



## IV - ECONOMIC DEVELOPMENT



# IV ECONOMIC DEVELOPMENT ELEMENT



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## VISION STATEMENT

Rancho Cordova will market its strengths, including large office centers, an ample supply of housing for employees, a setting safe from seismic and flood threats and strategic regional location, to become a first-choice location for businesses and residents. Private investment will be stimulated through marketing and incentive provision, with the result being economic prosperity for all segments of the community. The City will create a vibrant Downtown where the community can live, work, shop, and play. Implementation of this Element will result in a balanced mix of businesses that provides jobs to community members and ensures the long-term fiscal health of the City.

## INTRODUCTION

Economic development is the enhancement of a community's productive capabilities, largely through the creation and retention of jobs and revenue. Concentrating efforts on economic development will provide more job opportunities for Rancho Cordova residents and will produce more revenue, allowing the City to provide higher levels of service. The process of economic development also increases economic opportunity for local businesses and property owners. Redevelopment and other tools will help form public-private partnerships to revive existing buildings, stimulate infill and catalyst projects, and upgrade and replace the City's aging infrastructure. Rancho Cordova will promote economic development as a way to improve the City's regional desirability, revitalize existing commercial areas, and improve the quality of life for all City residents.

## PURPOSE

This Economic Development Element attempts to identify the City's strengths and weaknesses as it seeks to provide a full range of employment, housing, retail/service, and entertainment option to residents. The Element establishes goals, policies, and actions to improve the City's prosperity, maintain regional competitiveness, ensure accessibility to assets, market the City, and, perhaps most importantly, set fair and equitable rules for development. This Element is also intended to create wealth for the citizens of Rancho Cordova by providing opportunities to increase property values, fully utilize their properties, offer continuing education opportunities, and support entrepreneurship.





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### RELATED PLANS AND PROGRAMS

The Economic Development Element is closely related to several plans and programs, including the following:

- **Highway 50 Corridor Economic Development Study.** The Highway 50 Corridor Economic Development Study (50 Corridor Study) was produced by the Sacramento Regional Research Institute in February 2005 to address the economic development potential for the multi-jurisdictional economic area along the Highway 50 corridor, including Rancho Cordova and its Sphere of Influence, Mather Airport, Folsom and its Sphere of Influence, and portions of El Dorado County that are adjacent to Highway 50. The 50 Corridor Study looked at a 50-year buildout of the corridor and measures of economic status (e.g., population, employment, income earnings, labor force, business activity), types and levels of economic activity of businesses along the corridor, and the linkages between the corridor and the Sacramento region in generating economic strategies to achieve the corridor's development potential. The goals, policies and actions in this Element build upon the economic strategies in the 50 Corridor Study.
- **Rancho Cordova General Plan Pro Forma (Pro Forma).** The Pro Forma is a fiscal impact analysis of the proposed General Plan intended to evaluate the economic viability of proposed land uses and services. The Pro Forma is being prepared concurrently with the General Plan and has been used to determine the right balance of land uses, along with the types and levels of services in the General Plan.
- **Rancho Cordova Office Demand Analysis (Bay Area Economics).** Phase I of the City's Pro Forma work included a market demand analysis of office development. Analysts looked at existing conditions, talked to brokers about historic market niches, competition, local strengths and weaknesses, and regional trends to form assumptions regarding national absorption of office development for Rancho Cordova. The Office Demand Analysis shows that the City will maintain between 16 and 25 percent of the regional office market. This information was used in strategic land planning to ensure the right amount office (office mixed-use) land and development potential within the General Plan Planning Area.
- **Rancho Cordova Retail Demand Analysis (Bay Area Economics).** Phase I of the City's Pro Forma work included an analysis of retail demand for the General Plan Planning Area. The Retail Demand Analysis evaluated current market conditions, then analyzed spending potential of current and future residents to calculate retail demand in a variety of retail categories through buildout of the

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General Plan. The projected retail demand of approximately 9.2 million square feet was used in the strategic land use planning to ensure the right amount of retail (commercial mixed-use and centers) land and development potential throughout the General Plan Planning Area.

- **Rancho Cordova Retail Strategy (Leland Consulting Group).** Based on the Pro Forma Retail Demand Analysis, analysts developed a Retail Strategy for Rancho Cordova focused on the location and distribution of retail centers. The location analysis looked at retail trends, tested siting criteria, existing conditions, and stakeholder interviews. The strategy evaluated two general retail categories (grocery anchored centers and general merchandise centers). The Retail Strategy provided recommendations for type, scale, and location of retail centers in the General Plan Planning Area. This information was used in the City's land use planning to ensure the strategic location and distribution of retail (commercial mixed-use and centers) land and development potential throughout the General Plan Planning Area.
- **Rancho Cordova Redevelopment Plan.** The Rancho Cordova Redevelopment Plan, which is planned for adoption in June 2006, will allow the Agency to collect tax increment revenue for the purpose of improving and redeveloping commercial and residential areas, and supporting the production of mixed-income housing in the City. The Redevelopment Plan Area is approximately 2,500 acres in size (see Figure ED-1). The proposed project area includes Folsom Boulevard, the Trade Center Drive area, the Coloma Boulevard corridor, the Zinfandel Drive corridor, the Lincoln Village area, and the area located between Old Placerville Road, International Drive, White Rock Road and Highway 50, including the Downtown. The Redevelopment Plan will be used as a tool to implement the goal and supporting policies and actions of the Economic Development Element related to redevelopment.
- **Rancho Cordova Draft Economic Development Strategy and Action Plan.** The City's Economic Development Department and Economic Development Committee, working with consultants, prepared a draft Economic Development Strategy and Action Plan for the City. The City evaluated the current economic assets and liabilities in Rancho Cordova and came up with an action plan for economic development. The final action plan will implement the Economic Development Element of the General Plan and will be the City's blueprint for how it uses its economic development resources to achieve its goals.
- **Folsom Boulevard Specific Plan.** The Folsom Boulevard Specific Plan incorporates past planning efforts for revitalization of the corridor into a single action plan. The Specific Plan will include a detailed land plan with pulse points of activity, development and design provisions, streetscape improvements, economic



