

# Envision Roseville

## Advancing our Economy



## City of Roseville Economic Development Strategy

Adopted 2022







# Contents

<b>Message from City Manager</b> .....	1
<b>Acknowledgments</b> .....	2
<b>Demographics</b> .....	3
<b>Key Industries</b> .....	6
<b>Vision</b> .....	11
<b>Introduction</b> .....	11
Entrepreneurship and Small Business .....	13
Industry Clusters – engines of growth.....	14
Jobs and workforce development .....	15
Development Environment.....	16
Quality of Life.....	17
Partnership and Collaboration .....	18
<b>Implementation</b> .....	19

# Message from City Manager

To the Roseville City Council, Community and Partners:

With a growing local economy, a quality workforce, and a community of safe neighborhoods, the city of Roseville regularly ranks near the top of best places to live and do business. As Roseville experiences some of its most transformational growth, it's essential that our economic development efforts enhance quality of life and foster business growth in ways that improve community vitality.

The City is seeing remarkable results from the implementation of its strategic vision and its commitment to economic development over the last few years. Since the adoption of the last strategy in 2017, Roseville has welcomed notable new businesses, including Penumbra and McKesson who combined have brought more than 1,000 new jobs to the city. We've seen over \$450 million in private investments in new commercial spaces, 6,851 new housing units, and \$67.1 million in infrastructure improvements. Our Downtown is active with new entertainment venues, restaurants, and shops, and overall citywide we've seen an increase in the number of businesses and jobs, despite a worldwide pandemic.

Building on these successes and responding to a changing environment, we have updated the city's Economic Development Strategy, *Envision Roseville: Advancing our Economy*. This updated strategy supports a Citywide approach to economic development, one that recognizes the many roles various city departments and partners play in supporting and advancing a strong local economy.

We created a framework that is adaptive to the changing forces affecting our economy. We engaged diverse local and regional stakeholders, amplifying the clear vision and fortifying the strong values of our community. As an economic engine in the region, Roseville will partner with institutions and businesses, large and small, to achieve our shared economic development goals.

*Envision Roseville* will enable us to continue building upon our value propositions, address our threats and challenges, and pursue key opportunities that grow jobs and revenue in our city. Guiding us for the next few years, this plan helps us live up to our Open for Business motto and solidifies Roseville's role as an economic leader not only in our region but in the state of California.



Dominick Casey

# Acknowledgments

## CITY OFFICIALS

### CITY COUNCIL

Mayor Krista Bernasconi  
Vice Mayor Bruce Houdesheldt  
Councilmember Scott Alvord  
Councilmember Pauline Rocucci  
Councilmember Tracy Mendonsa

## CITY STAFF

### CITY MANAGER

Dominick Casey

### CITY ATTORNEY

Michelle Sheidenberger

### ASSISTANT CITY MANAGERS

Dion Louthan  
Ryan DeVore  
Dennis Kauffman

### ECONOMIC DEVELOPMENT DIRECTOR

Melissa Anguiano

### PROJECT STAFF

Wayne Wiley, *Economic Development Manager*  
Robert Cline, *Economic Development Project Manager*  
Gina McColl, *Economic Development Analyst*

### TECHNICAL ADVISORY TEAM

Helen Dyda, Brian Jacobson, and Lindsay Vedder,  
*Public Affairs and Communication*  
Joseph Mandell, *City Attorney's Office*  
Trisha Isom, *Housing*  
William Chaplin, *Electric*

## ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Councilmember Scott Alvord, *Chair*  
Vance Jones, *Chamber Representative*  
Eric Avery, *Commercial & Investment Manager, JMC Homes*  
Naaz Alikhan, *Principal, Williams + Paddon Architects and Planners*  
Jeff Richardson, *Senior General Manager, Westfield Galleria*  
Michael Tronnes, *Area Finance Officer, Kaiser Foundation Health Plan*  
Angela Tsukiji, *VP of Member Services, North State Building Industry*

Hong Sae, *Information Technology*  
Kelby Newton, *Police*  
Derek Ogden, Joe Allen, and Sean Morales, *Development Services*  
Alexandra Marquez and Suzanna Synder, *Finance*  
Stefanie Kemen, *Public Works*  
Sean Bigley, *Environmental Utilities*  
Matthew Walling and Jason Rizzi, *Fire*  
Jill Geller and Jeff Nereson, *Parks Recreation & Libraries*

