

CHAPTER

6 ECONOMIC DEVELOPMENT

INTRODUCTION

The quality of life experienced by county residents is greatly affected by the local economy and their sense of economic well being. Solano County's economy is rooted in viable agriculture, Travis Air Force Base, and other major private and public employment sectors. However, Solano County's economy increasingly depends on diversified businesses and industries, a highly trained and educated workforce, accessibility to major highways and freeways, available housing at a cost local workers can afford, and infrastructure ready to serve businesses.

One tool for sustaining and growing a healthy local economy is a comprehensive economic development program. This program can encourage creation of jobs for county residents and promote the County's fiscal health. Targeted economic development efforts and careful land use planning can also link workers to workplaces, promote sustainable communities, limit air pollution, and reduce greenhouse gasses. Targeted economic development contributes to the County's fiscal and financial health, allowing for higher levels of public services and programs.

The General Plan vision statement, developed by the Citizens' Advisory Committee (CAC), states:

We will seek to diversify our local economy so that many activities contribute to our prosperity. This diversity will provide opportunities for small and large businesses to thrive in a variety of industries. We will nurture businesses that employ our residents and offer opportunities for local ownership. We will encourage businesses that support our communities and provide our people with sufficient incomes to meet their basic needs. While we protect our current economic assets, we will prepare for economic change as we compete in an increasingly global marketplace....

...We will provide our citizens with an opportunity to succeed through quality education, skills training, and lifelong learning....

The vision statement was used to focus the strategic directives of the Economic Development chapter of the General Plan:

- support for targeted development of manufacturing and office uses (encouraging diverse business opportunities in a variety of industries);
- business recruitment and retention efforts (encouraging businesses that support our communities); and
- education and workforce investment (preparing for economic change and future opportunities; supporting quality education, skills training, and lifelong learning; and supporting jobs with sufficient incomes to support basic needs).

This chapter includes goals, policies, and implementation programs that outline the County's path toward its economic future as identified in the vision statement. It is intended to serve as a basic strategy document for the County's ongoing economic development activities.

Scope and Content

This chapter of the General Plan begins with a description of Solano County's economic context. This description is followed by goals, strategies, and issues informed by that context and used to communicate the reasoning behind the County's policy direction. The chapter closes with a list of policies and implementation programs that have been developed based on the goals, strategies, and issues.

Purpose and Relationship to Other General Plan Chapters

The Governor's Office of Planning and Research (OPR) has established guidelines for the content of general plans in California. Economic development is not one of the required elements of a general plan; however, OPR provides guidance on potential issues of focus for economic development should a city or county choose to address this topic in its general plan. Among the issues suggested by OPR are business development and retention by sector, employment development, and business recruitment.

This chapter addresses these issues, including policies related to land use and circulation that support the County's economic development goals. The General Plan must contain an assessment of needs for specific land uses (including commercial and industrial land uses) based on projections of future economic conditions. In this General Plan, that assessment is contained in this Economic Development chapter. The availability of infrastructure necessary to support these services (usually considered within the Land Use Element and the Circulation Element) is also discussed in this chapter.

Large areas of the county are agricultural, and many economic development issues are related to agricultural practices, businesses, and industries. Many issues identified by the CAC and the public during the preparation of the General Plan were associated with agricultural land use. The Agriculture chapter includes goals and policies related to encouraging and expanding agriculture in the County. Because agriculture comprises such a large portion of the economy, policies relating to the subject are expected to have a noticeable effect on the County's economy. Therefore the goals, policies, and implementation measures of this chapter work hand-in-hand with the Agriculture chapter.

The intensity, location, and mix of land uses identified on the Land Use Diagram in the Land Use chapter shape the future possibilities for Solano County's economy. Transportation issues and the provision of utilities are also important to economic development. Goals and policies in the Circulation and Public Facilities and Services chapters will affect the suitability of development areas for future economic activities.

PLANNING CONTEXT

Economic goals, policies, and implementation programs contained in this chapter are intended to support the County's General Plan vision and are meant to move the county toward its desired economic future. The economy strategy contained in this chapter is based on an understanding of the historical trends and existing conditions in Solano County at the time of the General Plan's preparation.

