

Section 4 Local Economic Development Plan

This Section Contains:

1. Local Economic Development Plan (attach copy)
2. Supplemental Economic Development Plan Update information



The County of El Dorado

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MEMORANDUM

DATE: November 14, 2008

TO: Sharon Guth, Housing, Community and Economic Development Program,
Human Services

FROM: Sam Driggers, Economic Development Coordinator, Office of Economic
Development, Chief Administrative Office

SUBJECT: Fiscal Year 08-09 Façade Loan program application

BACKGROUND:

Per the General Plan's Economic Element Objective 10.1.5, and the board adopted Economic Development Strategy of October 2, 2007, El Dorado County has to date focused our economic development efforts in the following areas:

- Regulatory Reform
- Business Retention & Expansion
- Entrepreneurship/Attraction

ISSUES/ANALYSIS

The El Dorado County, Economic Development Strategy calls for the establishment of business façade improvement and revolving loan programs. These are essential economic development tools for the success of retaining and attracting businesses to unincorporated areas of the county. Access to capital is a priority for area small businesses, as our current economic recession, State of California budget crisis, and our own local housing market downturn and ensuing county government fiscal challenges take hold.

Traditionally, the cross-pollination of the Community Development Block Grant Program (CDBG) and a County's economic development operations (as articulated in the El Dorado County, Economic Development Strategy) are critical components to successful business retention and expansion activities. The most vulnerable of our small business community, Microenterprises, those with fewer than five (5) employees, are a sizeable segment of our rural business community. It is these businesses that a business façade improvement loan program would most help strengthen during this recession. Through our business visitation program, Metro Pulse, we are already meeting with businesses, connecting them to tools and resources which in the future could include the county's business façade improvement program designed to finance onsite improvements. Investments in business frontage and façade improvements not only visually enhancing the commercial area, they are vital in turning around rural commercial centers that often

appear tired and worn, while regenerating the vitality and strength of existing retailing operations and other commercial opportunities. The local community benefits in several ways: a more diverse and better quality shopping experience; increased employment and economic activity in the rural commercial centers; increased sense of community self-worth and pride; locally sustainable economic activity.

In progress, is an update of the Economic Development Strategy further defining our roles in retaining and expanding businesses, strengthening the programmatic links, and articulating the deployment of these loans programs.

Please accept this memo, with the understanding that a revised economic development strategy is in development with advisement from the Economic Development Advisory Commission. Contained within this revision is an elaboration on the revolving loan and façade grant program activities.

ATTACHMENTS:

EI Dorado County Economic Element

EI Dorado County Economic Development Strategy

*** Body of Strategy**

*** Worksheet**



El Dorado County

Economic Development

Strategy

October 2, 2007

Creating the environment for economic opportunity and job creation.

What is Economic Development?

Economic Development is about creating an environment in which business can sustain and grow, resulting in a healthy business sector, with job creation, an expansion of economic activity, increased sales and tax revenue, lower crime rates, a healthy sense of community worth and better quality of life.

Who is involved in Economic Development?

Economic Development is a collaborative effort. Involvement by the following contributes to a strong economic development program:

Local Governments	State Government & Agencies
Federal Government & Agencies	Special Authorities
Public/Private Partnerships	Chambers of Commerce
Business & Industry Trade Groups	Universities and Research Institutions
Community Colleges	Neighborhood Groups
Utilities	Foundations
Banks, Thrift Institutions	Telecom & Cable Providers
Workforce Development Org.s	Early Care & Education groups

Defining El Dorado County's role and responsibility in Economic Development

El Dorado County is committed to providing leadership, information, referral services, and data to support economic development. The County has a distinct role in helping achieve the critical convergence -- reviewing and eliminating barriers that inhibit the creation of an effective, efficient, transparent, and time-sensitive regulatory engine that enables rather than inhibits good quality and sustainable economic growth.

We as a community are fortunate to have an abundance of resource organizations, picturesque natural environment, and a desirous proximity to several major urban job centers, educational and medical institutions. Despite these benefits, we are not optimally working together towards achieving the above desired result. El Dorado is committed to working with stakeholders to align the multiple governmental agencies, business organizations, community service groups, educational institutions, and non-governmental organizations and their respective programs and services.

Below is the El Dorado County, Economic Development Division's strategy.

Economic Development Strategy
10/30/2007

EDC Economic Development Goals, Objectives, Measures

- **REGULATORY REFORM**
- **BUSINESS RETENTION and EXPANSION**
- **ENTREPRENEURSHIP/ATTRACTION**

REGULATORY REFORM – Identify and provide solutions to barriers to economic growth and job creation in El Dorado County.

The regulatory environment in El Dorado County has consistently been the primary complaint of businesses operating within or looking to establish operations within El Dorado County. The prior lack of a land use policy (General Plan), a complicated and non-transparent permit applications process, fluctuating levels of customer service, and inconsistent regulatory interpretation, have been consistent concerns.

Improving the system and reputation of our County is priority number one for creating an environment conducive to smart and sustainable economic growth and a better quality of life for residents.

Primary Objectives

- 1. Reform and improve regulatory process relating to business development**
 - a. Define the business development process so that business and county have a mutual understanding of the responsibilities and expectations we all must operate within
 - b. Work to develop consensus on permit turnaround times upon submittal of complete permit application
 - c. Review statutes to identify unreasonable obstacles to business development and work to accommodate targeted prospects
 - d. Establish an online application submittal and status report system
 - e. Collaborate with Placerville and South Lake Tahoe in aligning our small business regulatory framework
- 2. Strengthen the relationship between industry, county government, and local jurisdictions**
 - a. Schedule quarterly meetings between industry and staff (DS, DOT, EM, OED, EID, Fire, Parks, etc) to identify issues and develop solutions
 - b. Identify and deploy technology tools for speeding the business development process in the County

Economic Development Strategy
10/30/2007

- c. Meet quarterly with jurisdictional management and/or designated economic development staff to identify areas for collaboration

3. Develop a regulatory and business development processes that promote entrepreneurial growth in the county

- a. Engage industry in dialogue/ownership, together developing solutions and programs that create a hospitable entrepreneurial regulatory environment
- b. Establish minimum of ease permit submittal for home-based businesses
- c. Promote and co-market the forthcoming online business license application process
- d. Provide educational opportunities on how to do business with the county

Economic Development Strategy
10/30/2007

BUSINESS RETENTION and EXPANSION – Connect businesses to tools and resources in order to stay and grow in El Dorado County.

Studies have shown that up to 84% of all local job growth comes from existing businesses, while only 17% comes from attracting firms to the area. It is imperative that we recognize our competition is the global marketplace, where capital is mobile, overseas markets have increasingly skilled and lower-cost labor, where nations routinely invest heavily in infrastructure and couple this with a less burdensome regulatory environment. Our strategy should be to identify and strengthen our comparative advantages while shoring up those businesses currently here and help them grow and expand in El Dorado County.