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strategies, cost estimates, and action steps for redevelopment of Folsom Boulevard. The Specific Plan areas is within the City's Redevelopment Plan Area and will include economic development provisions consistent with the City's Economic Development Strategy and Action Plan.

- **Mather Redevelopment Plan.** Sacramento County adopted the Mather Redevelopment Project Area and Mather Redevelopment Plan in 1995. The Project Area, which is overseen by the Sacramento Housing and Redevelopment Agency, includes the Mather Airport, Independence at Mather (1,271 single-family homes), extensive parklands and the Mather Golf Course. The redevelopment strategy for Mather includes converting the former base to productive uses consistent with the Mather Specific Plan and the Mather Infrastructure and Financing Plan. The Mather Redevelopment Plan goals include: Eliminate the Blight; Provide First Class Infrastructure; A Leading Employment Center; Create Job Opportunities and Additional Investment; Fulfill the Vision; and Housing for All Families.
- **Mather Field Specific Plan.** Sacramento County adopted the Mather Field Specific Plan in May 1997 to provide guidance on the conversion of land uses in Mather Field from military to civilian uses. The Specific Plan establishes specific requirements for private and public development including the location, type, intensity and character of land uses, circulation patterns, necessary infrastructure improvements, and the location and general configuration of parks and open space. The Mather Field Specific Plan only relates to economic development activities in the Mather Planning Area.
- **Rancho Cordova Chamber of Commerce “Rush to Rancho” Visitor Attraction Program.** The Rancho Cordova Chamber of Commerce developed the “Rush to Rancho” website as a visitor attraction program. The website provides details on accommodations, dining, services/resources, and events.
- **Rancho Cordova Regional Economic Development Corporation.** The Rancho Cordova Regional Economic Development Corporation is a partnership between the Rancho Cordova Chamber of Commerce and City of Rancho Cordova, which is comprised of representatives from the City, Chamber and the commercial community. They have a grant to market economic development in Rancho Cordova. The Rancho Cordova Regional Economic Development Corporation will work with the City to help implement this Element.
- **Rancho Cordova Economic Development Committee.** The Rancho Cordova Economic Development Committee was formed as part of the General Plan and the Economic Development Department's efforts on the Rancho Cordova Economic



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Development Strategy and Action Plan. This Committee will be used to help the City implement specific policies and actions in this Element.

## RELATIONSHIP TO OTHER GENERAL PLAN ELEMENTS

Economic prosperity requires an adequate supply of land and structures, a strong adequately trained local workforce, trade opportunities, a sound infrastructure system, and financing mechanisms. The Economic Development Element is tied to the Land Use Element through policies related to lot coverage, density, intensity, and infill of underutilized properties, redevelopment and reinvestment, and the creation of a Downtown and convention district. The Urban Design Element sets forth policy direction about creating an identity for Rancho Cordova that makes it a distinctive place in the region, which supports economic development activities. The Infrastructure, Service and Finance Elements relates to the Economic Development Element through financing the City's infrastructure improvements, community services, public facilities, public services, and establishing a comprehensive infrastructure system. This Element is also closely related to the Housing Element with its workforce housing policies. The Circulation Element contains policies related to improving circulation and access that support economic development. The Open Space, Parks, and Trails Element sets forth policy direction about creating community amenities, and improving the desirability and marketability of the City. Where the overlap can be identified, cross-references are provided to alert the reader to specific sections of the related elements.

## ISSUES AND CONSIDERATIONS

### ECONOMIC DEVELOPMENT SETTING

Rancho Cordova has many characteristics that make it a competitive business environment within the Sacramento region. The City's has several significant benefits, including the following:

- **Central location.** Rancho Cordova has a central location in the Sacramento region with visibility and accessibility to Highway 50. Rancho Cordova has the advantage of being located along the Highway 50 corridor, which provides access to the greater Sacramento region and offers visibility, which is desirable to many businesses. The City is relatively centrally located in the region, just 10 miles east of Downtown Sacramento.



