

City of Winters

Economic Development Strategic Elements

Draft #3- June 14, 2011

The City of Winters recognizes that a vibrant economy is crucial to the health of the community. The City of Winters possesses many attributes that make it an attractive and desirable location. Its character, as well as its rural, agricultural surroundings draw new residents and visitors to town, and are a source of much pride for those who have lived and raised families here. These same attributes can and should attract new business and industry. By adopting a strategy that prioritizes business development and expansion, the City can welcome innovative new industries to town, while nurturing the existing business community. The balance of old and new, history and progress, will give the economy a foundation upon which it can survive and even thrive.

Goals:

- Establish a successful economy which provides for sustainable jobs and revenue generating businesses.
- Ensure that City fees are competitive with surrounding jurisdictions and that the City establishes programs which are financially beneficial to both development and City interests.
- Make Winters a desirable location for business to locate and operate.
- Streamline planning/development processes and guidelines to make it easy for businesses to locate within the community.
- Develop productive relationships within the region which will make Winters a desirable partner in expansion of the regional economy.
- Facilitate positive interaction between the City and business to business enterprises to generate mutual benefits and results.
- Make Winters accessible to current business types and businesses of the future.
- Continue to work with private and public organizations such as the Small Business Development Corporation, Winters Chamber of Commerce and others focused on providing supporting business development.
- Business development should be complimentary to the local and regional economy.

Thesis Statement:

Successful economic development starts with recognition of the interconnection between various elements that have the same goal. The base of the community is the City's General Plan, which defines the overall goals for the City, including economic development. Related influences include:

- Property Owners

- Developers
- Strategy
- Outside influences including UC Davis, SACOG and State initiatives.
- Planning
- Incentives for investment
- Public Process
- Business assistance organizations, both private and public

The success of any economic development program also will rely on the receptiveness of a community to the prospects of new industry or commerce.

A reality of the current economy and the foreseeable future is the fact that potential businesses will rely on minimal capital risk in pursuing expansion. Winters will be required to reduce the investment risk in order to gain any consideration as a potential new site.

Key Economic Development Concepts:

- **Revenue Generation:** supports the maintenance of community services, local businesses and provides positive advances to the Winters economy.
- **Sustainable jobs** in which people can earn salaries that support families, mortgages and the local economy.
- **“Green” jobs** which realize advancements of an environmentally friendly economy within emerging technologies.
- Work with UC Davis and other groups to receive collateral benefits from research, grants and educational initiatives.
- Coordinating with public and private entities in bringing **venture capital and emerging industries** together to grow jobs and industry.
- **Agricultural jobs and research,** have been, and will continue to be a cornerstone upon which Winters will build.
- **Bio-tech and medical** which collaborates with the work being accomplished in Solano County.
- **Service Sector** including call centers and direct business support functions to adjacent industry.

Key Tasks to Accomplish Goals:

1. **Planning/Policy Amendments:** make revisions to the City's zoning documents and General Plan to remove specific and master plan requirements for Industrial/Business Park and Neighborhood Commercial areas and alleviate burdensome regulation which is a roadblock to development.
 - a. An important task will include defining certain zoning to allow a broad cross section of business opportunities within the scope of previously approved environmental assessments. This may simply include updates to

- some zoning definitions to recognize emerging business classifications and removal of antiquated categories.
- b. Elimination of the PC and PC/BP zoning requirements and restrictions.
 - c. Review current zoning restrictions as to floor area ratios and allowable densities.
 - d. Address height limitations.
 - e. Complete needed cumulative analysis to reduce burdens on developers seeking projects.
 - f. Establish a streamlined development review process.
2. **Signage Policies** on effective signage in support of freeway serving businesses and a site distance study to resolve issues regarding the appropriate size and location of freeway display signs.
 3. **Rezoning** to expand Highway Commercial properties which are currently undersized, split zoned or irregularly designated.
 4. **Incentives** which attract development and recognize the long term, mutual benefits to both the City and business community.
 5. **Infrastructure** improvements to the I505/Grant Corridor will ease the capital burdens for developers who choose to locate businesses in this location.
 6. **Relocation** of the flood drainage corridor to more logically locate the facilities to the benefit of landowners and the aesthetics of the Grant Ave. Corridor.
 7. **Marketing** of key properties and active community involvement in welcoming development

Potential Uses and Businesses:

The ability to define (or identify) the “types” of businesses or industry that will come to Winters is impossible and probably implausible. The advancement of new business sectors changes rapidly and the idea that we might define a specific sector will short change the City’s potential for receiving new business. Industry and innovation changes minute by minute, remaining flexible by not

Regardless, some key indicators for business recruitment include:

- Winters growth and projections of expanding population and housing base.
- UC Davis advancements and research initiatives.
- Solano County growth areas including biotechnology and pharmaceuticals.
- Agricultural advancements and business opportunities.
- Local innovation.

The concept of “technology transfer” is the idea that the research and educational arms of universities fuel local business and industry. Much like Stanford University helped advance the boon in Silicon Valley, UC Davis could serve as a catalyst for “green” or other industrial sectors in our area.

The key will be the ability of Winters to adequately position itself to receive spin-offs from the technology transfer from UC Davis and the region. The window of opportunity for the greatest amount of benefits will most likely be small and the rewards considerable. The ability to act quickly and decisively could determine the winners and losers in the competition to land major businesses and jobs.

Some of the main use categories which can be expected for Winters will include:

- Research/Technology Parks
- Manufacturing
- Biotechnology
- University related business
- Agricultural (Technology)
- Office/Professional
- Meeting/Conference Facilities
- Call/Service Centers