We must start by asking three basic questions: how is business; what do you like about doing business here; and what can be done to improve the business climate? From their responses, we must work collaboratively to begin connecting them to tools, resources, services and markets that will help grow their bottom-line and create jobs for our residents.

Primary Objectives

- 1. Establish a formal mechanism to track business retention and expansion inquiries**
 - a. Adopt and implement Metro Pulse
 - b. Develop marketing materials and begin promoting the EDC Metro Pulse program
 - c. Attend steering committee and regional strategy sessions

- 2. Conduct Metro Pulse business visitation campaign**
 - a. Adapt Metro Pulse survey questionnaire for local conditions
 - b. Work with strategic stakeholder and service provider networks
 - c. Conduct a minimum of #25 prior to Dec. 31, 2007
 - d. Provide follow-up solutions to business inquiries
 - e. Compile and disseminate programmatic results

- 3. Build service provider support network for business retention and expansion program**
 - a. Conduct community outreach sessions (EDC Forums & trainings)
 - b. Identify, compile, and distribute useful tools and resources in an "Open for Business Tool-kit" (Website, brochures, directory, outreach sessions, chambers, etc.)
 - c. Implement service provider Metro Pulse business representative training
 - d. Determine availability of capital for SME's
 - e. Collaborate with existing financing programs establish façade and revolving loan programs

Economic Development Strategy
10/30/2007

- f. Develop a mechanism to allow for the expansion of existing non-conforming businesses to expand

4. Collect and provide economic and demographic data

- a. Annually compile, refresh and distribute economic and demographic report
- b. Issue RFPs for select industry sector and geographic economic analysis
- c. Use research and data to inform the county Economic Development Strategy, while guiding program development and deployment along with formal collaboration with strategic alliance partners

5. Institute "Business & Economic Development Scorecard"

- a. Establish Key Performance Indicators (Business & Economic Development Scorecard) for all facets of business and economic development program
- b. Include business related retention questions in El Dorado County residential survey (annually)
- c. Collaborate with chambers (7), business associations and others when fielding an "Economic Well-Being" survey
- d. Develop "Business Walk" program for commercial corridors or targeted commercial centers

6. Rebrand and market El Dorado County/business & economic development

- a. Strategize with internal and external partners on campaign development
- b. Develop branded departmental services brochure
- c. Improve offerings on website
- d. Link and co-brand with stakeholders and strategic alliance partners
- e. Provide local area data to County PIO, press, chambers, etc.

7. Reinstitution of annual State of El Dorado County

- a. (Showcase BRE success, Best Practices, Business Recognition, Service Provider recognition, County economic trends, Guest Speaker)
- b. Publicize and announce annual "Business & Economic Development Scorecard" findings
- c. Publish and provide copies of annual El Dorado County, economic & demographic profile
- d. Organizationally collaborate with Job One, Folsom Lake College-EDC, and chambers on event logistics and revenue sharing

Economic Development Strategy
10/30/2007

ENTREPRENEURSHIP/ATTRACTION – Provide the best possible environment for fostering entrepreneurial growth while attracting businesses to our community.

Nationally, between 600,000 – 800,000 new businesses are established each year. Firms of fewer than 20 employees generate the majority of new jobs in the U.S. and we understand that entrepreneurs create new businesses and high-paying jobs at an exceptional rate. It is imperative that we capitalize on our unique attributes of inward migration and homegrown talent. These individuals and their start-up businesses offer El Dorado County a unique opportunity for creating sustainable economic growth while balancing residents' concerns of maintaining and enhancing the historic value and natural beauty of our County.

Primary Objectives

- 1. Identify, align and support local and regional business and economic development efforts**
 - a. Revise Promotions Account (RFP) to focus on measurable outcomes for fostering economic expansion in targeted industry sectors (arts & entertainment, film, agri-tourism, travel and tourism, and supporting businesses) and communities
 - b. Partner with and support organizations that offer entrepreneurship training and financing
 - c. Collaborate with and support International Trade/Export Assistance activities
 - d. Collaborate with and support organizations that offer new business formation, start-up assistance, technology incubators, venture capital/access to affordable capital, workforce development/lifelong learning

- 2. Identify and survey the entrepreneurial business community to determine needs**
 - a. Conduct annual "Health of El Dorado County" survey of residents, business, and industry
 - b. Partner with business and industry sector organizations to perform business visitations of entrepreneurs
 - c. Inventory infrastructure, organizations, services and support access to resources that drive entrepreneurial growth (Innovation, Capital, Training, Talent, Quality of Life)

- 3. Provide solutions to challenges of this business segment while balancing the fiscal needs and quality of life expectations of residents in El Dorado County**

Economic Development Strategy
10/30/2007

- a. Identify and review issues of concern for business and industry identified through business visitations, business walks, surveys, Community Forums and other appropriate means, recommending solutions and actions
- b. Consult with appropriate organizations and resources to formulate appropriate solutions

4. Work with existing incubators, business and research parks, higher education, and workforce development officials to connect entrepreneurs to existing financing tools, resources, and facilities

- a. Compile land availability roster
- b. Produce quarterly industry sector analysis and biannual county-wide economic base analysis
- c. Host/sponsor technical assistance and informational events that ultimately benefit growth of the business community
- d. Establish façade loan program and Small Business Revolving Loan Fund (Grow El Dorado Fund)



Economic Development Strategy

ACTION PLAN

2-Oct-07

Vision Statement

Creating the environment for economic opportunity and job creation

Draft Goals, Objectives and Actions

Action (s)	OBJECTIVE	TIMELINE			LEAD	SUPPORT	RESOURCES NEEDED
		Short Term (1 - 3 Years)	Mid term (3 - 10 Years)	Long Term (10 - 20 Years)			
REGULATORY REFORM							
1.1	Reform and improve regulatory process relating to business development	✓	✓		OED/DS/DoT/E M	CC	Staff
1.1.1	Economic Development Advisory Commission	✓			OED		Staff, \$
1.1.2	Building Industry Advisory Council	✓			Dev. Services	OED	Staff
1.1.3	Quarterly Meetings Dev. Services, EDO, Chambers	✓			OED	Dev. Services	Staff
1.2	Strengthen the relationship between industry, county government and agencies, and local jurisdictions and other regulatory agencies (EID, Fire, Parks, TRPA, Lahonta, BLM, EPA, etc.)	✓	✓		OED/DS/DoT/E M	Industry, chambers, assn.s	Staff
1.2.1	Regular quarterly informal meetings amongst key staffers	✓			OED	Govt. entities, Industry, chambers, assn.s	Staff