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- **Strong job market.** Rancho Cordova has a strong job market with large office and industrial employment centers. Rancho Cordova has a strong job market (approximately 3 jobs to every 1 household) with a significant cluster of office and industrial employment centers in the Capital Center/Prospect Park, Trade Center, Gold Center, Mather Commerce Center, and Sunrise Boulevard areas.
- **Airport and transit connections.** Mather Airport and Regional Transit provide unique transportation/transit services and connections directly to Rancho Cordova.
- **Safe and secure physical setting.** Rancho Cordova has become a highly desirable location for businesses and agencies seeking safe and secure sites because the City is located in a seismically stable portion of the Sacramento Valley and outside of areas prone to flooding.
- **Infrastructure.** Most of the developed areas of the City have infrastructure in place to serve new development and many properties are development-ready.
- **Comparatively affordable housing market.** Rancho Cordova's housing market is relatively affordable compared to other major employment communities like Folsom and Roseville.
- **Affordable office space.** Rancho Cordova has some of the lowest rental rates for office space in the immediate area for Class A, Class B and Class C office space. Rancho Cordova also offers ample free parking and lots of available large floorplate office buildings.
- **Quality workforce.** Rancho Cordova has a quality, trained workforce that can support business and industry in Rancho Cordova.
- **Synergy of clusters of business industries.** Rancho Cordova contains synergistic clusters of businesses industries such as home improvement centers, furniture stores, auto dismantlers, insurance and investment, etc.
- **Redevelopment Area.** A 2,500-acre Redevelopment Area has been selected that encompasses a large portion of Folsom Boulevard. (See Figure ED-1). The Redevelopment Plan will facilitate and help finance redevelopment efforts in the City for maximum economic benefit.
- **Downtown.** A 363-acre Downtown area has been selected along Folsom Boulevard, Olson Drive, and Zinfandel Drive. The Downtown area will function as a catalyst for redevelopment and infill projects in Rancho Cordova.

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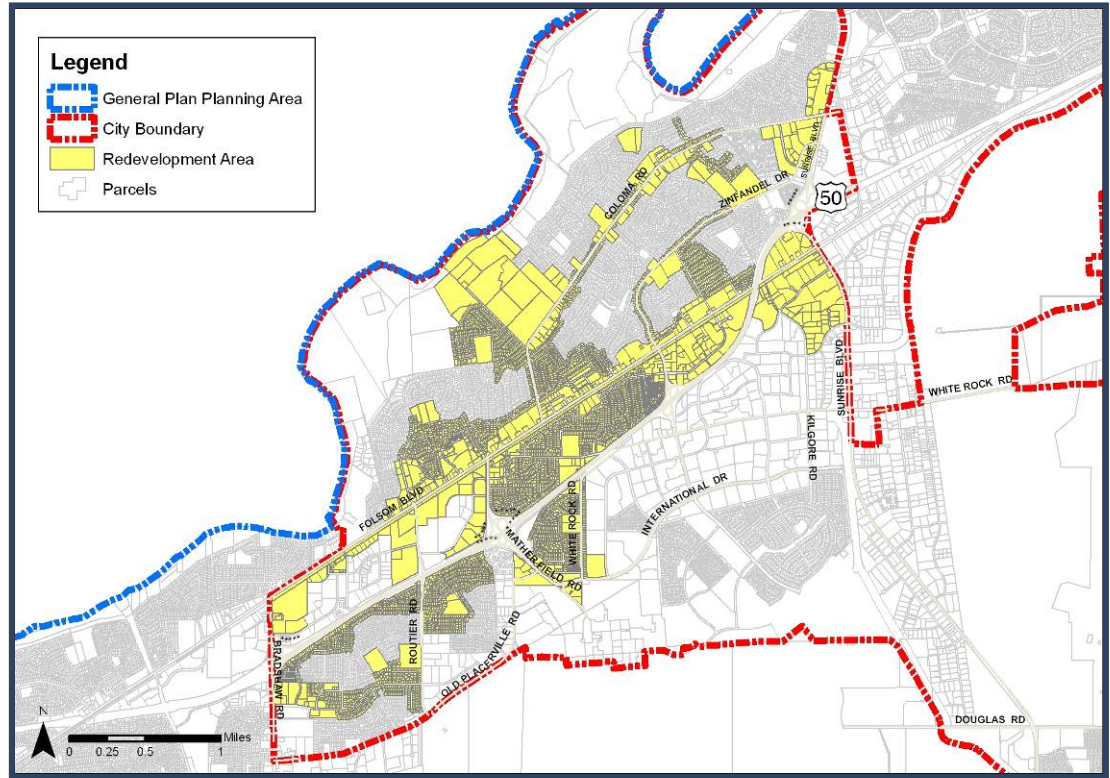
- **Convention District Overlay.** The Convention District Overlay is the 193-acre area located around the Sunrise Boulevard and Folsom Boulevard intersection and extending south to Trade Center Drive and following Kilgore Road (see Figure LU-7). The overlay designation is intended to supplement any underlying General Plan land use designations. Land uses in the Convention District Overlay would include uses that foster and support a convention center, including hotels, restaurants, meeting spaces, shopping and entertainment. Retail and office uses are not excluded from the Convention area, provided they contribute to and support the convention center use and environment.
- **Strong Community involvement.** The leadership, businesses, and residents are heavily involved in the community's economy and well-being (e.g., incorporation into cityhood).