## CONTRIBUTING DEPARTMENTS

Public Affairs and Communication: Megan Scheid, *Deputy City Manager*  
City Attorney's Office: Michelle Sheidenberger, *City Attorney*  
Development Services: Mike Isom, *Director*  
Information Technology: Hong Sae, *Director*  
Roseville Electric: Daniel Beans, *Director*  
Environmental Utilities: Richard Plecker, *Director*  
Public Works: Jason Shykowski, *Director*  
Police: Troy Bergstrom, *Chief*  
Fire: Rick Bartee, *Chief*  
Parks, Recreation & Libraries: Jill Geller, *Director*  
Finance: Dennis Kauffman, *Chief Financial Officer*

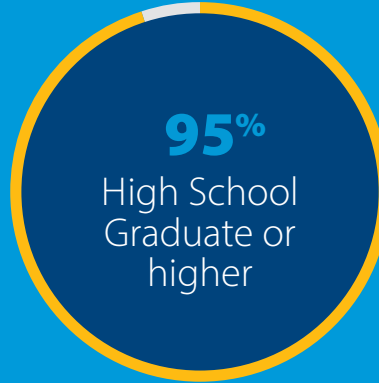
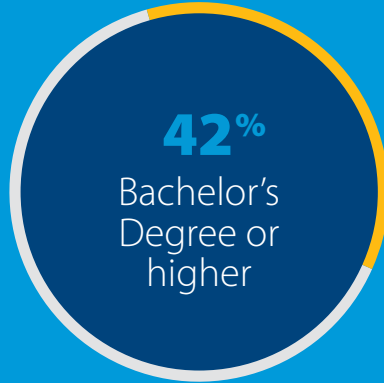
In addition to the City Officials and Staff listed above, we would like to thank all of our external key partners for contributing valuable feedback and input to this document. We appreciate your partnership and look forward to working with you all on implementation.

# Demographics

The City's strong economic condition is referenced in the economic indicators listed below. As noted, Roseville ranks above the States median levels in population growth, educational attainment levels, median household income, and homeownership rates.

Population

**151,034**



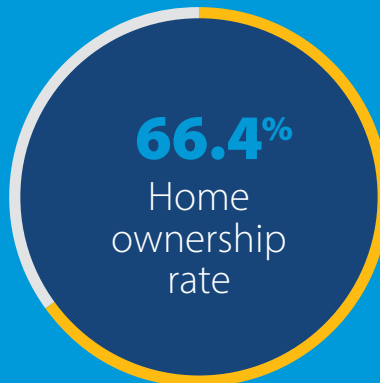
Housing units  
**55,806**

Median home sale price  
**\$535,967**

Median household income  
**\$91,306**



Average rent list price  
**\$2,200**



Average commute time  
**23.7 min**



The following information highlights the City's value proposition and noteworthy accolades received over the past few years.



### Reliable & affordable utilities

Low rates, up to 35% less than neighboring utilities. Nationally recognized for power reliability 14 straight years.



### Competitive rates

Lowest average lease rate for "Class A" office space in the region.



### Fast permitting

Full service, streamlined permitting & one-stop development review.



### Strong retail market

One of the largest retail markets in Northern California. \$6.9 billion in taxable sales for 2021.

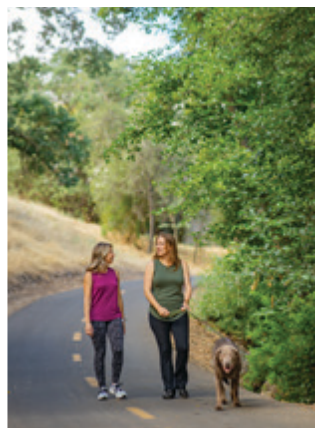


### Growing workforce

Jobs projected to increase 12.5% over next 5 years.

## In the past few years, Roseville was ranked:

- 45th on Money's Best Places to Live list, and only California city ranked
- 5th best place in US to work from home
- 27th most livable mid-sized US city
- One of the least expensive places to do business in California
- In top 12% among 400 cities nationwide as best cities for women entrepreneurs
- A top 50 city for back-office locations among suburban markets in the US and Canada.
- 21st safest city in the nation
- 11th healthiest city in the country
- 4th most popular city in the country for millennials to buy homes
- No. 1 city in California to raise a family
- 9th best place to retire in America



To ensure Roseville continues to rank as one of the best places to live and do business in the region and the state, it is important that we identify our strengths, weaknesses, opportunities and threats to help further guide City economic development efforts.

Noted below are strengths, threats and challenges, and opportunities facing the community.