1.2.2	Participate in external committees	✓	OED	Staff
1.2.3	Participate on internal committees	✓	OED	Staff
1.2.4	Participate on Fabulous 50 corridor campaign	✓	OED	Staff, annual fee \$
1.2.5	Conduct Business Walk campaign (partner govt. & Business & Community) in taking the pulse of business	✓	OED	EI Dorado Hills (1st) Staff, intern, marcom
1.3	Develop a regulatory and business development process to promote entrepreneurial growth in the county	✓	OED/DS/DoT/E M	Chambers, WIB, Assn.s Staff
1.3.1	Source data from Metro Pulse, Biz Walks, and other secondary sources	✓	OED	EDAC, Chambers, WIB, Assn.s Staff, program \$
1.3.2	Utilize EDAC, external stakeholders for development of regulatory framework	✓	OED	EDAC, Chambers, WIB, Assn.s Staff
1.3.3	Announce policy/processes at State of EI Dorado County, and Community Forums	✓	OED/CAO	EDAC, Chambers, WIB, Assn.s Event funding, marcom \$
1.3.4	Promote and co-market the forthcoming online business license application process	✓	OED/Treas.	EDAC, Chambers, WIB, Assn.s Staff, marcom \$
BUSINESS RETENTION & EXPANSION				
2.1	Establish a formal mechanism to track business retention and expansion inquiries	✓	OED/Metro	Chambers, WIB, Assn.s Staff, annual costs, grants
2.1.1	Develop strategy, target industries, strategic alliance partners	✓	OED	EDAC, Chambers, WIB, Assn.s Staff
2.1.2	Launch BRE campaign (Metro Pulse)	✓	OED	EDAC, Chambers, WIB, Assn.s Staff, marcom costs
2.1.3	Conduct visits and service provision, monitor D-base	✓	OED	EDAC, Chambers, WIB, Assn.s Staff, intern \$
2.1.4	Collect and announce BRE program at 2008 State of EI Dorado County	✓	OED/PIO/CAO	Event and strategic alliance partners Staff, event, marcom costs
2.1.5	Quarterly updates of progress	✓	OED	EDAC, Chambers, WIB, Assn.s Staff, marcom costs
2.1.6	Align results with technical assistance/service providers, and advise on public policy/govt... policies that would help to grow business (county receipts) within current and target industry clusters	✓	OED/CAO	Staff

2.2	Conduct Metro Pulse business visitation campaign	✓	OED	Metro, EDAC	Staff
2.2.1	Select target industries	✓	OED	Metro, EDAC	Staff
2.2.2	Conduct 35 by Dec 2008	✓	OED	EDAC, Chambers, WIB, Assn.s	Staff, circuit rider cost
2.2.3	Monitor service provision, strategic alliance partner activities, quality, add service providers to network	✓	OED	EDAC, Chambers, WIB, Assn.s	Staff
2.2.4	Develop scorecard metrics	✓	OED	EDAC, Chambers, WIB, Assn.s	Staff, marcom costs
2.2.5	Provide snapshot at State of El Dorado County	✓	OED/CAO	EDAC, Chambers, WIB, Assn.s	Staff, consultant, intern, marcom costs
2.3	Build service provider support network for business retention and expansion program	✓	OED	Chambers, WIB, Assn.s	Staff
2.3.1	Write into Promotion Account business visitations are required for target industry sectors	✓	OED	EDAC, Chambers, WIB, Assn.s	Staff, EDAC, grantees costs
2.3.2	Community outreach and relationship building. demonstrate ROI for organization	✓	OED/PIO	EDAC, Chambers, WIB, Assn.s	Staff
2.3.3	Communicate program ROI through media, relationships, marcom materials, business testimony's, web, etc	✓	OED/PIO	EDAC, Chambers, WIB, Assn.s	Staff, marcom & event costs
2.3.4	Provide partner recognition on all materials, events, communications	✓	OED/PIO	EDAC, Chambers, WIB, Assn.s	Staff, marcom & event costs
2.4	Collect and provide economic and demographic data	✓	OED	CSUC-CED, SRRRI, UOP, EDD-LMID, Census, SBA	Staff, CED costs
2.4.1	Annual EDC Economic & Demographic survey	✓	OED	CSUS-CED	Staff, CED costs
2.4.2	RFP for Bi-annual Economic Base Analysis, 1/4 industry sector reports (2yr contract)	✓	OED	TBD, consultant	Staff, consultant and marcom costs
2.4.3	Upload to web and distribute via channels	✓	OED	IT	Staff
2.4.4	Provide at Community Forums, State of El Dorado County, regional events, business inquiries, study missions	✓	OED/PIO/CAO	EDAC, Chambers, WIB, Assn.s	Staff, marcom and event costs
2.4.5	Reauthorize 2yr contract and revolve through sector analysis	✓	OED	Consultant	Staff, consultant cost

2.4.6	Create econometric data vault for service provision, public policy formation, BRE activities, etc	✓	OED	IT	Staff, IT, marcom costs
2.4.7	Use research and data to inform the county Economic Development Strategy, while guiding program development and deployment along with formal collaboration with strategic alliance partners	✓	OED	Consultants, Chambers, EDAC	Staff
2.5	Institute "Business & Economic Scorecard" (Key Performance Indicators)	✓	OED/PIO	Consultant	Staff, consult/print costs
2.5.1	Develop KPI's	✓	OED/PIO	EDAC/Consultant	Staff, consultant cost
2.5.2	Announce at annual State of El Dorado County 2008	✓	OED/PIO	Consultant	Staff, consult/print costs
2.5.3	Develop community economic development organization and services chart	✓	OED	EDAC, Chambers, WIB, Assn.s	Staff, consult/print costs
2.5.4	Track, announce results at 2009 State of El Dorado County	✓	OED/PIO	EDAC, Chambers, WIB, Assn.s	Staff, consult/print costs
2.6	Re-brand and market El Dorado County/business & economic development	✓	OED/PIO, consultant	EDAC, Chambers, WIB, Assn.s	Staff, annual costs
2.6.1	RFP for Brand, Logo, Marcom materials	✓	OED/PIO, consultant	EDAC, Chambers, WIB, Assn.s	Staff, costs
2.6.2	Acquire local same resource tool for website (CALED)	✓	OED, consultant	EDAC	Staff, consultant cost
2.6.3	RFP for site selector tool (GIS Planning)	✓	OED, consultant	Chambers, industry assn.s	Staff, consult, marcom costs
2.6.4	RFP for retail attraction and marketing tool (Mapinfo.com)	✓	OED, consultant	EDAC, chambers	Staff, consult, marcom costs
2.6.5	Inventory of programs, benefits, incentives for businesses	✓	OED/PIO, consultant	Govt., Service providers, EDAC, Chambers, WIB, Assn.s	Staff, Intern \$
2.6.6	RFP development of materials: website, logo, brochure/marcom materials	✓	OED/PIO, consultant	EDAC, Chambers, WIB, Assn.s	Staff, material costs