Economic development describes the actions that can be taken by the County to promote or support job- and revenue-generating uses. These actions include:

- land use decisions that ensure that an adequate amount of land is available for commercial and industrial uses;
- incentives or support activities to attract and retain businesses, including financial incentives or technical assistance;
- actions designed to affect the economic environment of the county, including support for education, child care, and job training; and
- efforts to maintain or increase the "quality of life" in Solano County, which have the effect of increasing the county's desirability for potential businesses and residents.

The following sections provide a brief overview of existing conditions to provide context for the goals and policies. The information presented in this chapter includes the composition of the local economy such as important and growing industries and employers. Information is also presented on the economic characteristics of the county's residents, including occupations, education, and work locations/commuting patterns. Finally, some specific locations within the county that are

targeted for future commercial and/or industrial use are presented and briefly discussed. Unless otherwise noted, the references and numbers quoted in this section originate from the Local Economy Background Report prepared in support of the General Plan update.

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Economic Conditions and Trends

Given the changing nature of the economy, it is important to understand the conditions that provide the foundation for proposed goals and policies. These conditions affect future decision making related to land use and economic development. Many factors in the local economy can vary from year to year. The following descriptions provide snapshots of trends in Solano County related to the local economy, including employment and the labor force.

Employment

Current Employment

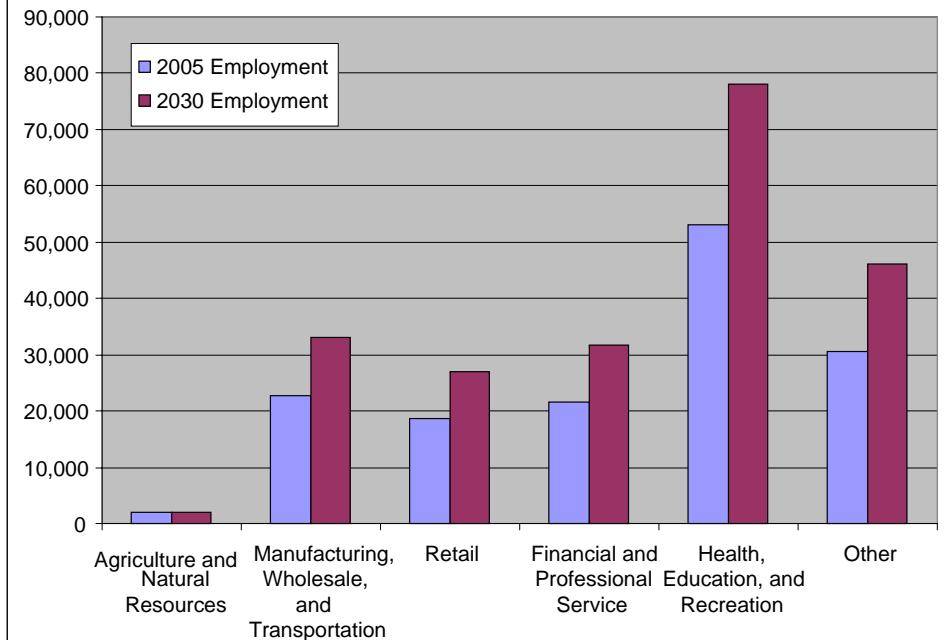
Solano County is located in the San Francisco Bay Area, which includes Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma Counties. The Association of Bay Area Governments (ABAG) provides current employment data and future employment projections for the nine-county area. The following employment trends are based on ABAG estimates and projections (Figure ED-1):

- As of 2005, health, education, and recreation service jobs represented about 36 percent of employment in Solano County, and about 30 percent in the Bay Area region as a whole.
- Manufacturing, wholesale, and transportation was the next largest industry sector, with about 15 percent of Solano County employment, followed by financial and professional service jobs, at about 14 percent.
- Travis Air Force Base (AFB) employed about 14,000 workers in 2007, making it the largest single employer in Solano County and accounting for nearly 10 percent of the county's total

jobs. The 10 largest private employers included four health care providers, and generally corresponded with the high percentage of jobs in the health, education, and recreational services sector.

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Figure ED-1: Employment by Industry, 2005 and 2030



Future Employment

Between 2000 and 2030, ABAG projects that Solano County as a whole (unincorporated county and the seven cities) can expect to have 217,910 jobs. The largest number of new jobs from 2000 to 2030 will be in health, education, and recreational services, followed by manufacturing, wholesale, and transportation. The county will gain 25,030 jobs in health, education, and recreational service through 2030. Financial and professional service jobs are expected to increase by a greater percentage (73 percent or 10,270 jobs) than the region¹. This sector has previously had few jobs in the county, but is expected to grow in importance.