## Key Strengths

- Development potential
- Variety of housing options
- Large key industry base with health and life sciences
- Effective long-term land use and infrastructure planning
- Strong community involvement and business support
- City-owned and operated utilities—reliable and low cost utilities
- Access to an educated, skilled and readily available workforce

## Key Threats and Challenges

- Rising costs of doing business, including access to skilled and trained labor
- State regulations and mandates
- Maintaining Roseville’s quality of life and livability as we grow
- Impacts of regional development
- Potential economic recession
- High percentage of residents travel outside of Roseville for employment

## Key Opportunities

- New industry and business expansions, based on key industry sectors, land and value
- Increasing Roseville’s regional role and leadership
- Infill Specific Plan areas
- Entrepreneurship

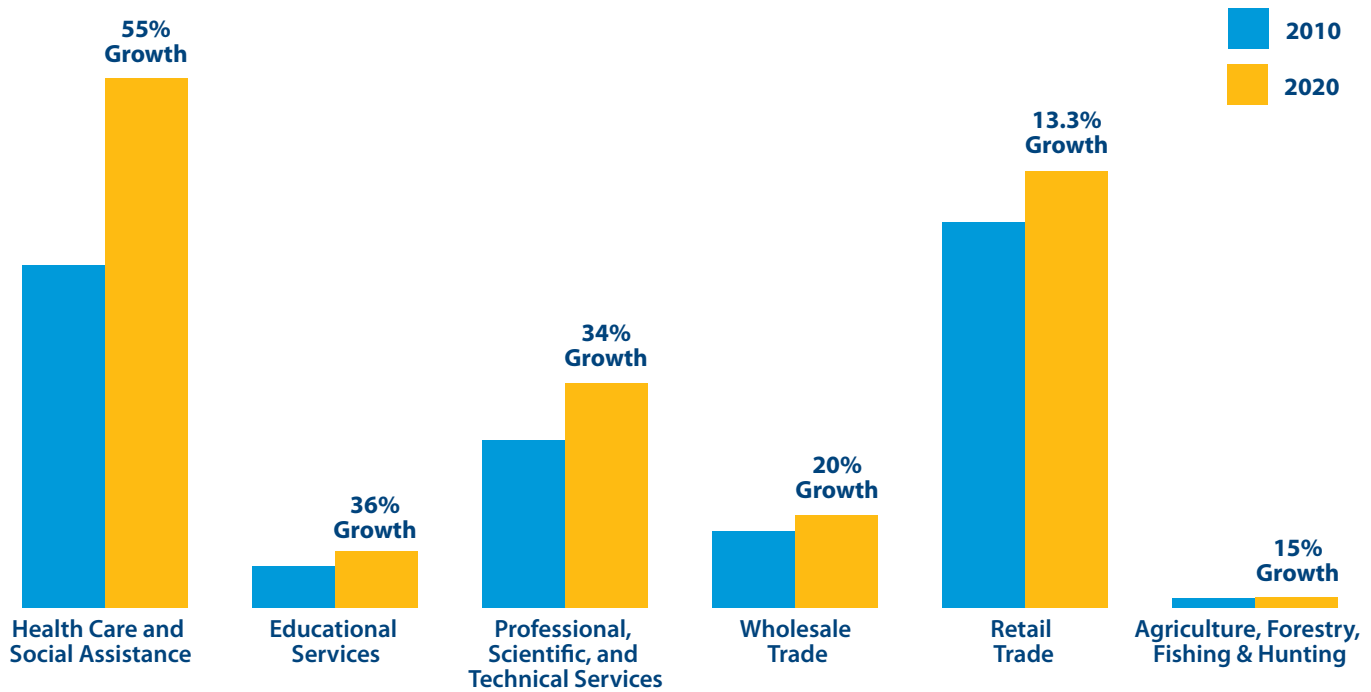


# Key Industries

One of the main roles of economic development is to support growth in prominent industries by focusing on its community strengths while capitalizing on key opportunities. Targeting growth in prominent economic industries will also allow the city to direct its efforts in a strategic manner, helping leverage critical resources. This will be primarily accomplished by examining and understanding our industry sector strengths, coupled with our tradable industry cluster opportunities.