2.6.7	Launch New Brand at 2008/2009 State of El Dorado County event "El Dorado Gold" for buy local and name branding for local products, "Entrepreneurial Spirit" for business and community campaigns	✓	✓	OED/PIO, consultant	EDAC, Chambers, WIB, Assn.s	Staff, material costs
2.7	Reinstitution of annual State of El Dorado County	✓	✓	OED/PIO	EDAC, Chambers, WIB, Assn.s	Staff, event/marcom costs, revenue stream - sponsorships?
2.7.1	Gather event partners	✓		OED	EDAC, Chambers, WIB, Assn.s	Staff
2.7.2	Develop event program content & "BRE message"	✓		OED/PIO	EDAC, Chambers, WIB, Assn.s	Staff, material costs
2.7.3	Launch 2008 State of El Dorado County	✓		OED/PIO	EDAC, Chambers, WIB, Assn.s	Staff, event costs
2.7.4	Follow through on promises	✓		OED	EDAC, Chambers, WIB, Assn.s	Staff, marcom costs
2.7.5	2009 State of El Dorado County (ROI message)	✓		OED/PIO	EDAC, Chambers, WIB, Assn.s	Staff, material costs
ENTREPRENEURSHIP/ATTRACTION						
3.1	Identify, align and support local and regional business and economic development efforts	✓		OED	EDAC, Chambers, WIB, Assn.s	Staff, annual costs
3.1.1	Revise promotion account RFP to reflect this philosophy	✓		OED	Contracts & Procurement	Staff
3.1.2	Engage strategic alliance partners through their/our initiatives	✓		OED	EDAC, Chambers, WIB, Assn.s	Staff, marcom costs
3.1.3	Utilize EDAC monthly meetings and community forums for effort	✓		OED	EDAC and attendees	Staff
3.1.4	Promote successful partnerships at events (State of El Dorado), in marcom materials (annual reports, quarterly updates), and provide visibility on revamped website	✓		OED	EDAC, Chambers, WIB, Assn.s	Event and marcom costs
3.1.5	Provide seed capital for technical assistance partners efforts in El Dorado County that support growing our business/economy	✓		OED	SBDC, FTC, SCORE, chamber events	Promotion account, BRE costs

3.1.6	Fund BRE visitations campaigns in partnership with local, trade/industry and workforce entities	✓	OED	Job One, trade groups, promotion account awardees	Staff, promotion account funds, intern and circuit rider costs
3.2	Identify and survey the entrepreneurial business community to determine their needs	✓	OED/PIO	Consultants	Survey costs
3.2.1	Conduct annual "Health of El Dorado County" survey of residents, business, and industry	✓	OED/PIO	Consultants	Staff, survey, marcom costs
3.2.2	Conduct BRE visitations of target industry sectors	✓	OED	Job One, EDAC, Chambers, WIB, Assn.s	Staff
3.2.3	ID, survey home-based business sector	✓	OED	SBDC, SBA, Job One, chambers, WIB	Staff, survey, intern costs
3.2.4	Incorporate all surveys from partners into web portal, use as secondary data source	✓	OED/IT	Job One, EDAC, Chambers, WIB, Assn.s	Staff
3.2.5	Establish an Entrepreneurial Summit	✓	OED	Golden Capital, SBA, Job One, SBDC, chambers etc	Staff, event, marcom costs
3.3	Provide solutions to challenges of this business segment while balancing the fiscal needs and quality of life expectations of residents in El Dorado County	✓	OED	EDAC	Staff
3.3.1	Engage via Community Forums	✓	OED	EDAC, Chambers, WIB, Assn.s	Staff, event and marcom costs
3.3.2	Engage via Metro Pulse	✓	OED	EDAC, Chambers, WIB, Assn.s	Staff, marcom costs
3.3.3	Conduct Business Walk campaign (partner govt. & Business & Community) in taking the pulse of business	✓	OED	El Dorado Hills (1st)	Staff, intern, marcom
3.3.4	Engage via Business 411, constituent services	✓	OED	EDAC, chambers, neighborhood groups	Staff
3.3.5	Survey residents	✓	OED	Consultant	Staff, consultant and marcom costs

3.3.6	Organize community outreach prior to controversial projects	√	OED	Chambers, industry and neighborhood groups	Staff
3.3.7	Organize retail attraction campaign in cooperation with development community, chambers, and other stakeholder groups	√	OED	Chambers, industry and neighborhood groups	Staff, consultant, retail attraction tools, and marcom costs
3.4	Work with existing incubators, business and research parks, higher education, and workforce development officials to connect entrepreneurs to existing financing tools, resources, and facilities				
3.4.1	Establish Incubator program	√	OED	SARTA, SACTO, UCD Connect, etc	Staff
3.4.2	1/4 industry sector analysis to focus on this industry category	√	OED	Folsom lake College, OED, SARTA, SACTO, UCD Connect	Staff
3.4.3	Utilize existing channels (surveys, market information, Metro Pulse) to identify entrepreneurial community issues, the craft solutions	√	OED	Consultant	Staff, consultant and marcom costs
3.4.4	Launch Small Business Revolving Loan Fund (Grow EI Dorado Fund), façade improvement program (National Development Council)	√	OED	Job One, EDAC, Chambers, WIB, Assn.s	Staff, program costs
3.4.5	Partner in launching venture capital program	√	OED	Consultants	Staff, marcom, consultant costs
3.4.6	Host/sponsor technical assistance and event that provide solutions to entrepreneurial businesses	√	Job One	Golden Capital, SBA, CDBG, OED, EDAC, Chambers, WIB, Assn.s	Staff, event sponsorship
3.4.7	Collaborate with SBA, SCORE, SBDC, Job One in reaching out to entrepreneurs	√	OED	SBA, SBDC, SCORE, Job One, EDAC, Chambers, WIB, Assn.s	Staff



EL DORADO COUNTY GENERAL PLAN ECONOMIC DEVELOPMENT ELEMENT

PRINCIPLES

The General Plan provides opportunities for positive economic growth such as a full range of local employment opportunities, a more diversified local economy, greater capture of tourism, and increased retail sales.

The General Plan provides an opportunity to strategically plan for El Dorado County's role in a growing regional economy.

The General Plan provides land use guidelines which create opportunity to further economic self-sufficiency and foster a sound economic base to afford quality service levels while maintaining economic competitiveness and encourage retention of El Dorado County's quality of life.