Within the unincorporated areas of the county, ABAG projects 5,110 jobs in 2030, a net loss of 60 jobs. This reflects a slight decline in agriculture and

¹ The ABAG region includes the nine Bay Area Counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma.

natural resource jobs and retail jobs in the unincorporated county, although agriculture and natural resources are projected to remain stable and retail is expected to gain more than 8,000 jobs through 2030 in the county as a whole. ABAG projects an increase of 70 jobs in the manufacturing, wholesale, and transportation sector, with smaller gains in other sectors.

With the changes in the County's land use policy, these projections are expected to be altered. The updated General Plan includes expanded industrial and commercial areas in the unincorporated areas of the County and new policies that encourage additional commercial and industrial uses. These policies include encouraging agricultural processing, expanding the allowed uses on certain agricultural lands, and increasing the emphasis on infrastructure improvements to serve selected sites.

The Labor Force

Following are some key statistics about the relationship between residents who form the labor force in Solano County, their educational attainment, and the types of jobs available in the county in relation to the ABAG region. The skills of the labor force compared to the jobs available in the county may not be closely aligned, as indicated by the extent of commuting to work and types of jobs in which residents are employed versus the types of jobs available in the county.

- Approximately 42 percent of the county's resident workforce commuted to work outside Solano County in 2000. In the region², 28 percent of the workforce also commuted outside of their county. With 41.5 percent and 42 percent respectively, Contra Costa and San Mateo joined with Solano as the counties with the largest percentage of commuters in the region.
- Regionally, residents employed in professional or managerial occupations in 2000 was 44 percent, compared to only 31 percent in Solano County as a whole. Conversely, the county had more residents involved in service occupations (16 percent countywide versus 13 percent regionally) and construction occupations (11 percent countywide versus 7 percent regionally).
- In Solano County in 2000, 21.4 percent of residents had at least a bachelor's degree, compared to 37.4 percent in the region.
- In 2005, the countywide unemployment rate was slightly higher than the regional unemployment rate. The county also has lower educational attainment levels than the region as a

² Based on the Census 2000 data for the San Francisco-Oakland-San Jose CMSA which is comprised of the same counties as the ABAG region.

whole, and lower educational attainment is often correlated with higher unemployment rates.³

ECONOMIC DEVELOPMENT STRATEGIES

The Economic Development chapter of the General Plan is intended to serve as the County's strategic economic development plan through 2030. The strategic direction for the County is based on the economic conditions and opportunities at the time of the General Plan update, as described above. Economic conditions are expected to change and develop over the life of the plan, and continuing evaluation of economic activities and successes (which is included as an implementation program) will lead to shifts in the strategy over time.

Employment

Job Growth

Travis AFB is by far the largest employer in Solano County, with an estimated employee base of 14,000. Maintaining the future viability of this economic resource is of the utmost importance. Efforts to maintain Travis AFB's viability include preserving space for future expansion using the Travis Reserve Area designation on the Land Use Diagram, as well as limiting incompatible uses adjoining Travis that may restrict the range of activities at the base and within the reserve area.

Land use decisions affect the number and types of jobs that are available in the unincorporated area. Changes to the Land Use Diagram create new or expanded opportunities for commercial and industrial growth. Policies in this plan support the development of economic uses that are most appropriate for the unincorporated area. These include heavy industry and uses requiring large land areas or access to unique resources (including the deep water port, agriculture, and minerals).

Projections for Solano County, particularly within the unincorporated area, indicate that the County should prioritize creating additional manufacturing space to support growth in the manufacturing, wholesale, and transportation sector, as well as creating additional office space for support services. With the changes in land use and policies, a high priority for the County is the support for agriculture, recreation and tourism in areas such as Collinsville, Suisun Valley, and other interior valleys.

Targeted Industries

As part the economic strategy, the County will focus on the growth of specific industries. These industries will be identified on an ongoing basis

³ Bureau of Labor Statistics. 2007. Education Pays. Available: <<http://www.bls.gov/emp/emptab7.htm>>. Last Updated May 29, 2007. Accessed December 19, 2007

with the cooperation of the Solano Economic Development Corporation (Solano EDC) as stated in program ED.I-6.