## Industry Sectors<sup>1</sup>

There are twenty sectors included in the North American Industry Classification System (NAICS), 11 of the twenty are considered a priority for our region. A recently issued Placer County Labor Market Conditions and Workforce Opportunity Profile prepared by the Center of Excellence (COE) analyzed all 11 regional priority sectors and compares the composition of industry sectors using a 10-year performance period between the years 2010 and 2020. Notably, Placer County demonstrated positive employment change in several industry sectors over this period:



INDUSTRY SECTOR	2010 JOBS	2020 JOBS	% CHANGE 2010–2020	AVG. ANNUAL EARNINGS
11 - Agriculture, Forestry, Fishing & Hunting	480	552	15.0%	\$53,748
23 - Construction	11,936	20,788	74.2%	\$78,975
31 - Manufacturing	7,069	5,756	-18.6%	\$84,673
42 - Wholesale Trade	4,058	4,887	20.4%	\$87,180
44 - Retail Trade	20,353	23,055	13.3%	\$48,295
52 - Finance and Insurance	8,089	8,712	7.7%	\$141,464
53 - Real Estate and Rental and Leasing	3,941	6,452	63.7%	\$89,306
54 - Professional, Scientific, and Technical Services	8,853	11,850	33.9%	\$87,083
61 - Educational Services	2,176	2,966	36.3%	\$36,362
62 - Health Care and Social Assistance	18,103	27,966	54.5%	\$95,438
72 - Accommodation and Food Services	14,952	15,916	6.4%	\$28,484
<b>TOTAL, ALL INDUSTRY SECTORS</b>	<b>145,625</b>	<b>186,466</b>	<b>28.0%</b>	<b>\$75,204</b>

Source: Emsi, 2021.3 QCEW, Non-QCEW, Self-employed.

1. Centers of Excellence: Placer County Labor Market Conditions and Workforce Opportunity Profile, February



While Manufacturing demonstrated a nearly 19% loss of its jobs within Placer County between 2010 and 2020, in part due to the impacts of the pandemic on smaller manufacturing businesses, the industry still grew by 7% in the greater Sacramento region and poses an opportunity for Roseville, particularly as a tradeable industry cluster as noted below. This opportunity also aligns with the regional efforts of our strategic partners (i.e. Roseville Chamber of Commerce, Sierra College, etc.) that have identified manufacturing as a critical area of focus. Furthermore, the manufacturing industry overall has one of the highest job multiplier effects, with one manufacturing employee generating another 3.4 workers elsewhere<sup>2</sup>, which will serve to further support our goal of growing our local/regional economy.

In addition to these labor trends, a recent business analyst report shows a positive increase in the number of businesses in Roseville in the following industries: Agriculture, Forestry, Fishing & Hunting; Manufacturing; Wholesale Trade; Retail Trade; Professional, Scientific, and Technical Services; and Health Care and Social Assistance. Retail Trade, Professional, Scientific, and Technical Services, and Health Care and Social Assistance each demonstrated the highest increase in businesses from last year, up nearly 19%, 12%, and 11% respectively.

### Tradeable Industry Clusters<sup>3</sup>

Tradeable clusters are groups of related industries that sell goods and services outside of the region, bringing new dollars into the region. Clusters typically are high-tech industries with distinctive attributes and overlapping strengths in firms, suppliers, research institutions, labor force, technologies, policy environments, and markets. Three tradeable clusters were identified in the Greater Sacramento Region's Comprehensive Economic Development Strategy (CEDS)

2. Machinery and Allied Products Institute, Manufacturers Alliance

3. The Greater Sacramento Region's Comprehensive Economic Development Strategy (CEDS) 2020-2025



as having the most opportunity and potential to scale in the region: food and agriculture, life sciences, and future mobility, with aspects of clean energy.

**Food and Agriculture** – As America’s Farm-to-Fork Capital, the Sacramento Region is both fertile and productive, with \$2 billion in farm gate (crop) output value, more than 7,200 farms, and more than 1.5 million acres of farmland. The overall cluster had an economic impact of more than \$7.2 billion. Food and Beverage Manufacturing and two emerging sub-clusters of Agricultural Production offer promising opportunities to position the region as a global leader in food, agriculture, and health innovation.

Robust industrial space opportunities combined with close proximity to high-value and quality crops and access to major transportation arteries, including one of the largest operating rail yards on the West Coast to support national distribution, all present an opportunity for Roseville to locate major food manufacturers and packaging facilities such as Blue Diamond and Pacific Coast Producers already based in the region.

**Life Sciences** – The Life Sciences cluster focuses on discoveries and developing new therapies for patients, accelerated with innovations in computational technologies. Opportunities range from the specialized manufacturing of new drug therapies to the manufacturing of medical devices. A growing place for startups, over 25 percent of the region’s startups are tied to this cluster.