The General Plan provides land use guidelines that will permit and encourage economic activities that create employment opportunities that are commensurate with local housing costs, generate a positive sustained revenue flow into the County, maximize economic multiplier effects, and minimize reliance upon County services and expenditures.

The General Plan recognizes, promotes, facilitates, and supports activities that provide a positive sustaining economic base for the County, maximize the economic potential of the County's natural resources, reduce out-of-County retail purchase and employment travel, and provide housing and job opportunities that are accessible to all levels of our society.

INTRODUCTION

Local planning, through the inclusion of an Economic Development Element in the General Plan or preparation of an Economic Strategic Plan, can be used to strengthen community development activities, enhance economic growth, and reinforce the planning process as a positive part of economic development. An improved local business climate which recognizes sub-regional constraints and opportunities, expansion of the local tax base, and

enhanced employment opportunities are benefits of a planning effort that has an emphasis on economic development. An Economic Development Element can be directed at a wide range of economic issues. Reinforcement of the planning process through the adoption of an Economic Development Element or strategic plan can be an effective method of managing growth in order to achieve a broad range of community goals and objectives. Should the Economic Development Providers Network cease to exist, another cooperative private/public sector group may be formed as sanctioned by the Board of Supervisors to fill the role that this element contemplates for the Network.

STATE AUTHORIZATION

An economic development element is not a required element under State law. However, California Planning law states that “the general plan may include any element(s) or address any . . . subject(s) which . . . relate to the physical development of the county (Government Code Section 65303).” The general plan guidelines, prepared by the Office of Planning and Research, state that “upon adoption, an optional element becomes an integral part of the general plan. It has the same force and effect as the mandatory elements and must be consistent with the other elements of the plan.”

RELATIONSHIP TO OTHER ELEMENTS

The Economic Development Element is directly related to all other elements contained within the General Plan.

POLICY SECTION

Note that the action programs proposed in the following section are included as implementation measures in the Implementation Program added to this element as part of the *Response to Comments* document. The Implementation Program includes timeframes associated with and assigns responsibility for completing each implementation measure.

GOAL 10.1: COOPERATION

The County shall work with all levels of government and with the various economic development organizations including the business community to cooperatively identify and promote the County’s positive opportunities and strength.

OBJECTIVE 10.1.1: COOPERATIVE APPROACH

Utilize the Economic Development Providers Network or other Board of Supervisors recognized economic development organizations to advise and recommend to the Board of Supervisors policies and a course of action that will facilitate the County’s economic vitality.

Policy 10.1.1.1 Annually review the success of the Economic Development Element, establish the program for the coming year, and take action to ensure continued productive activities.

Program 10.1.1.1.1:

Economic Development Providers Network Annual Report: Prepare an action plan to implement the objectives of the Economic Development Element. Prepare an annual report on the status of accomplishment toward the objectives for the past year and the plan for the upcoming year.

Program 10.1.1.1.2:

The County shall be a representative and actively participate in the Economic Development Providers Network.

Policy 10.1.1.2 Implement a business education and information program to promote communication and problem solving between business and government.

Program 10.1.1.2.1:

Sponsor via the Economic Development Providers Network seminars and workshops for El Dorado County's businesses, targeted industry organizations and government decision makers.

Program 10.1.1.2.2:

Establish and maintain liaison with local and regional business organizations to improve coordination of efforts relating to business issues.

Program 10.1.1.2.3:

Convene periodic broadly based community forums to discuss El Dorado's economic issues and concerns in conjunction with business, educational, agricultural, environmental, and other interested organizations.

Program 10.1.1.2.4:

Continually provide feedback from problem solving activities to the County for immediate action and/or inclusion in the next Annual Economic Plan.

Policy 10.1.1.3 Encourage local governments and private business to develop a coordinated and regional approach to a sustainable economy for El Dorado County.

Program 10.1.1.3.1:

Support County business and local government efforts to develop regional, State, National, and international markets for our County's products, services, and attractors.

Policy 10.1.1.4 An officer at the County level shall be assigned the responsibility of coordinating and implementing the Economic Development Programs for El Dorado County. This individual shall act on behalf of both the County and private sector economic interests to oversee policy and provide liaison activities to facilitate the timely implementation of the program objectives. This County official shall become the main point of contact for the business community and shall coordinate all activities to support the Economic Development Plan for County agencies and departments.

OBJECTIVE 10.1.2: IMPROVE REGULATORY PROCESS

Reform and improve regulatory processes relating to business in order to foster the spirit of cooperation, understanding, and consensus between government and business.

Policy 10.1.2.1 Create methods to assist government regulators in understanding and making positive responses to the needs and priorities of business owners.

Program 10.1.2.1.1:

The Economic Development Providers Network shall provide periodic training workshops for business and public agency participants to develop understanding of business owners' needs (e.g., the particular problems of small business in the regulatory process, improved customer service in the permit process, and particular economic issues).

Program 10.1.2.1.2:

Establish regulatory assistance services for the public, including businesses, to clarify government regulatory processes, to assist in coordinating regulatory functions, and to provide information regarding vacant land and facilitate locational assistance to business.

Program 10.1.2.1.3:

As part of the annual budget review process, County departments shall identify potential changes in fees, improved regulatory processes, and appropriate staffing allocations and organization to match forecasted work load which minimize delays that create a negative effect on stimulating County economic activity.

Policy 10.1.2.2 Improve, streamline, and monitor permit processing procedures.

Program 10.1.2.2.1:

Assess the impact on large and small businesses of regulatory issues and recommend cost saving changes to permit processing procedures.

Program 10.1.2.2.2:

Provide the Economic Development Providers Network with an opportunity to review, on a periodic basis, County government structure for consistency with efficient and cost effective regulation of business.

Program 10.1.2.2.3:

Expedite permitting services as an incentive to encourage upgrading of unoccupied developed and underutilized commercial and industrial sites and/or structures. The County should encourage the use of unoccupied developed and/or underutilized County owned sites and/or structures for commercial and industrial use when a public use is not needed.

Program 10.1.2.2.4:

Review existing County regulations and procedures to eliminate unneeded, inconsistent, and redundant legal requirements.

Program 10.1.2.2.5:

The final Environmental Impact Report (EIR) for the 2025 General Plan may be used as a first tier EIR. Future environmental documents for site specific projects, development code regulations, and specific zoning may rely upon and tier off of this EIR.

Program 10.1.2.2.6:

The Zoning Ordinance shall expand the classes of permitted uses for commercial, industrial, and research and development uses on lands so designated on the General Plan land use maps, and/or that have been pre-planned through planned developments, specific plans, and other master planned lands.

Policy 10.1.2.3 All County regulations and procedures shall be written in a concise and easy to understand manner.