Commercial and industrial services supporting agriculture have been identified during the General Plan outreach process as a desired component of the county's future economic development. Alternative energy industries, including solar, biofuels, wind, and land uses or processes with the potential to generate energy (cogeneration), could be another economic focus given the county's existing and potential natural, agricultural, and industrial resources.

Other targeted industries and business identified by Solano EDC include: biotechnology and other light manufacturing; value-added food and beverage processing; divisional and office headquarters, backroom office, and information technology; transportation, logistics and distribution; construction production materials; research and development including technology-based start ups; and tourism and hospitality.

Several of the possible future locations for commercial and industrial uses are located along the I-80 corridor and may be appropriate for uses serving the traveling public. Expanded tourism and eco-tourism associated with the wine and fruit industry and the county's location in the Sacramento-San Joaquin Delta (Delta) area are also possible. Expanding tourism might make retail and commercial development feasible at several of the identified opportunity sites, which are currently located away from population centers and transportation infrastructure.

Several incorporated areas within Solano County have the potential to support job-generating development. Potential commercial and industrial areas are located throughout the county, often near existing cities. Many of these areas have environmental and infrastructure constraints (e.g., roads, sewer, and water) that would need to be addressed before any development can occur. Industrial or office uses that do not rely on nearby residential uses, and tourist- or visitor-oriented retail uses are also feasible within the unincorporated areas of the county. Industrial uses that are not appropriate near urbanized areas (such as those involving hazardous materials, noise, or odors) may be appropriate in areas that are isolated from population centers, such as Collinsville and the Lambie Road area.

Labor Force

Data on Solano County's workforce and employment indicate a potential disconnect between the higher skills and qualifications of county residents and the jobs available within the county. Currently, higher paid residents are more likely to commute outside the county. Based on the county's educational attainment pattern, Solano County's workers would be expected to be employed in more skilled trade jobs than in the region as a whole. As Solano County grows, an emphasis on increasing educational opportunities and educational attainment can help to draw jobs with higher pay to the county. Workforce development strategies aimed at

matching available skills with potential new businesses in the county will be important. Supporting child care near or accessible to jobs is also important. The type and quality of educational opportunities in Solano County, including public and private elementary and secondary schools as well as colleges and universities, affect individuals' and businesses' decisions about where to locate. Maintaining and improving the quality of educational facilities in the county is necessary for the County's economic development efforts.

Opportunity Sites

Several sites within the unincorporated county could provide opportunities for economic development. Solano County's assets for attracting new and expanded businesses include the relative scarcity and high prices of land elsewhere in the Bay Area, coupled with increasing traffic congestion. These conditions may attract employers that are looking to relocate their offices to a more affordable area that is closer to where employees live.

A variety of different sites are available for commercial and/or industrial development, including sites with easy access to Interstate 80 (I-80) and I-680, access to existing rail lines, sites located within and at the edge of existing urbanized areas, and sites that are isolated from other potentially incompatible uses. Other opportunities for the county are tied to existing amenities and economic assets such as the Delta; Travis AFB; the University of California, Davis; and several interstate highways. Firms that want to be located near one or more of these amenities will find that unincorporated Solano County provides this opportunity.

Solano County is currently regulated by the Orderly Growth Initiative, which requires a popular vote before the redesignation of agricultural land or open space land into another use. The opportunity sites described below include areas within unincorporated Solano County that can potentially or currently do support job-generating uses, based on their current designations, without requiring redesignation from agricultural or open space use. Other opportunity sites, the North Vacaville and Dixon areas and Neighborhood Agricultural centers will be subject to the Orderly Growth Initiative and voter approval before their uses can be changed to accommodate increased commercial and/or industrial development.

Areas that represent opportunities for additional commercial and/or industrial development are presented in Figure ED-2 and described below.

Interior Valleys

The interior valleys—Suisun Valley, Lagoon Valley, Vaca Valley, and Pleasants Valley—provide opportunities for the County to promote tourism related to local agriculture, particularly fruit and wine production. Existing considerations, including Williamson Act contracts and the Orderly Growth Initiative, must be addressed before future development occurs to support expanded tourism in this area. Such future development may

include restaurants, bed and breakfast inns, or tasting rooms in the Neighborhood Agricultural/Tourist centers designated within the Suisun Valley and shown on the Land Use Diagram. Exact locations for Neighborhood Agricultural/Tourist centers for other valleys have not yet been determined, but will be an action item for the General Plan. In addition, the General Plan allows processing, packaging, and sales of agriculture-related and local products on Agriculture-designated parcels. These potential economic activities are described in greater detail in the Agriculture chapter (Chapter 3) of this General Plan.