Despite its generally competitive position within the region, Rancho Cordova faces some challenges. Although the City is somewhat more affordable than many cities in the region, it lacks an adequate supply of move-up and executive housing. The City's existing assets (including office buildings) are aging, and many will need to be renovated or refurbished in coming years. Many of the office buildings are large floor plate with outdated interiors. The challenge of the aging office buildings can often be solved with TI work (e.g., reconfiguring the interiors, rewiring, etc.). Some of the existing infrastructure in the developed areas of Rancho Cordova is inadequate and needs to be upgraded. Additionally, the City faces transportation challenges due to congestion on major roadways and Highway 50 and a lack of shuttles from light rail stations. The City also currently lacks national brand major retailers and shopping opportunities. Local businesses are also challenged with the high cost of doing business in California.



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## FIGURE ED-1 REDEVELOPMENT PROJECT AREA



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### ISSUES THIS ELEMENT ATTEMPTS TO SOLVE

This Element provides policy recommendations that address concerns raised during the preparation of the City's General Plan, including the following issues:

- Creating a fully diversified and resilient economy through expanding opportunities for housing, retail, industry, and amenities.
- Providing adequate infrastructure for new development, including water supply, sewer capacity, and roadways free of congestion.
- Attracting businesses that take risks, create new wealth, and give back to the City in the form of new taxes, jobs, and opportunities.
- Locating large-scale retail centers and business clusters in appropriate locations.
- Maintaining an adequate supply and variety of new commercial land to allow the market to continue to expand.
- Encouraging compact and mixed-use developments that allow individuals to move easily between home, work, shopping, and leisure.
- Designating and creating a vibrant downtown area.
- Revitalizing Rancho Cordova's established but aging assets.
- Building move-up and executive housing for the workforce.
- Pursuing types and levels of economic activity along portions of the U.S. 50 corridor that foster the continued role at the City as a leading economic center whose linkages in the corridor and the Sacramento region promote the achievement of the Highway 50 corridor's economic potential.



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### GOALS, POLICIES, AND ACTIONS

The goals of this element are as follows and are listed subsequently with corresponding policies and actions.

- **Goal ED.1:** Diversify Rancho Cordova's economy by facilitating and encouraging land uses that provide substantial and sustainable fiscal benefits to the City and residents
- **Goal ED.2:** Encourage expansion of retail and services to meet local and regional demands and generate tax revenues for the City.
- **Goal ED.3:** Establish a vibrant "Downtown Rancho Cordova" with a mix of uses and central gathering places for daytime and nighttime activities.
- **Goal ED.4:** Create a convention center in Rancho Cordova that attracts local, regional and statewide events to Rancho Cordova.
- **Goal ED.5:** Establish a Redevelopment Strategy that encourages the revitalization of existing neighborhoods, and commercial and employment centers.
- **Goal ED.6:** Revitalize existing businesses and strengthen the commercial viability of new business along Folsom Boulevard.
- **Goal ED.7:** Promote infill development that will contribute to a wide variety of commercial services, new residential and employment opportunities, governmental services, restaurants, entertainment, and cultural/recreational opportunities.
- **Goal ED.8:** Attract and retain a balance of businesses that provide a full range of quality career choices, serving entry-level as well as highly trained workers.

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#### **GOAL ED.1 - DIVERSIFY RANCHO CORDOVA'S ECONOMY BY FACILITATING AND ENCOURAGING LAND USES THAT PROVIDE SUBSTANTIAL AND SUSTAINABLE FISCAL BENEFITS TO THE CITY AND RESIDENTS.**

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**Policy ED.1.1** - Ensure that an adequate supply of land is designated for future development of an economically viable and livable community.

Cross reference:  
ISF.1.1.3,  
LU.2.6

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- **Action ED.1.1.1** – Identify key locations for transformation of existing office and retail uses to mixed-use projects that incorporate other supportive uses within large employment areas, at pulse points along Folsom Boulevard and within one-quarter mile of a major transit stop.
- **Action ED.1.1.2** – Target underutilized and vacant sites throughout the City that may be more adequately suited for other uses or a combination of uses that would be vibrant and successful.
- **Action ED.1.1.3** - Continue annexing land within the Planning Area to secure an adequate supply of land for future development, consistent with LAFCo proceedings.

Cross reference:  
LU.3.6

**Policy ED.1.2** – Encourage reinvestment of existing office and retail space and the construction of new office and retail space that serves the current and future needs of the community.

- **Action ED.1.2.1** – Offer incentives to business owners and property owners for improving the appearance of aging shopping centers and retail space.
- **Action ED.1.2.2** – Work with the owners of Class B and large floor-plate office buildings to update their office space to attract new businesses.
- **Action ED.1.2.3** – Actively promote new Class A office development that serves high-end office users and provides signature building office users.
- **Action ED.1.2.4** – Actively promote new office development with smaller individual and cooperative spaces to provide new opportunities for an expanding demand currently unmet in the City. (e.g., business incubators, flex space, etc.).
- **Action ED.1.2.5** – Offer incentives for new office development or redevelopment that provides on-site amenities to employees.