Policy 10.1.2.4 When adopting new regulations or procedures, both regulatory and business needs shall be reflected.

Program 10.1.2.4.1:

Regulations shall include a means to accomplish regulatory needs with the least interference and/or barriers to business. Interested parties should be invited to participate in the development and review of new regulations.

Program 10.1.2.4.2:

The County shall prepare an overview statement for proposed laws or administrative regulations including: (a) the purpose of the law and/or regulation; and (b) the relationship between stated purposes and other adopted laws and/or regulations of the County.

Program 10.1.2.4.3:

All proposed development regulations or ordinances shall demonstrate a public benefit where proposed regulations or ordinances will result in private or public costs. This requirement shall not be construed to create a cause of action against the County for its alleged failure to prepare a formal cost/benefit analysis or its alleged failure to prepare a legally adequate or sufficient cost/benefit analysis.

- Policy 10.1.2.5 County agencies and/or departments, when developing ordinances, rules, regulations, and procedures to implement the General Plan, will analyze and present to the appropriate reviewing and/or regulating bodies the economical effects and taking implications of the proposed ordinances, rules, regulations, procedures on private property and private property rights. This requirement shall not be construed to create a cause of action against the County for its alleged failure to prepare a formal cost/benefit analysis or its alleged failure to prepare a legally adequate or sufficient cost/benefit analysis.

OBJECTIVE 10.1.3: FISCAL AND ECONOMIC INFORMATION

Provide County decision-makers with appropriate tools and a framework to determine the fiscal and economic impacts of industries and new projects.

- Policy 10.1.3.1 The Economic Development Providers Network shall establish an economic information base about the County of El Dorado and the incorporated cities therein.

Program 10.1.3.1.1:

Assemble and maintain a library of economic data to be available for use in economic impact studies and/or industry case studies.

Program 10.1.3.1.2:

Make available to the business community and other community interest groups including individuals, publications on economic and demographic information for El Dorado County's incorporated and unincorporated areas.

Program 10.1.3.1.3:

Create a Target Industry Committee representing a cross-section of community interests including local business interests to develop selection criteria for determining desirable target industries that are harmonious with the local custom, culture, and overall quality of life expectations.

Program 10.1.3.1.4:

Prepare a report once every two years which describes the El Dorado County economy, identifies important demographic and industry trends,

identifies leading economic indicators, and identifies and ranks targeted industries to help guide business recruitment and local business expansion efforts.

OBJECTIVE 10.1.4: COMMUNICATION

Establish a forum for discussion and make recommendations on pending environmental issues that affect business and the County's economic vitality.

Policy 10.1.4.1 The Economic Development Providers Network shall promote communication to identify and resolve issues of concern to environmental and economic interests and identify opportunities to integrate the goals of economic health and environmental enhancement.

Program 10.1.4.1.1:

Provide information to educate the business community on environmental issues and to educate the environmental community on the local and regional economy.

Program 10.1.4.1.2:

Identify issues to be considered including, but not limited to, the following:

- location of environmentally compatible areas to develop or expand a full range of housing opportunities including affordable housing opportunities for the local labor force;
- location of environmentally compatible areas for industry to develop or expand;
- provision of transportation facilities;
- methods of streamlining regulatory processes;
- ways in which economic activity can strengthen environmental quality and rural character;
- promotion and protection of environmental quality as an economic asset;
- promotion of increased tourism; and
- support for environmentally sound business in the County.

OBJECTIVE 10.1.5: BUSINESS RETENTION AND EXPANSION

Assist in the retention and expansion of existing businesses through focused outreach and public and private incentive programs and target new industries which diversify and strengthen our export base.

Policy 10.1.5.1 Assist industries to remain, expand, or to locate in El Dorado County.

Program 10.1.5.1.1:

Identify and attract selected targeted industries that are consistent with the County's goal of balancing economic vitality and environmental protection.

Program 10.1.5.1.2:

Develop an action plan for each targeted industry to encourage retention and expansion of businesses including special needs of each targeted industry and location assistance for expansion or relocation. Incubator space within commercial/industrial parks is an important component of these action plans.

Program 10.1.5.1.3:

The Economic Development Providers Network shall establish a system for annually inventorying existing industries and businesses in order to provide early warning of businesses that are at risk and are considering moving or expanding out of the County.

Program 10.1.5.1.4:

Annually dedicate and budget County staff to implement programs under Objective 10.1.5 and/or coordinate County efforts with the private sector and Economic Development Providers Network.

Program 10.1.5.1.5:

The County shall monitor land availability through five-year reviews of the General Plan to assure a sufficient supply of commercial and industrial designated lands.

Program 10.1.5.1.6:

El Dorado County, in cooperation with the Economic Providers Network, shall develop a comprehensive regional economic development program to attract industry to the County at a rate higher than the Sacramento Area Council of Governments (SACOG) and/or County employment forecasts. The economic development program should consider the employment needs of the resident labor force as well as more traditional measures of progress/stability as the jobs/housing balance.

Policy 10.1.5.2 Provide services which enable existing companies with emphasis on identified growth industries, to retain and expand their businesses in El Dorado County.

Program 10.1.5.2.1:

The Economic Development Providers Network shall conduct meetings and interviews with existing companies in each of the identified growth

industries focusing on service needs and local government's ability to address those needs.

Program 10.1.5.2.2:

The Economic Development Providers Network shall conduct economic base studies to identify trends in industry and to identify those industries which are well positioned in the local, regional, State, National, or international markets to experience and sustain economic growth.

Policy 10.1.5.3 Conduct outreach to targeted industries for potential location in El Dorado County.

Program 10.1.5.3.1:

Develop an information system on significant potential vacancies in office, commercial, and industrial space to facilitate the movement of business from one facility to another. The information system should include data which characterizes the type and source of utilities available at each vacancy.

Policy 10.1.5.4 Recognize and promote agricultural based industries in El Dorado County and provide for the expansion of value added industries in an economically viable manner consistent with available resources.

Program 10.1.5.4.1:

The Zoning Ordinance shall provide for agriculture dependent commercial and industrial uses on lands within Rural Regions.

Program 10.1.5.4.2:

The Zoning Ordinance shall allow the sales and marketing of products grown in El Dorado County and crafts made in El Dorado County in areas designated for agricultural use.

Policy 10.1.5.5 Recognize and promote the need to create greater opportunities for El Dorado County residents to satisfy retail shopping demands in El Dorado County.

Program 10.1.5.5.1:

Designate sufficient lands of a size and at locations to accommodate needed retail and commercial development.