Collinsville

Water-dependent industrial is a potential long-term use within this area, particularly to the east of Collinsville and buffered from the existing community. Approximately 1,350 acres of land are designated for this use on the Land Use Diagram. Other future uses include environmental education and recreation uses associated with Collinsville's location on the Delta. Existing infrastructure, including inadequate industrial transportation, is a key limiting factor for any future development of this area.

Old Town Cordelia

Several vacant or underused parcels in Old Town Cordelia (7 acres located near the I-80/I-680 interchange) are designated for a mix of uses. This area would be particularly useful for office and professional uses as infrastructure is already available.

North Vacaville

This area includes approximately 660 acres of industrially- and commercially-designated land around the Midway Road/I-505 and Midway Road/I-80 intersections. Existing businesses within the incorporated area of Vacaville are located nearby. These areas may be suitable for industrial manufacturing.

Lambie Road Area

The Lambie Road area comprises approximately 1,525 acres. This area has long been designated for industrial use. As described in the Land Use chapter, this area is designated as a Special Project Area, requiring preparation of a specific plan describing a comprehensive approach to development, environmental, and infrastructure issues (roadway access in particular) before any development could occur in this area. However, the Lambie Road area has the potential to accommodate industrial uses that are not appropriate to place near residential areas.

Solano County General Plan

Figure ED-2

Opportunity Sites

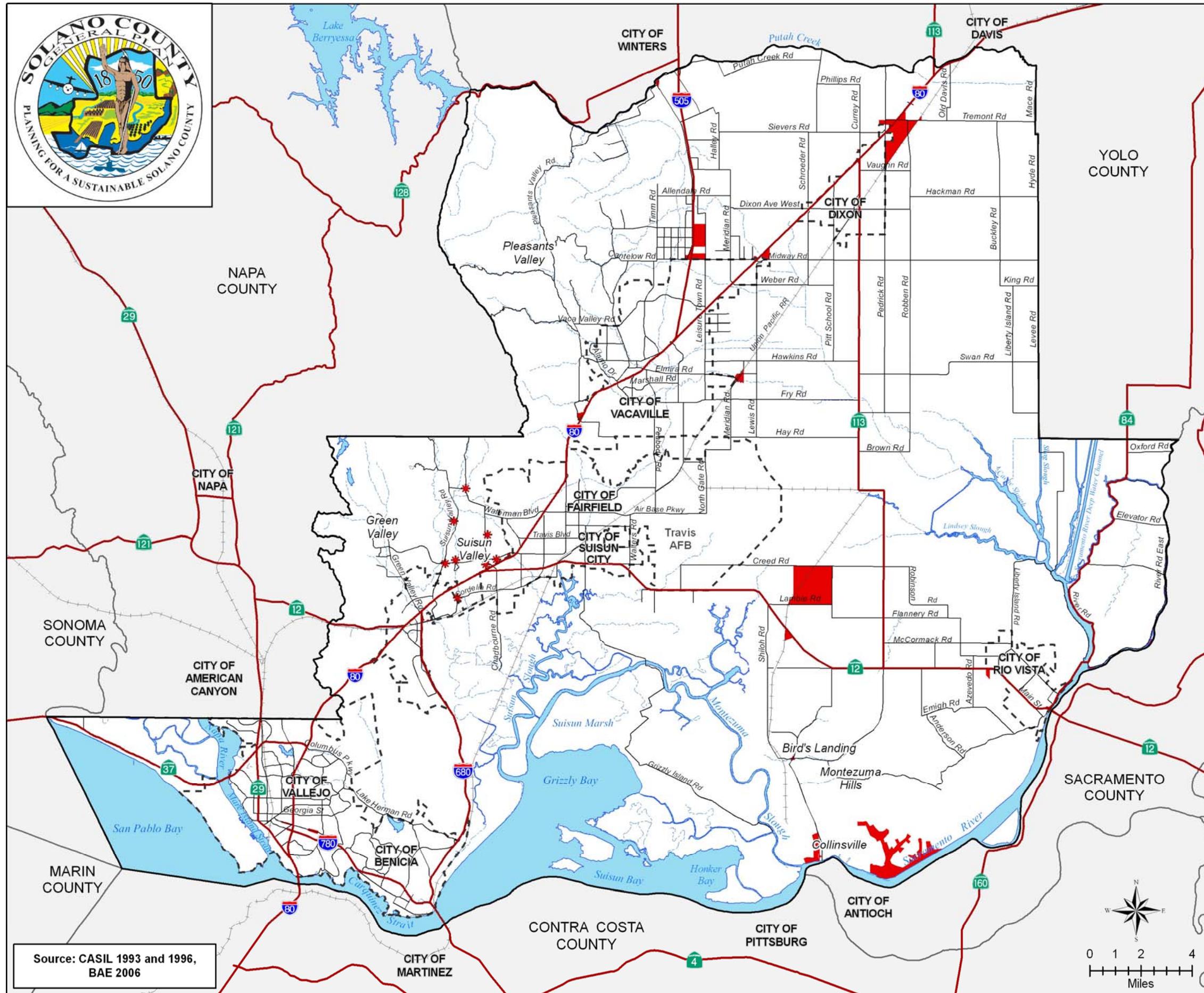
Legend

Opportunity Sites

- Commercial and Industrial Designations
- * Neighborhood Agricultural/Tourist Center

Basemap Layers

- Roadways
- Highways
- Railroads
- Streams and Creeks
- Major Water Features
- Municipal Service Areas
- Adjacent Counties



"Planning for a Sustainable Solano County"

Dixon Area

This area includes approximately 750 acres (located northeast of the City of Dixon along I-80) designated for Highway Commercial, Service Commercial and Limited Industrial uses on the Land Use Diagram. The Limited Industrial area recognizes the existing industrial uses and is further limited to agricultural service uses by policies in the Land Use and Agriculture chapters. Approximately 265 acres are already developed with highway commercial, service commercial, limited industrial, and agricultural processing and service uses.

Commercial and Industrial Land Use Planning