With five major health care systems established in Roseville, two of which have recently announced major hospital expansions, Roseville already demonstrates a strong presence in this industry cluster. Given our access to workforce and premier commercial space, Roseville has an opportunity to continue leading growth and innovation in research, development, and manufacturing within this tradeable cluster.



**Future Mobility** – Mobility-related industries are undergoing rapid transformation due to the rise of autonomous mobility, connectivity, the electrification of vehicles and shared mobility options. The electric vehicle market alone is expected to pass \$420 billion by 2025, and by 2040 it is predicted that 57 percent of all vehicle sales will be electric vehicles (EVs).

The California Mobility Center (CMC), is one catalytic initiative underway that is positioning the Sacramento Region as a leader in Future Mobility. Established as an innovation hub for the global development of transportation technology, clean energy, and decarbonization, the CMC orchestrates commercially meaningful interactions between future mobility early-stage companies and industry leaders. As a premier electric utility leader, home to one of the largest auto malls in the region, and access to programs and resources that accelerate commercialization, Roseville certainly has the potential to play a role in this initiative and emerging industry.

### Roseville’s Key Industry Opportunities:

Given strengths in both regional industry sectors and clusters, Envision Roseville identifies five existing and emerging key industry opportunities:



**Healthcare and Life sciences** – focuses on human health and developing new therapies for patients, research and development, innovations in computational technologies (medical technologies), surgical and medical instrument manufacturing, supply distribution, and testing laboratories. As mentioned, Roseville already has a strong and diverse contingent of health care providers including Kaiser, Sutter, UC Davis, Dignity, and Adventist Health, along with companies that support health care and new technologies like Penumbra and McKesson.



**Information Technology** – as a cross-cutting industry, one that plays a role in almost all industries, information technology includes the development, installation, innovation, and management of computer hardware, software, and multimedia. Roseville has a long history of being home to prominent high-tech companies such as TSI Semiconductors, Hewlett-Packard, Cokeva, and Quest Technologies to name a few, and currently has over 2,400 jobs in this sector.



**Food & Agriculture** – this industry includes production, processing, packaging and distribution, and food and agriculture technology, innovation, and research. Roseville currently has several businesses in this industry including PRIDE Industries, Albertsons Distribution Center, Binnetti Gourmet Foods, Nate’s Fine Foods, DashMart (a DoorDash distribution facility), Restaurant Depot, and Mauser Packaging Solutions.



**Future Mobility** – areas of focus include smart and shared mobility solutions, fueling and charging infrastructure, and automated, connected, and electric vehicles for on and off-highway use. Not only is Roseville Electric a leading utility provider that can support this emerging industry, but they are also committed to supporting industry growth aligned with its own values and goals. To date, Roseville Electric has supported the installation of nearly 120 public charging stations throughout the city.



**Sports Tourism** – areas of focus include retail, dining, hospitality, arts and culture, and civic amenities. With a burgeoning Downtown, nearly 19% increase in retail businesses since 2020, over 900 new hotel rooms opened since 2000, and a 20-acre City operated long field underway, Roseville is well-positioned to be a premier destination for Sports Tourism.

Growth in these industries is measured by overall growth in the 11 priority sectors, including job growth in the groupings of various tradable sectors present in the city of Roseville.<sup>4</sup>

# Vision

The Economic Development Strategy focuses on leveraging partnerships, sharing resources, and building on Roseville's Competitive advantages in an effort to strengthen Roseville's position as the region's community of choice for business and investment.

We will reach our economic goals by embracing regional collaboration efforts that attract and grow Jobs.



## Introduction

To support continued economic growth and remain competitive in the global marketplace, it is imperative the City clearly define strategic goals and implement focused initiatives. This strategic plan sets forth Roseville's economic development goals and outlines initiatives to build upon the city's value propositions, address its threats and challenges, and pursue key opportunities. This strategy also acknowledges the collective role played in supporting economic growth in our city. It is supported and implemented by the active involvement of the entire City organization and recognizes local and regional partners from business, education, labor, government, and the community.

The Brookings Institution identifies five market factors or drivers, as keys to advancing and prioritizing near-term action to make tangible progress on economic prosperity<sup>5</sup>:

- **Innovation** – New technologies and entrepreneurship translate into high-value growth and a diversified and durable set of industrial advantages.
- **Tradable Clusters** – Tradable industries improve productivity and bring wealth from outside the region.
- **Talent** – The stock of knowledge, skills, expertise, and capacities in the labor force is critical for enhancing productivity, raising incomes and driving economic growth.
- **Infrastructure** – Investing in infrastructure and place-making to help connect people to essential opportunities - jobs, services, and recreation.
- **Governance** – The formulation and execution of collective action at the local level, across multiple partners and agencies.