*“Class A” Office Space describes the highest quality office space locally available. According to the Urban Land Institute (an authority on commercial development), Class A space can be characterized as buildings that have excellent location and access, attract high quality tenants, and are managed professionally. Building materials are high quality and rents are competitive with other new buildings.*

*“Class B” office space is generally good quality and functional, but it does not include a high level of amenities or signature buildings that would be desirable for headquarters locations or other high-end office users.*

**Policy ED.1.3** - Retain and expand the existing industrial and warehouse uses in the City.

- **Action ED.1.3.1** – Work with local brokers, developers, and the Chamber of Commerce to establish clusters and districts of similar uses for home improvement

Cross reference:  
LU.2.3



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centers, specialty building materials show rooms, furniture retail, manufacturing and high-tech industries to further diversify the economy.

- **Action ED.1.3.2** – Develop an attraction and retention program for companies that provide business-to-business (B2B) sales tax revenue to the City (e.g., business services, electronic equipment, light industrial, etc.). These companies are best suited to business parks and areas of the City with heavy industrial and light industrial designations.

**Policy ED.1.4** - New industrial uses using large amounts of material and with low employment densities, such as warehousing, should generally be directed toward the Highway 16 corridor and areas constrained by the overflight path.

**Policy ED.1.5** - Heavy industrial uses should include transitions in intensity, buffers, or other methods to reduce potential impacts on residential uses. Buffers may include land designated for other uses, such as light industry, commercial, or open spaces. The ten-acre minimum parcel size shall apply until the land is zoned to an M-1, M-2, MP, or GC designation.

**Policy ED.1.6** - Support non-profit business and merchant associations with the goals of promoting a strong business base, encouraging joint marketing, and improving the City's business climate. These business and merchant associations may include, but are not limited to, the Rancho Cordova Chamber of Commerce, Rancho Cordova Regional Economic Development Corporation, the City's Economic Development Committee, the Sacramento Metropolitan Chamber of Commerce, and Sacramento Area Commerce and Trade Organization.

- **Action ED.1.6.1** - Collaborate with local business, merchant associations, and the Chamber of Commerce to promote and advertise local events.
- **Action ED.1.6.2** – Establish permanent information kiosks and event sign structures in strategic locations throughout the community to promote and advertise local events.
- **Action ED.1.6.3** - Work with the Rancho Cordova Chamber of Commerce to identify potential tourism-oriented market opportunities and to develop stronger links to regional and national tourist markets.

**Policy ED.1.7** - Establish programs and incentives that may be used to attract desirable new businesses, and develop performance criteria to ensure that the benefits generated are in line with the incentives provided.



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- **Action ED.1.7.1** - Create and maintain an economic development web page on the City's Web Site with pertinent economic and demographic information, as well as profiles of key development sites and vacant buildings available for new businesses.
- **Action ED.1.7.2** – Create a Community Data Book with up-to-date information on available sites to attract businesses to Rancho Cordova.
- **Action ED.1.7.3** - Institute a zoning incentive program that may include flexible development standards, fast track processing, etc. for target uses and infill development.
- **Action ED.1.7.4** - Establish a Development Review Committee or Technical Advisory Committee to provide expedited review of development applications for targeted projects.
- **Action ED.1.7.5** - Continually monitor the redevelopment and economic development strategies to determine their effectiveness in encouraging economic diversity, and adjust policies and incentives when necessary.
- **Action ED.1.7.6** – Define and offer incentives as part of the Rancho Cordova Economic Development Strategy and Action Plan (e.g., fee waivers and deferrals, low interest loans, façade improvements, assembling properties, etc.) that can be used to attract businesses.

Cross reference:  
ISF.2.2.1

**Policy ED.1.8** Provide a variety of housing types in Rancho Cordova to support a diverse economy, including workforce housing, move-up housing, and executive housing.

Cross reference:  
LU.1.3, H.1.1

**Policy ED.1.9**– Establish Rancho Cordova as a regional sports center and venue for major sporting events.

Cross reference:  
LU 3.1

- **Action ED.1.9.1** – Work with the Sacramento Sports Commission and Cordova Recreation and Parks District to identify opportunities for new sports facilities in Rancho Cordova that will be capable of hosting major sports events.
- **Action ED.1.9.2** – Evaluate the economic return and investment by the City for a major sports center or arena.
- **Action ED.1.9.3** – Collaborate with the Sacramento Sports Commission and Cordova Recreation and Parks District to program existing and new parks and recreational facilities to their maximum potential (e.g., Mather Field Park,

Cross reference:  
OSPT 1.6

Cross reference:  
OSPT 1.6.2



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Cross reference:  
OSPT 1.6.2

Sacramento Sports complex on Folsom Boulevard, etc.).

- **Action ED.1.9.4** – Work with the Chamber of Commerce’s Visitor and Tourist Bureau to develop a strategy for attracting sports events to Rancho Cordova.

### **GOAL ED.2 – ENCOURAGE EXPANSION OF RETAIL AND SERVICES TO MEET LOCAL AND REGIONAL DEMANDS AND GENERATE TAX REVENUES FOR THE CITY.**



**Policy ED.2.1** – Provide a mix of neighborhood retail, community retail, regional retail and specialty retail to serve Rancho Cordova and surrounding communities to achieve the recommendations outlined in the City’s Retail Strategy.