Policy 10.1.5.6 Encourage the locating of new employment base industries that provide for additional employment opportunities for existing residents currently employed by industries with declining job potential to provide for a better employment future and business climate for the County. Prior to approval of a General Plan amendment to Tourist Recreational or a zone change to implement this land use designation, when a site is adjacent to a

residential, agricultural, or Natural Resource designation, a finding shall be made which concludes that the development project will have no significant growth inducement effect on adjacent lands.

OBJECTIVE 10.1.6: CAPTURE OF RETAIL AND TOURISM DOLLARS

Capture a greater share of retail and tourist dollars within the County by providing opportunities to establish new tourist-related commercial operations while promoting and maintaining existing tourist commercial operations.

Policy 10.1.6.1 The County shall encourage expansion of the types of local industries that promote tourism including but not limited to Christmas tree farms, wineries, outdoor sports facilities, Apple Hill and other agricultural-related activities, the County Fairground, bed and breakfast inns, and ranch marketing activities.

Program 10.1.6.1.1:

Annually assign and budget County staff to implement Policy 10.1.6.1 and/or coordinate efforts with the Economic Development Providers Network.

Policy 10.1.6.2 The use of public transportation shall be encouraged to serve and support the County's tourist destinations.

Policy 10.1.6.3 Support land use designations adjacent to major transportation corridors which are suitable for convention centers and vehicle-to-shuttle-bus transfer facilities to support tourism, large special events, etc.

Policy 10.1.6.4 The majority of transient occupancy tax (TOT) generated revenue shall be directed toward the promotion of tourism, entertainment, business, and leisure travel in El Dorado County.

Policy 10.1.6.5 The County shall designate areas Tourist Recreation to promote the development of tourist-related business. Such areas may be located along the U.S. Highway 50 corridor, other State highways, the American River Canyons, and other appropriate areas suitable for such uses. A new zone district shall be established to differentiate between the low-intensity recreational uses and higher intensity recreational uses such as RV parks. The placement of this designation shall not be used as a precedent for additional high intensity land use designations in nearby areas.

OBJECTIVE 10.1.7: SMALL BUSINESS AND WORK PLACE ALTERNATIVES

Promote the establishment and expansion of small businesses and work place alternatives including home occupations, telecommuting businesses, and technology transfer based industries.

Policy 10.1.7.1 Evaluate the County's business license procedure to streamline or minimize the process for small businesses.

Program 10.1.7.1.1:

Establish a uniform small business licensing application, forms, and instructions for all cities and the County.

Program 10.1.7.1.2:

Review the business license fees in the cities and County to provide an equitable structure for business with ten or less employees.

Policy 10.1.7.2 Assist small business in the County.

Program 10.1.7.2.1:

Provide information on small business assistance programs, the agencies regulating small businesses, and distribute small business resources directories.

Policy 10.1.7.3 Encourage employers, including public agencies, to offer work place alternatives such as telecommuting and promote formation of neighborhood based telecommuting centers in which multiple businesses use joint services.

Program 10.1.7.3.1:

Establish land use regulations that permit by right satellite work centers, home work place alternatives, and home occupations as a means of reducing commutes on U.S. Highway 50.

Policy 10.1.7.4 Home occupations shall be encouraged and permitted to the extent that they are compatible with adjacent or surrounding properties.

Program 10.1.7.4.1:

Establish standards in the Zoning Ordinance that provide compatible home businesses that complement residential uses in the Community Regions, Rural Centers, and Rural Regions.

Program 10.1.7.4.2:

Land use regulations shall disallow Conditions, Covenants, and Restrictions that preclude home occupations or work-at-home activities.

OBJECTIVE 10.1.8: JOB TRAINING

Support the use of El Dorado County's educational institutions to provide employment training and vocational education programs for potential employees of El Dorado County's businesses.

- Policy 10.1.8.1 Provide a forum for discussion of how best to match educational programs of El Dorado County’s high schools and colleges with the needs of employers in the target industries groups.
- Policy 10.1.8.2 Encourage the development and growth of small business in El Dorado County through entrepreneurial training programs in the curriculums of the educational institutions.
- Policy 10.1.8.3 Support efforts by the County Office of Education or private sector initiatives to expand and/or establish dedicated vocational training at all County high schools and community colleges.

OBJECTIVE 10.1.9: JOBS-HOUSING RELATIONSHIP

The County shall monitor the jobs-housing balance and emphasize employment creation.

- Policy 10.1.9.1 The County shall use appropriate land use, zoning, and permit streamlining strategies, and other financial incentives to provide for and encourage a broad mix housing types that are compatible with wage structures associated with existing and forecasted employment.
- Policy 10.1.9.2 Encourage specific plans and large planned developments in Community Regions and Rural Centers to include a broad mix of housing types and relate it to local wage structures to achieve balance with existing and forecasted resident household needs.
- Policy 10.1.9.3 The County shall actively promote job generating land uses while de-emphasizing residential development unless it is tied to a strategy that is necessary to attract job generating land uses.

GOAL 10.2: PUBLIC SERVICES AND INFRASTRUCTURE

Provide adequate levels of public services and infrastructure for existing residents and targeted industries and establish equitable methods to assure funding of needed improvements to existing infrastructure and services and new facilities to further economic development consistent with the County’s custom, culture, and economic stability.

OBJECTIVE 10.2.1: PUBLIC AND CIVIC FACILITIES INVESTMENT

Give a high priority to funding quality civic, public and community facilities, and basic infrastructure that serve a broad range of needs.

- Policy 10.2.1.1 The County shall prepare and coordinate with other service providers long-term capital improvement plans to more efficiently provide infrastructure and services in a manner consistent with the needs of targeted industries and existing residents. This process shall identify cost estimates for each project in current dollars and identify the funding source.
- Policy 10.2.1.2 The County shall aggressively pursue private, regional, State, and Federal funding sources to reduce local burdens.
- Policy 10.2.1.3 Require that all costs of upgrading and/or constructing civic, public and community facilities, and basic infrastructure exclusively needed to serve new development be the responsibility of new development and not existing residents.
- Policy 10.2.1.4 Require new discretionary development to pay its fair share of the costs of all civic and public and community facilities it utilizes based upon the demand for these facilities which can be attributed to new development.
- Policy 10.2.1.5 A public facilities and services financing plan that assures that costs burdens of any civic, public, and community facilities, infrastructure, ongoing services, including operations and maintenance necessitated by a development proposal, as defined below, are adequately financed to assure no net cost burden to existing residents shall be submitted with the following development applications:
 - A. Specific plans; and
 - B. All residential, commercial, and industrial projects located within a Community Region or Rural Center which exceed the following thresholds:
 - 1. Residential.....50 units
 - 2. Commercial.....20 acres or 100,000 square feet
 - 3. Industrial20 acres or 250,000 square feet
- Policy 10.2.1.6 Provision of new infrastructure and facilities shall be coordinated with existing infrastructure and facilities and shall maximize use of existing facilities capacity to the extent that any exists.
- Policy 10.2.1.7 Emphasize public investment strategies that enhance the value of commercial uses to maximize absorption rates. If these strategies are successful, the infrastructure finance program will have a greater chance of success related to the increased real estate values created.