When operated together, these five market levers create synergies in context to economies, ultimately making places and firms more productive.

5. Charting a Course to the Sacramento Regions Future Economic Prosperity. Joe Parilla, Sifan Liu and Marek Gootman, Brookings Institution, 2018, <https://www.brookings.edu/research/charting-a-course-to-the-sacramento-regions-future-economic-prosperity/>



This strategy expands on the five market levers and outlines six areas specific to Roseville that the city will focus on to shape the place, talent, and resources that influence business creation, expansion, retention, and attraction while maintaining alignment with our values to be the most livable and sustainable community.

Roseville's strategic focus areas include:





## Entrepreneurship and Small Business

Build a supportive ecosystem that creates reliable pathways for entrepreneurs to confidently start and grow successful businesses.

### Goals

- Increase the number of active business licenses
- Establish Roseville as one of the most business-friendly cities in the state for small businesses and entrepreneurs
- Increase the number and value of small business loans secured
- Increase the number of start-ups
- Provide resources and partnership opportunities that provide support services to existing small businesses.
- Incentivize and reward business owners that have multiple ventures in Roseville.
- Provide businesses with demographic/ community data that might be helpful for their operations and growth.

### Actions

- Grow Roseville's entrepreneurship ecosystem, small business community, and venture backable sectors with activated space, targeted programs, community partners, and events. (Growth Factory Roseville)
- Support entrepreneurial activity by enhancing access to entrepreneur peer mentoring and expanding training opportunities for students interested in starting their own business.
- Establish a policy that outlines criteria and procedures for City collaboration with entrepreneurs to pilot proposed innovative solutions/technologies.
- Strengthen entrepreneurship support and our ecosystem through recognized partners and established incubator organizations, resources, and programs.
- Explore a Small Business Concierge platform that will provide guidance on city processes and education on City services supporting small businesses.

**Key External Partners** – Growth Factory, Placer County Small Business Resources Center, Sierra Small Business Development Center (SBDC), Sacramento Valley Small Business Development Center (SBDC), Roseville Area Chamber of Commerce, Greater Sacramento Economic Council (GSEC), Sierra College, The Carlsen Center For Innovation & Entrepreneurship, California Capital, Downtown Roseville Partnership, Sacramento Metro Chamber of Commerce, California Mobility Center, Downtown Roseville Merchants

### Measurements

- % change in the number of business licenses
- Improve the ranking of the City on a selected "Cost of Doing Business Survey" by assessing its competitiveness with similar cities on business taxes, municipal utility user taxes, sales tax rates, and other relevant fees
- % change in the total amount of small business loans issued in Roseville
- % change in home-based businesses



## Industry Clusters – engines of growth

Grow and strengthen our established key industry clusters and emerging sectors.

### Goals

- Increase the number of jobs in key industries
- Increase the number of businesses in key industries
- Increase the number of jobs in traded industries that bring new revenue into Roseville
- Increase tourism activity as measured by hotel and lodging tax revenue and use of sports amenities
- Retain businesses in key industry clusters
- Explore, develop, and implement plans to utilize our sports amenities as an economic driver for the leisure, hospitality, and retail sectors.

### Actions

- Identify and organize key opportunity sites by potential industry uses and work with GSEC and commercial partners to target attraction.
- Host a signature event to highlight industry strengths and prospect profiles for developers, brokers, property owners, and potential investors.
- Meet with key employers to identify business needs, including labor and development needs.
- Explore growth programs and resources to identify and assist mid-sized businesses in key industry clusters.
- Promote and market existing and new businesses in key industries and emerging sectors.

**Key External Partners** – Growth Factory, Placer County Department of Economic Development, Roseville Area Chamber of Commerce, GSEC, Team California, The Governor’s Office of Business and Economic Development (GO-Biz), Valley Vision, Sacramento Valley Manufacturing Association (SVMA), Golden Sierra, Commercial Brokerage Community, Land Developers, Industry Partners, Educational Institutions, California Mobility Center, Hospital Council

### Measurements

- % change in the number of jobs in key industries
- % change in the number of businesses in key industries
- % change in the number of jobs in traded industries that bring wealth into Roseville
- % change in hotel and lodging tax revenue
- Number of annual sports amenity users/ participants
- % change in general retail and sales tax





## Jobs and workforce development

Support the preparedness of the workforce, the number of career pathway opportunities, and the competitiveness of business through alignment of economic development, training, education, and community partner efforts.