Employment projections indicate that the largest percentage gains in manufacturing jobs will be located in the unincorporated areas of the county. The County will initially focus economic development efforts for manufacturing uses in areas where manufacturing is likely to be the sole possible use. These sites include parcels surrounded by other industrial uses, and located away from residential uses. The County can focus on filling vacancies in Lambie Industrial Park.

The County will direct new agricultural processing uses to the Winters, Dixon Ridge, Elmira and Maine Prairie, and Suisun Valley agricultural regions defined in the Agriculture chapter and the area northeast of Dixon. The County will direct new manufacturing uses toward vacant parcels located in the North Vacaville area that are currently designated for industrial. The County should focus on promoting office development in the Old Town Cordelia area. This area currently contains both the infrastructure and critical mass to support additional office development.

Infrastructure Planning

Although the County has the opportunity to attract many new employers, it must address the issue of inadequate infrastructure in locations such as Lambie Industrial Park and the Collinsville area. Development in the Collinsville area will not be possible until the County has addressed infrastructure issues in the immediate area, and on roads that lead into the area from SR 12. The County should plan for sufficient infrastructure to carry the critical mass required to make Collinsville a successful commercial and industrial location. Furthermore, the County has additional infrastructure needs in the Lambie Road area that it should address to enable economic development.

RELATED PLANS, PROGRAMS, AND AGENCIES

Economic development activities in Solano County are currently conducted by a variety of public and private agencies and associations in addition to the County government. These groups include the Solano EDC, the seven incorporated cities, and a variety of chambers of

commerce and other private business associations. Together with the County, these agencies and organizations will have substantial roles in implementing the General Plan.

Solano EDC

The Solano EDC is a collaboration of private and public investors that provides a leadership role for economic development marketing in Solano County and its cities. The Solano EDC's goals are as follows:

- Attract and site new business and industry.
- Assist in the retention and growth of existing business and industry.
- Increase international, national, state, and regional market awareness and knowledge of the benefits of doing business in Solano County.
- Enhance the positive business image of Solano County and its seven communities.
- Support the coordination of countywide education and training efforts to prepare the current and future workforce.
- Support the coordination of regional partnerships to help leverage some of the County's economic assets.
- Enhance the community's competitiveness through regional and statewide marketing efforts.

