

Economic Development Strategy





CITY VISION

Our vision is to provide citizens with exceptional quality of life while maintaining a small-town sense of community, enhanced by our economic competitiveness and and diverse revenue and job base.

A photograph of a building with a prominent stone tower and a sign that says "PURPOSE". The building has a mix of stone and stucco walls. In the foreground, there is a white and orange striped barrier. A tall utility pole is visible on the right side. The sky is blue with some clouds.

PURPOSE

Purpose

- Identify and leverage City strengths in order to foster a thriving business environment
- Act as a liaison between businesses and resources to address barriers to business development
- Promote fiscal sustainability, enhance community character, support infrastructure improvement
- Promote Economic Vitality and a Sustainable Community



SWOT
**Economic Strengths,
Weaknesses, Opportunities
and Threats**

Strengths

- City includes major employers including Sierra College, United Natural Foods West, Oracle, Liberty Mutual, and UPS
- City includes destination retailers such as Bass Pro Shop, Trader Joes, Tractor Supply, Hobby Lobby and Pottery World
- City includes high-end auto dealers; Audi, Mercedes, Porsche, Tesla, and Land Rover
- City has a two-year community college and a four-year private university
- City has population with a high level of educational attainment and high annual household income

Weaknesses

- City does not control or derive revenue from utilities
- Utility connection costs are higher in Rocklin than other cities in the region
- Area industries including retail and hospitality are experiencing difficulty recruiting talent
- City has limited funds available for park development and maintenance, with increasing needs

Opportunities

- Development opportunities exist along the western edge of the city
- Key management practices dedicate a percentage of annual surplus budget dollars to an economic development fund
- The ability to create incentives for business growth and attraction may exist through a development fee waiver program
- City is represented by regional economic development agency which could be further leveraged
- Architectural Districts which could be leveraged for placemaking

Threats

- There is continued pressure to rezone commercial and industrial vacant land in Rocklin for residential development
- Rocklin is approaching buildout and does not have easily identifiable land for annexation
- City is increasingly subject to federal and state unfunded mandates
- The City has not been able to effectively offer business incentives without triggering prevailing wage
- City has strong development competition from surrounding jurisdictions

A photograph of a modern office building with a large 'Verifone' sign on its facade. The building has large glass windows and is surrounded by green trees and a clear blue sky. In the foreground, there is a paved parking lot with white lines. A dark blue rectangular box is overlaid on the center of the image, containing white text.

Verifone

Economic Development Strategy Goals

Economic Development Strategy

Goals

- Become more data-driven
- Create and implement a business retention and expansion program
- Attract businesses through a better understanding of Rocklin's advantages, redesigned online communications, and leveraging existing partners and resources
- Cultivate an entrepreneurial and academic environment that fosters innovation and creates a skilled workforce
- Encourage activities that attract visitors



Strategy #1: Data

Strategic Objective - Data

Capture data to establish a baseline of economic conditions in Rocklin and to provide timely, quantitative indicators for City officials, developers, and citizens.

Data Action Items

- a. Leverage confidential city-level EDD employment data
- b. Identify industry clusters to target for growth using GSEC data
- c. Develop, maintain and update GDP by industry; compare to employment data
- d. Using ESRI and GIS mapping tools, develop, maintain, update, and visualize demographic data
- e. Acquire commercial and industrial real estate data through subscriptions to LoopLink and CoStar



**Strategy #2:
Business Retention
& Expansion**

Strategic Objective – BR&E

Establish a comprehensive Business Retention & Expansion (BR&E) program to proactively connect with existing businesses in order to better understand and respond to their needs.

BR&E Action Items

1. Launch Business Retention and Expansion Program
 - a. Coordinate methodology with Placer County BRE
 - b. Use EDD data to identify target sectors and companies
 - c. Focus on small businesses first
 - d. Develop and share a survey instrument
 - e. Conduct site visits with key sector businesses
 - f. Perform detailed analytics to develop strategies that strengthen businesses, industry sectors, business linkages and supply chains
 - g. Educate City staff and appointed members on economic development

BR&E Action Items (cont.)