- **Action ED.2.1.1** – Work with project proponents to locate retail uses within residential projects in appropriate locations and at the appropriate scale to serve local and community retail needs.
- **Action ED.2.1.2** - Work with the Chamber of Commerce, Rancho Cordova Regional Economic Development Corporation, the City’s Economic Development Committee, local brokers and developers to attract companies that will serve Rancho Cordova’s specialty retail, regional and super regional needs (e.g., electronics, home décor, crafts and art, fashion-oriented department stores, children’s stores, beauty and spa, auto dealers, shopping and entertainment centers, specialty building materials, and big-box home improvement), and other amenities to serve the community (e.g., restaurants, coffee shops, specialty businesses, ethnically diverse enterprises, and services).
- **Action ED.2.1.3** - Promote and support specialty businesses and ethnically diverse enterprises throughout the City.

**Policy ED.2.2** - Improve the existing office and industrial centers in Rancho Cordova with the construction of new restaurants, retail and services.

- **Action ED.2.2.1** – Amend the Zoning Code to include flexible zoning standards for the redevelopment of office and industrial sites with supportive services (e.g., allowed uses, setbacks, parking).

**Policy ED.2.3** - Strategically locate regional retail properties to take advantage of the local and regional transportation corridors (e.g., Highway 50, State Route 16, light rail, etc.) and integrate local retail and services into neighborhoods.

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- **Action ED.2.3.1** – Review development proposals to determine if the proposed uses are consistent with the Rancho Cordova Retail Strategy in terms of type of retail, access, visibility and benefit to Rancho Cordova.
- **Action ED.2.3.2** – Work with businesses, Regional Transit and other transit providers to locate appropriate uses near transit.

**Policy ED.2.4** - Focus retail expansion and attraction efforts on companies and institutions that provide jobs with benefits and competitive wages for Rancho Cordova residents.

**Policy ED.2.5** - Promote Rancho Cordova businesses by encouraging residents and employees to obtain their goods and services locally.

- **Action ED.2.5.1** – Improve and expand the shopping opportunities in Rancho Cordova by taking the following steps:
  - Conduct a survey of existing shopping centers to identify problem stores and centers.
  - Work with storeowners to clean up the existing stores and shopping centers.
  - Attract new retail to Rancho Cordova through marketing and economic development efforts.
  - Provide assistance to smaller merchants through merchandizing training, assistance with marketing efforts, etc.
  - Encourage cooperative marketing of Rancho Cordova shops (e.g., Secret Shopper).

Cross reference:  
LU.1.7



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### **GOAL ED.3 – ESTABLISH A VIBRANT DOWNTOWN RANCHO CORDOVA WITH A MIX OF USES AND CENTRAL GATHERING PLACES FOR DAYTIME AND NIGHTTIME ACTIVITIES.**

Cross reference:  
LU.6.3, UD.2.5

**Policy ED.3.1** - Create an economically diverse and financially successful Downtown and civic center where government offices, businesses, retail, services, entertainment, residential uses, and public spaces are clustered.

- **Action ED.3.1.1** – Locate government offices, compatible public services, and public gathering places in Downtown Rancho Cordova.

- **Action ED.3.1.2** – Prepare a Downtown Marketing Plan that targets potential new businesses, including restaurants, upscale retail, high quality commercial, and entertainment venues.



- **Action ED.3.1.3** – Work with local businesses and property owners to create a Business Improvement District (BID) in Downtown Rancho Cordova.

• **Action ED.3.1.4** – Adopt a Rancho Cordova Downtown Implementation Plan or Downtown Specific Plan that identifies appropriate land uses, incentives, development standards, and design provisions.

- **Action ED.3.1.5** – Identify specific factors for measuring Downtown’s economic diversity and financial success (e.g., tax increment growth, new square footage, number of new businesses, new infrastructure projects, etc.).
- **Action ED.3.1.6** - Offer incentives that attract targeted uses to Downtown Rancho Cordova.
- **Action ED.3.1.7** - Support the development of specialty food stores and restaurants in the Downtown to serve Rancho Cordova employees and to meet the needs of the region’s diverse population, as well as the needs of the growing number of visitors to the area.
- **Action ED.3.1.8** - Encourage the development of new retail services in Downtown Rancho Cordova for which an unmet demand clearly exists.

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- **Action ED.3.1.9** - Foster mixed-use development with multi-family residential and commercial uses in Downtown to provide alternative housing opportunities for the community.
- **Action ED.3.1.10** – Enhance Rancho Cordova’s image and quality of life through investment in the Downtown, neighborhoods, commercial districts, parks, open spaces, community facilities, and services, and creating a high level of perceived safety and a business-friendly government.
- **Action ED.3.1.11** – Create economic development strategies to support the Downtown vision including, but not limited to:
  - Evaluating infill opportunities for underutilized parking lots.
  - Encouraging increased lot coverage, density and intensity.
  - Encouraging structured parking and increased lot coverage.

**Policy ED.3.2** – Focus new development and redevelopment efforts in the Downtown to create a catalyst for improvements along Folsom Boulevard, Olson Drive, Zinfandel Drive, and surrounding areas.