Workforce Investment Boards

The California Workforce Investment Board (WIB) is a state agency that "assists the Governor in setting and guiding policy in the area of workforce development."⁴ This board was formed in response to the federal Workforce Investment Act of 1998. The purpose of the act was to improve employment, training, literacy, and vocational programs.⁵ Through this act, funding was also made available. The WIB has adopted a strategic plan addressing economic development issues and actions throughout the state. This plan calls for the state to develop and support local boards that develop their local and regional economies. The local board, Workforce Investment Board of Solano County offers programs and services to provide employers access to qualified workers, and equip job seekers to compete in the job market.

⁴ California. 2007. California Workforce Investment Board. Available: <<http://www.calwia.org>>. Accessed December 19, 2007.

⁵ Workforce Investment Act of 1998 (PL 105-220)

GOALS

The goals and accompanying policies broadly describe outcomes consistent with three strategies, described previously:

- targeted development of manufacturing and office uses,
- business recruitment and retention efforts, and
- education and workforce investment.

Other goals focus on setting priorities and measuring progress.

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| ED.G-1: | Maintain and improve the County's strong, diversified economic base and provide for a wide range of employment opportunities and support services, such as job training and child care. |
| ED.G-2: | Maintain and improve Solano County's high quality of life as a way to attract economic activities that increase the county's employment base, improve economic opportunities for local residents, and contribute to the county's fiscal health. |
| ED.G-3: | Develop and maintain a favorable business environment in Solano County through recruitment, expansion, and retention of businesses to promote a closer match between local jobs and labor force skills. |
| ED.G-4: | Promote business development by the County and in coordination with cities. |
| ED.G-5: | Promote education and workforce investment to match residents with employment opportunities and to encourage targeted businesses to locate within Solano County. |
| ED.G-6: | Preserve and expand the county's agricultural base by allowing for a wide range of economic activities that support local agriculture. |
| ED.G-7: | Protect and support Travis Air Force Base in its role as an important part of the county's economy. |
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POLICIES

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| ED.P-1: | Encourage an efficient and consistent regulatory environment with a predictable development process to encourage growth of existing businesses and attract new businesses to locate within Solano County. |
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Economic Development Chapter

- ED.P-2: Support and collaborate with cities and local economic development organizations in an effort to bring new businesses and industry to the county.
- ED.P-3: Work with cities and regional agencies to locate new commercial and industrial development on appropriate sites based on considerations of efficiency, circulation, compatibility with nearby uses, availability of services, safety, impact on habitat resources, and proximity to residents and workers.
- ED.P-4: Collaborate with local and regional agencies and organizations to offer technical assistance to businesses in obtaining economic development grants, loans, and other funds from federal, state, and private sources.
- ED.P-5: Encourage the retention and expansion of existing businesses and provide support for locally owned businesses.
- ED.P-6: Promote workforce investment policies that match training programs to existing and planned job requirements, ensuring that a skilled workforce is available to businesses in the county. Work with the Solano Economic Development Corporation to identify relevant skill sets and coordinate with education and training providers accordingly. Focus on attracting new jobs that pay a living wage.
- ED.P-7: Develop benchmarks to measure the success of economic development activities by the County and collaborating agencies, including Solano Economic Development Corporation and the Solano Workforce Investment Board.
- ED.P-8: Target economic development activities toward particular industries or service areas with special importance to the future of Solano County's economy.
- ED.P-9: Encourage commercial and industrial development to locate in areas with adequate services. Consider the needs of existing and future commercial and industrial uses in infrastructure planning decisions.
- ED.P-10: Cooperate with cities to identify appropriate locations for large or heavy industrial uses and to maintain and expand the supply of land available for these types of use.
- ED.P-11: Work with the cities and Travis Air Force Base to support the base's mission. This includes designating areas surrounding the base meant for potential expansion, and following base protection guidelines set forth by the Governor's Office of Planning and Research.

- ED.P-12: Collaborate with cities; school districts and private schools; health-care providers and child care advocates; and cultural, recreational, and park resource providers to provide services that contribute to a high quality of life and help attract economic opportunities to the county.
- ED.P-13: Collaborate with cities to improve infrastructure in targeted areas where necessary to support economic development policies.
- ED.P-14: Encourage businesses in the Bay Area and Sacramento region to establish satellite work centers near housing concentrations in cities to enable employees of out of county companies to reduce their commutes.
- ED.P-15: Evaluate the potential for economic impacts of climate change on existing industry in Solano County, and plan for the foreseeable effects on those industries. Sustain the local economy and enable resilience by allowing sufficient time to adapt to foreseeable changes in climate.