2. Business Leader Outreach

- a. Establish an annual outreach meeting with community business and industry leaders
- b. Convene an annual meeting with Rocklin auto dealerships to discuss goals
- c. Share findings from BRE program with policy makers

3. ARPA Fund Investment

- a. Create grant program to support existing businesses affected by COVID closures



Strategy #3: Business Attraction

Strategic Objective – Business Attraction

- Increase Rocklin's competitiveness for new and relocating businesses
- Focus on companies that create quality jobs, strengthen high value industries, support existing businesses, and fill vacant tenant spaces

Business Attraction Action Items

1. Market to Target Industry Sectors
 - a. Create an electronic site selector and market available properties
 - b. Generate real estate data analytics to better understand growing sectors
 - c. Identify opportunities that dovetail activities in Sunset Area of Placer County
 - d. Build relationships through regional events and targeted industry clusters

2. Business Attraction Coordination Efforts with Outside Agencies
 - a. Continue recruitment efforts in partnership with GSEC
 - b. Provide information for companies interested in the greater Sacramento region
 - c. Utilize partnerships with local real estate to attract primary employers to Rocklin

Business Attraction Items (cont.)

3. Implement Downtown/Quarry District Vision
 - a. Invest in the Quarry District
 - b. Acquire Big Gun property and revisit BARRO zoning ordinance
 - c. Promote other Rocklin businesses at Quarry Park Adventures and Quarry Park Amphitheater

4. Enhanced Development Support
 - a. Prepare an analysis showing Rocklin's cost-of-doing-business as competitive against other regions
 - b. Reposition the City's Community Development Dept. to emphasize its economic development mission
 - c. Establish a point of contact for businesses in City Manager's office



**Strategy #4:
Foster Local
Entrepreneurship and New
Business Formation**

Strategic Objective - Entrepreneurship

Increase opportunities for small businesses, entrepreneurs and start-up companies by building a network of partnerships and resources to help them succeed and grow in the local economy.

Entrepreneurship Action Items

1. Partnerships

- a. Leverage free services of the Placer County Business Resource Center and the Sierra Small Business Council
- b. Leverage State Micro-Enterprise Grant Program
- c. Partner with Growth Factory to support scaling new companies

2. Facilitation

- a. Provide early permitting and regulatory navigation assistance
- b. Identify local, state and federal business financing opportunities



**Strategy #5:
Workforce
Development**

Strategic Objective – Workforce Development

Build a reliable pipeline of skilled workers that meet the needs of identified industry sectors.

Workforce Dev. Action Items

1. Partnerships
 - a. Partner with Sierra College, William Jessup University, the Golden Sierra Workforce Development Board
 - b. Explore a digital upskill program in partnership with regional entities
 - c. Meet with higher education representatives to explore how Rocklin can benefit from commercialization of academic research
 - d. Connect businesses with hiring and training resources that target in-demand occupations
 - e. Reduce workforce constraints as measured by the BRE survey of businesses
 - f. Explore how Rocklin can support talented young workers, especially entrepreneurs



**Strategy #6: Establish
& Promote Incentives**

Strategic Objective - Incentives

- Attract new targeted industries to the City with the use of select incentives
- Incentives include monetary and time savings
- Explore new incentives and promote existing ones

Incentives Action Items

1. Create Monetary Incentives
 - a. Consider implementing a Development Impact Fee Deferral Program
 - b. Evaluate opportunities to utilize the Economic Development Reserve Fund
 - c. Use ARPA funds to offer a 1:1 match for new business street level monument signs
 - d. Explore using a Commercial Façade Improvement Grant Program for Quarry District businesses

2. Create Process-Oriented Incentives
 - a. Provide site selection assistance with latest data on available properties, demographics, and trend and market metrics
 - b. For catalyst projects, consider offering expedited plan review, and receive plan check comments within seven days



**Strategy #7:
Marketing, Promotion,
Communication**

Strategic Objective – Marketing

- Create a data-driven marketing plan
- Identify top industries in Rocklin and surrounding region
- Develop campaigns to assist current companies and attract new businesses in leading local industries

Marketing Action Items

- a. Redesign current economic development webpages into a new microsite
- b. Update and enhance microsite's demographics, employment data, site selection tool, incentives, resources, additional information on quality of life, and more.
- c. Initiate a GIS-based Property Locator Application
- d. Develop marketing collateral that is easily customizable to Requests for Information
- e. Reach visitor audiences through partnerships with local tourism and arts organizations
- f. Provide regular economic development updates to business groups
- g. Provide yearly economic development updates to City Manager and City Council
- h. Establish an annual local economic development report card to monitor growth
- i. Promote the "Buy Local" program through the Rocklin Chamber



THANK YOU

Questions?



ROCKLIN
CALIFORNIA