### Goals

- Increase year over year per capita income in the city
- Increase the number of middle and high-skill jobs in the city
- Maintain a low unemployment rate
- Increase the share of the adult population with an Associate's degree and/or Bachelor's degree, specialized training and/or skilled non-degreed certifications
- Increase the number of local graduates that reside and work in the city after graduation
- Develop a strategy to retain local graduates as residents and employees in the city after graduation, decreasing brain drain and out-migration (explore a Roseville Promise program to ensure placement of Roseville graduates).
- Support opportunities that engage and promote career pathways for youth.
- Work with educational and workforce partners to align education programs (e.g. linked-learning, vocational training, etc.) and pipelines to the needs of high-growth industries and sectors.

### Actions

- Partner with the Roseville Chamber, education and training partners, and industry leaders to implement a workforce development program that identifies and addresses workforce needs of high-growth industries (Talent Pipeline Management (TPM) program).
- Support programs that invest in the incumbent workforce to train them for higher-skilled, higher-paying jobs.
- Support programs and services that remove barriers to employments, such as access to affordable and high-quality childcare and transportation.
- Establish a vehicle to assess ongoing labor needs for key sectors.

**Key External Partners** – Roseville Joint High School: Career Technical Education (CTE), Golden Sierra, Roseville Area Chamber of Commerce, Sierra College, Regional Universities, Private Colleges, Industry Partners, Valley Vision, SVMA, Placer County, GSEC, Community Service Organizations, California Mobility Center, Sacramento Metro Chamber of Commerce

### Measurements

- % change of per capita income in the City
- % change in the number of middle and high-skill jobs in the city
- % change in the unemployment rate
- % change in the adult population with a Bachelor's degree
- % change in the number of jobs in the city



## Development Environment

Continue responsive, cost-effective, and streamlined City processes and investments to support conditions that promote and retain retail, commercial, and industrial development in the city.

### Goals

- Remain competitive in the cost of development and internal process efficiency
- Maintain consistent and average days to approval for entitlement
- Reduce commercial vacancy rates (vacant storefronts)
- Increase citywide real estate investment
- Increase or maintain resources dedicated to infrastructure that contributes to economic development and neighborhood quality
- Continue to encourage and facilitate seamless and user-friendly experiences for development and utility site design.
- Engage in regional opportunities to secure state and federal funding to support local infrastructure projects and housing development (Green Means Go).

**Key External Partners** – North State Building Industry Association, Regional Water Authority, Sacramento Metro Chamber of Commerce, Sacramento Area Council of Governments (SACOG), Commercial Brokerage Community, Land Developers

### Actions

- Support development and investment along commercial corridors by completing specific plans that encourage pedestrian-friendly design, public amenities, streetscape beautification, appropriate parking, access to transit, flexible and mixed uses.
- Prioritize infrastructure improvements that will advance the development of key sites.
- Continue to offer services that provide levels of consistency throughout the entitlement process.
- Continue to support plans to improve access to broadband to facilitate business development and job growth.
- Explore utility-specific economic development programs and solutions to support development and investment (e.g. EU Key Account Program).

### Measurements

- % change in the cost of development and average days to approved permits
- % change in commercial vacancy rates
- % change in citywide real estate investment, as measured by building valuation
- Total investments in constructed infrastructure (i.e. roadway improvements, utility infrastructure, pedestrian and bike trails, etc.)
- Maintaining the City's competitiveness on fees and overall development sentiment (higher satisfaction rate)





## Quality of Life

Enhance quality of life to grow businesses, jobs, and investments that support a thriving local economy and connect people and businesses to essential opportunities - jobs, services, and recreation.

### Goals

- Increase investment in strategies that enhance public safety in all areas of Roseville
- Increase access to workforce housing at all market levels
- Increase active and public transportation options across all areas of Roseville
- Increase park and recreation opportunities
- Increase the share of Roseville residents working at Roseville key employers
- Increase investment in arts and culture
- Support homeless initiatives that result in employment opportunities, where appropriate, for veterans and homeless individuals.
- Promote healthy living by expanding recreational activities and open space and encouraging active lifestyles.
- Encourage and expand economic opportunities driven by the city's cultural and artistic amenities, events, and sports tourism activities.
- Implement economic development strategies that decrease the number of residents that are commuting outside of the city for work to create a better jobs-housing balance.