IMPLEMENTATION PROGRAMS

Funding, Physical Improvements, and Capital Projects

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- ED.I-1: Identify locations within the county where commercial and/or industrial development is desirable and appropriate. Collaborate with cities and update public works programs to ensure that infrastructure improvements required for desired commercial or industrial development are feasible. Use cost-benefit analyses to determine feasibility.

Related Policies: ED.P-3, ED.P-9, ED.P-13

Agency/Department: County's Administrator's Office/Department of Resource Management

Funding Source: General Fund

Time Frame: Ongoing

Ongoing Planning Efforts, Public Outreach and Education

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- ED.I-2: Seek feedback on quality-of-life needs during interaction with businesses and non-County agencies. Communicate these needs and collaborate with cities; school districts and private

schools; health care providers and child care advocates; and cultural, recreational, and park resource providers to provide services that contribute to a high quality of life and aid in attracting economic opportunities to the county.

Related Policy: ED.P-12

Agency/Department: County Administrator's Office/Department of Resource Management

Funding Source: General Fund

Time Frame: Every 5 years

ED.I-3: Encourage and cooperate with the Solano EDC to create and maintain a strategic plan which includes the cities and the County.

Related Policies: ED.P-2, ED.P-3, ED.P-5, ED.P-7, ED.P-8, ED.P-10, RS.P-39

Agency/Department: County's Administrator's Office

Funding Source: General Fund

Time Frame: Ongoing

ED.I-4: Collaborate with cities, Solano Economic Development Corporation, and other organizations to offer technical assistance to businesses. Assess needs and available funding periodically, and offer targeted assistance obtaining economic development grants, loans, and other funds from federal, state, and private sources.

Related Policies: ED.P-4, ED.P-5

Agency/Department: County Administrator's Office

Funding Source: General Fund

Time Frame: Ongoing

Coordination with Other Agencies and Organizations

ED.I-5: Seek continuing feedback related to the County's regulations and development process from interested organizations, including the county's chambers of commerce, economic development agencies, labor unions, schools, and the agricultural community. Work to implement changes to address

concerns while maintaining a focus on the County's overall goals.

Related Policy: ED.P-1

Agency/Department: Department of Resource Management

Funding Source: General Fund

Time Frame: Ongoing, Every 5 years

ED.I-6: Encourage the Solano EDC to continue creating a working partnership among the economic development agencies of the County and the cities. Support the Solano EDC's efforts to ensure that the County and cities integrate their economic development planning, and direct new commercial and industrial businesses to desired locations based on efficiency, circulation, compatibility with nearby uses, availability of services, safety, impact on habitat resources, and proximity to workers and residents. Work with the Solano EDC to target particular industries or functions for recruitment based on continuing economic analysis and research.

Related Policies: ED.P-2, ED.P-3, ED.P-8, ED.P-9

Agency/Department: County Administrator's Office

Funding Source: General Fund

Time Frame: Ongoing

ED.I-7: Work with the California Workforce Investment Board, the Workforce Investment Board of Solano County, and other related organizations to solicit feedback on employee training and education from existing and potential businesses. Work with educational and vocational training facilities to ensure that existing and future training needs are being met. Work with businesses and the chambers of commerce to pursue on-the-job training options where possible.

Related Policies: ED.P-6, ED.P-12

Agency/Department: County Administrator's Office

Funding Source: General Fund

Time Frame: Ongoing

Economic Development Chapter

ED.I-8: Support the Solano EDC, the California Workforce Investment Board, the Workforce Investment Board of Solano County, and other agencies involved in the development of measurable economic development objectives and benchmarks. Continuously evaluate past performance and consider changes to improve future success.

Related Policy: ED.P-7

Agency/Department: County Administrator's Office

Funding Source: General Fund

Time Frame: Every 5 years

ED.I-9: Work with the U.S. Department of Defense and Solano County's congressional delegation to seek and pursue funding to support the economic role and mission of Travis Air Force Base. Work with cities and continue to preserve land within the Travis Reserve Area to allow for base expansion. If the status of the base changes, the construction of nonmilitary airport and support uses may be permitted.

Related Policies: ED.P-11, TC.P-21

Agency/Department: County Administrator's Office

Funding Source: General Fund

Time Frame: Ongoing

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