- **Action ED.3.2.1** – Work with business and property owners in the Downtown to redevelop and improve their properties, update their architecture and facades, landscaping, parking and pedestrian amenities.
- **Action ED.3.2.2** – Create incentives for new development and redevelopment in the Downtown with increased density and intensity of development.
- **Action ED.3.2.3** – Pursue the development of shared parking structures within the Downtown.
- **Action ED.3.2.4** – Coordinate with the Public Works Department to complete an assessment of infrastructure deficiencies in the Downtown and along Folsom Boulevard and ensure that infrastructure is adequate to support planned intensity and density of land uses.

Cross reference:  
UD.1.5

Cross reference:  
LU.1.4.2

Cross reference:  
UD.1.5

Cross reference:  
LU.5.4.1,  
ISF.2.1



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### **GOAL ED.4 – CREATE A CONVENTION CENTER IN RANCHO CORDOVA THAT ATTRACTS LOCAL, REGIONAL AND STATEWIDE EVENTS TO RANCHO CORDOVA.**

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Cross reference:  
LU.3.1

**Policy ED.4.1** – Establish a convention center within the Convention Overlay along Folsom Boulevard and Sunrise Boulevard that includes and supports hotels, restaurants, meeting spaces, shopping and entertainment venues in Rancho Cordova.

- **Action ED.4.1.1** – Determine the appropriate type and scale for a Rancho Cordova Convention Center, based on a sound market analysis and appropriate public and private investment.
- **Action ED.4.1.2** – Work with the high-tech businesses in Rancho Cordova and the region, as well as convention center designers, to make sure the Rancho Cordova Convention Center has state-of-the-art technology and high-tech connectivity to serve the needs of future users.
- **Action ED.4.1.3** – Attract new hotel development to Rancho Cordova and enhance existing hotels properties to support conferences and entertainment venues.
- **Action ED.4.1.4** – Review development proposals for land within the Convention Overlay for consistency with the City’s desires for a convention center with conference and meeting spaces, hotels, and restaurants.
- **Action ED.4.1.5** – Promote a complimentary family of architectural styles and/or unifying elements within the Convention Overlay.
- **Action ED.4.1.6** – Attract fine arts, cultural and performance venues to Rancho Cordova.
- **Action ED.4.1.7** – Review development proposals for land within the western portion of the Convention Overlay designation to permit transitional uses from the Downtown Planning Area, such as research and development, retail, restaurant and professional office, as well as higher density residential to support primary uses in the Convention Overlay and Downtown areas and in keeping with the vision and subsequent planning efforts for those areas.
- **Action ED.4.1.8** – Encourage residential development in appropriate locations in the Convention Overlay area to support convention, hotel, restaurant and other convention-related uses, including housing for all economic levels.

Cross reference:  
UD. 2.4,  
UD.3.1.1,  
UD.4.1

Cross reference:  
CHR.2.1,  
CHR.3.1.1

# IV ECONOMIC DEVELOPMENT ELEMENT



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## **GOAL ED.5 - ESTABLISH A REDEVELOPMENT STRATEGY THAT ENCOURAGES THE REVITALIZATION OF EXISTING NEIGHBORHOODS, AND COMMERCIAL AND EMPLOYMENT CENTERS.**

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**Policy ED.5.1** - Identify areas and projects that could benefit from Redevelopment Agency participation and support.

Cross reference:  
UD.4.4, LU.5.1,  
LU.5.2

- **Action ED.5.1.1** – Adopt the Rancho Cordova Redevelopment Plan and realize the Agency’s Five-Year Implementation Plan.
- **Action ED.5.1.2** - Work with developers to attract private investment to redevelopment sites.
- **Action ED.5.1.3** - Supplement private and public funds through use of Community Development Block Grants and other outside funding mechanisms whenever possible to stimulate economic development in the City.
- **Action ED.5.1.4** - Survey physical, social, and economic conditions on a regular basis to identify other potential redevelopment areas.
- **Action ED.5.1.5** - Use the Redevelopment Plan to upgrade infrastructure and the streetscape.



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## **GOAL ED.6- REVITALIZE EXISTING BUSINESSES AND STRENGTHEN THE COMMERCIAL VIABILITY OF NEW BUSINESS ALONG FOLSOM BOULEVARD.**

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**Policy ED.6.1** – Require new development projects and redevelopment along Folsom Boulevard to be consistent with the Folsom Boulevard Specific Plan.

- **Action ED.6.1.1** – Review development and redevelopment proposals for consistency with the Folsom Boulevard Specific Plan.
- **Action ED.6.1.2** - Work with property owners and business associations to improve commercial areas along Folsom Boulevard, including their viability, appearance, cleanliness, and accessibility.
- **Action ED.6.1.3** - Discourage the underutilization of properties along Folsom Boulevard by offering incentives for redevelopment and intensification of uses and

Cross reference:  
LU.6.4.1

Cross reference:  
LU.6.4



## IV ECONOMIC DEVELOPMENT ELEMENT

densities at key locations along the corridor to create the desired pulse points of activity and intensity.

**Policy ED.6.2** – Encourage the development of pedestrian-oriented neighborhood retail and office centers along Folsom Boulevard.

