North from the Highway 50 Extension, east of Sunrise Boulevard, along the abandoned rail right-of-way to the American River then elevated in the median of Sunrise Boulevard to the vicinity of Sunrise Mall.

Meadowview Extension - From downtown via R Street to the Sacramento River Tevee then south on the railroad right-of-way parallel to Freeport Boulevard to the vicinity of Meadowview Road.

Calvine Extension - East from the terminus of the Meadowview Extension in the median of the proposed east-west arterial across Highway 99 at Calvine Road.

Elk Grove Extension - East from the terminus of the Calvine Extension to the Southern Pacific Railroad tracks then south along the west side of the tracks to the vicinity of Elk Grove Boulevard.

The above alignments have been accepted for use in Phase II by the study's Technical and Policy Advisory Committees, Regional Transit and SACOG. Phase II is now underway with completion expected in June 1986. This committee will receive a completion report.

RECOMMENDATION

There is no recommendation at this time. This item is before the Transportation and Community Development Committee for information.

Respectfully Submitted,

  
KEITH E. MARTIN  
Associate Planner

Approved for Committee Information:



SOLON WISHAM, JR.  
Assistant City Manager

For