### Actions

- Support deployment of broadband infrastructure to ensure access for residents, businesses, and households.
- Collaborate with City departments and community partners to enhance public safety in local neighborhood employment centers, commercial and retail centers, and along commercial corridors.
- Invest in the further development of safe, active transportation infrastructure and programs that connect primary services and employment centers (e.g. Microtransit Pilot Program, South Placer Transit Project, and Comprehensive Operational Analysis).
- Support affordable housing availability and development, including both affordable rental and affordable purchase units.

**Key External Partners** – Placer Valley Tourism, Visit Placer, Placer County, Downtown Roseville Partnership, Placer County Transportation Planning Agency (PCTPA), SACOG, Community Service Organizations

### Measurements

- % changes in public safety figures and ratings
- % change in affordable housing units
- % change in public transit ridership
- % change in visitation to facilities, program participation, and sport/tourism event attendance
- Number of Roseville residents working at Roseville key employers
- % change in residential building permits



## Partnership and Collaboration

Advance an integrated approach to local economic development to enhance business opportunities and regional connectedness and competitiveness.

### Goals

- Increase private sector investment in citywide economic development initiatives
- Increase educational partnerships that focus on high-wage careers and incubate new business opportunities
- Increase the city's involvement and leadership in regional issues affecting local business
- Expand regional market opportunities for local products and services
- Explore a public-private sector procurement collaborative to increase certification and business development opportunities for local firms.
- Improve awareness of existing city services, incentives, and business development programs through a citywide coordinated marketing campaign, particularly in areas that highlight the City's value propositions.
- Partner with regional organizations, including GSEC, Valley Vision, SACOG, and Placer County, to advance regional economic growth and initiatives that supports Roseville's local economy.

### Actions

- Explore and develop partnerships with businesses and private foundations to bring new resources to the city.
- Strengthen the partnership for innovation and entrepreneurship between the City, educational institutions, and industry to promote economic opportunity.

**Key External Partners** – All previously listed in this document

### Measurements

- Total funding leveraged by partnerships and collaborations
- Recognition of efforts and progress

# Implementation

The development of Envision Roseville was a collaborative effort involving multiple meetings and discussions with our key partners.

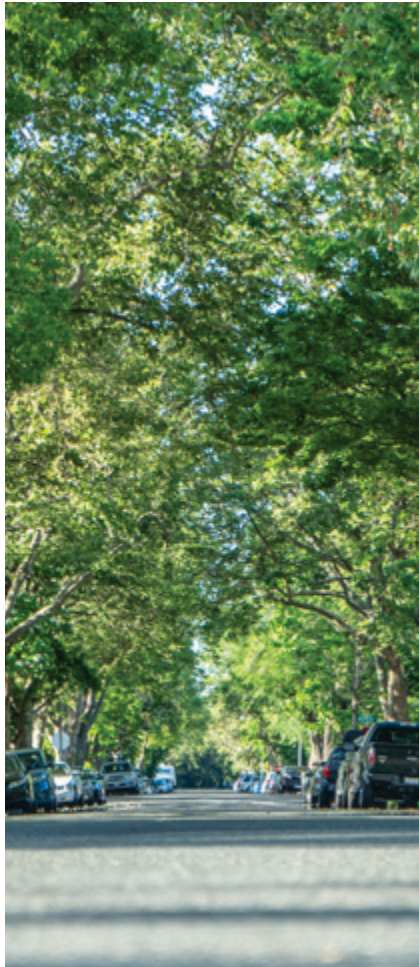
The focus areas and key objectives represent aspirational policy goals to move the City towards its vision as the “city of choice for people, businesses, workers, investors, and entrepreneurs.”

To move the key objectives toward this vision, the following implementation process is recommended:

1. Distribute Envision Roseville to City Council, City Commissions, City staff, and partners, and encourage alignment with economic development goals and objectives.
2. Work with City staff and partners to develop an Envision Roseville work plan for the Economic Development Department, including specific activities and investments, estimated costs and available financial resources, and a timeline that will advance key objectives.
3. Develop an online platform for tracking and reporting performance for each of the key objectives for economic development.
4. Implement the accompanying marketing and communications plan to create awareness and distribute Envision Roseville to community, research, investor, and industry partners.
5. Provide regular updates to the Economic Development Advisory Commission (annually) and City Council (annual workshop).
6. Working with partner organizations, highlight progress on Envision Roseville, including a scorecard focusing on key performance indicators for local economic development at an organized/ prominent event.







311 Vernon Street  
Roseville, CA 95678

[EconomicDevelopment@roseville.ca.us](mailto:EconomicDevelopment@roseville.ca.us)  
[roseville.ca.us/EconomicDevelopment](http://roseville.ca.us/EconomicDevelopment)