**Policy ED.6.3** – Encourage land assemblage along Folsom Boulevard as a means to facilitate redevelopment.

- **Action ED.6.3.1** - Coordinate with the development community and Redevelopment Agency to identify landowners willing to partner, sell, and/or redevelop their property to achieve greater economic and community benefit.
- **Action ED.6.3.2** - Encourage the use of mixed-use zoning categories, land use designations, transit-oriented developments, and districts along Folsom Boulevard consistent with the Folsom Boulevard Specific Plan.
- **Action ED.6.3.3** - Through land use planning and zoning, establish nodes of commercial activity with new residential, office, and support services.

**Policy ED.6.4** - Encourage local businesses to form a Business Improvement District (BID), use the Main Street Program and principles, and/or other available tools and mechanisms for revitalization.

- **Action ED.6.4.1** - Use street corridor improvements as catalysts for economic revitalization along Folsom Boulevard.

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**GOAL ED.7 - PROMOTE INFILL DEVELOPMENT THAT WILL CONTRIBUTE TO A WIDE VARIETY OF COMMERCIAL SERVICES, NEW RESIDENTIAL AND EMPLOYMENT OPPORTUNITIES, GOVERNMENTAL SERVICES, RESTAURANTS, ENTERTAINMENT, AND CULTURAL/RECREATIONAL OPPORTUNITIES.**

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**Policy ED.7.1** - Provide support that makes it attractive and profitable for private sector developers to produce infill development. At the same time, encourage infill development that is attractive to potential residents and beneficial to existing residents.

- **Action ED.7.1.1** - Maintain an inventory of vacant and underutilized land designated for commercial, industrial, or residential uses and identify opportunities for infill development.

Cross reference:  
H.2.5.1, LU.5.5

Cross reference:  
LU.5.1

Cross reference:  
UD.4.3

Cross reference:  
LU.1.2.1



## IV ECONOMIC DEVELOPMENT ELEMENT



- **Action ED.7.1.2** - Target key underutilized or vacant parcels and buildings for rapid development and/or redevelopment, consistent with the other policies in this General Plan.
- **Action ED.7.1.3** - Develop guidelines for adaptive reuse of commercial, industrial, and office buildings on infill sites, including using these buildings as “live/work” studios.
- **Action ED.7.1.4** – Adopt an infill policy.



**Policy ED.7.2** - Adopt infrastructure strategies that support development in infill areas.

- **Action ED.7.2.1** - Establish focused public investment areas, where the City will take a more proactive role in providing basic infrastructure and shaping growth for infill sites.
- **Action ED.7.2.2** – Create a fiscal analysis to determine “Return On Investment” (ROI) for each project.

*The City's circulation policies support infill development by allowing a flexible approach to level of service (congestion) standards on the City's roadways. Please see the Circulation Element for additional information on these policies.*

Cross reference:  
ISF.2.1, LU.2.5

**Policy ED.7.3** - Revise codes to provide flexibility for special infill and redevelopment situations.

- **Action ED.7.3.1** – Prioritize and expedite the development review process for infill and redevelopment projects by streamlining the project evaluation and permitting to avoid unnecessary delays.
- **Action ED.7.3.2** – Within the Zoning Code establish provisions that provide flexibility for infill site development.
- **Action ED.7.3.3** - Use density bonuses and other incentives to stimulate infill development in target areas.

Cross reference:  
H.4.3.1, LU.2.8

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**GOAL ED.8 - ATTRACT AND RETAIN A BALANCE OF BUSINESSES THAT PROVIDE A FULL RANGE OF QUALITY CAREER CHOICES, SERVING ENTRY-LEVEL AS WELL AS HIGHLY TRAINED WORKERS.**

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**Policy ED.8.1** - Increase the number of jobs that go to Rancho Cordova residents by coordinating economic development efforts with employment placements.



## IV ECONOMIC DEVELOPMENT ELEMENT

- **Action ED.8.1.1** - Provide labor market information to local educational institutions and youth and adult training agencies for planning and curricula purposes on an annual basis.
- **Action ED.8.1.2** - Work with local educational agencies to promote the value of education, especially among youth with limited family history of higher education, in support of vocational training programs.
- **Action ED.8.1.3** - Facilitate catalyst projects by bringing together key organizations to expand vocational and technical programs in secondary schools.
- **Action ED.8.1.4** - Promote and expand business activities that support schools, such as school partnerships, City student internships, faculty internships, and job shadowing.
- **Action ED.8.1.5** - Foster an on-going connection with existing industries to retain businesses by effectively responding to concerns.

**Policy ED.8.2** - Encourage Rancho Cordova residents and employees to live and work in the community.

- **Action ED.8.2.1** – Work with the Chamber of Commerce, Rancho Cordova Regional Economic Development Corporation and local businesses to support “jobs first” and “first hire” programs to optimize hiring Rancho Cordova residents.
- **Action ED.8.2.2** – Attract higher educational facilities, post high school training, and medical facilities to Rancho Cordova.

Cross reference:  
LU.1.6

*Please see the Housing Element of this General Plan for a detailed discussion of the City's policies and programs to provide housing opportunities for person of all income levels.*