Policy 10.2.1.8 Direct new development to land where infrastructure and service levels are adequate so as to minimize development costs.

OBJECTIVE 10.2.2: EQUITABLE FINANCING METHODS FOR PUBLIC IMPROVEMENTS

Utilize equitable financing methods that assure that service standards adopted in the General Plan are achieved.

Policy 10.2.2.1 When adopting, amending, and imposing impact fees and developer exactions, consider the effects of such fees and exactions upon project economics.

Program 10.2.2.1.1:

Review other County impact fees and consider adopting fees necessary to assure that new development pays its fair share of public facility and services costs.

Policy 10.2.2.2 Stress financing strategies that maximize the use of pay-as-you-go methods to gain the most benefit from available revenue without placing unreasonable burdens on new development.

Program 10.2.2.2.1:

When a project directly or indirectly impacts existing public services and/or infrastructure, it shall provide for and finance improvements consistent with the degree of impact to public services and/or infrastructure directly or indirectly attributed to the project. Cost to be borne by the project proponent shall be determined on the basis of the above described nexus and other pre-existing legally binding agreements such as development agreements.

Policy 10.2.2.3 Fees and assessments collected shall be applied to the geographic zone from which they are originated.

Policy 10.2.2.4 Fees and assessments, with Board of Supervisor approval, can be deferred and/or paid through property tax increments if it can be demonstrated that a current or projected rate is serving as a location avoidance factor for targeted industries.

OBJECTIVE 10.2.3: COORDINATION OF PUBLIC IMPROVEMENTS

Cooperate with other jurisdictions to promote the most cost-effective methods of providing civic, public and community facilities, and basic infrastructure necessary for supporting the economic, social, and environmental well being of the County and its residents.

Policy 10.2.3.1 Coordinate major infrastructure construction within the County, particularly the transportation system network and extension of sewer and water service, to assure consistency of these improvements with the General Plan. Where it has legal authority to do so, the County, through its membership on LAFCO or otherwise, should deny proposals by special districts found to be inconsistent with the County's General Plan.

Program 10.2.3.1.1:

Government Code Section 65401 authorizes the County to obtain lists of all capital projects planned by public agencies within the County. Proposed capital improvements found inconsistent with the County's General Plan can be protested to the sponsoring agency. As part of its annual review of the Capital Improvement Program, the County should include a Section 65401 review which lists all capital projects sponsored by other jurisdictions during the following year and makes a finding relative to the consistency of each project with the County's General Plan.

Program 10.2.3.1.2:

As part of an effort to maintain high quality services and implement the General Plan, the County should maintain an effective liaison and improve cooperation with the cities and special districts serving the County.

Policy 10.2.3.2 Cooperate with cities when processing applications for subdivisions or other large projects located within a city's Sphere of Influence. When there are no conflicts, all city policies and standards, as well as County policies and standards, projects should be required to meet all such policies and standards.

OBJECTIVE 10.2.4: FUNDING AVAILABILITY

Ensure that adequate funding is available for all ongoing County-wide services.

Policy 10.2.4.1 Seek methods for existing development within unincorporated areas and cities to assume a fair share of the costs for County-wide mandated services including social and welfare services, health services, and criminal justice in addition to the normal health and safety services such as fire, sheriff, ambulance, road maintenance, etc.

Policy 10.2.4.2 Recover costs for services provided to the public through the use of fees and charges, where possible, and over time increase the County's cost recovery as a percent of the total budget while maintaining strong management controls to provide effective services at the lowest reasonable cost.

- Policy 10.2.4.3 Emphasize economic development as a part of efforts to increase fiscal performance with special emphasis upon improving retail sales capture in the County.
- Policy 10.2.4.4 Use benefit assessment districts or other methods to provide funding for the maintenance of local roads and drainage projects.
- Policy 10.2.4.5 The County shall make all legally permissible efforts to avoid implementation or State or Federal mandated services that are not accompanied by sufficient non-County generated funding.

OBJECTIVE 10.2.5: NEW DEVELOPMENT FISCAL EFFECTS

Ensure that new development results in a positive fiscal balance for the County.

- Policy 10.2.5.1 Avoid using County General Fund revenues for funding the incremental costs of new municipal services in developing areas.
- Policy 10.2.5.2 Amend the discretionary development review process to require the identification of economic factors derived from a project such as sales tax, property tax, potential job creation (types and numbers), wage structures, and multiplier effects in the local economy.

OBJECTIVE 10.2.6: FISCAL EFFECTS OF GOVERNMENT REORGANIZATION

Through the County's membership on LAFCO or otherwise, ensure that government reorganizations such as annexations, incorporation, and district formations do not have a negative fiscal effect on the County's operating budget and that such reorganizations are revenue neutral from the County's standpoint.

- Policy 10.2.6.1 Establish and implement an equitable and standardized approach to property tax sharing with cities during the annexation process which results in a neutral fiscal impact on the County.
- Policy 10.2.6.2 Cooperate with cities during the establishment of redevelopment projects to assure that fiscal impacts upon the County are neutral and do not result in a negative fiscal impact upon the County.

OBJECTIVE 10.2.7: COORDINATE LAND USES WITH OTHER JURISDICTIONS

Resolve conflicts with other jurisdictions regarding the location of revenue-generating land uses.

- Policy 10.2.7.1 Large commercial or industrial projects located in the County but affecting a nearby city should be planned in cooperation with that city so that potential negative impacts can be effectively mitigated.

- Policy 10.2.7.2 Establish a joint County/City task force to develop complementary land use designations, zoning, transportation, and funding plans to protect existing and to encourage new commercial, industrial, and research and development projects in the Missouri Flat-Placerville Drive areas.
- Policy 10.2.7.3 Missouri Flat Road Corridor Area: The County shall commit to the comprehensive development of the needed road circulation plan for this area immediately following adoption of the General Plan. This plan shall also include the identification and development of a specific funding mechanism that overcomes existing deficiencies and accommodates future traffic demands to the year 2015.
- Policy 10.2.7.4 Coordinate with the incorporated cities the development of sites adjacent to major transportation corridors which are suitable for convention centers and vehicle-to-shuttle-bus transfer facilities to support tourism, large special events, etc.
- Policy 10.2.7.5 Develop a common public facilities impact funding program within the cities and the County.

IMPLEMENTATION PROGRAM

MEASURE ED-A

Economic Development Providers Network Annual Report: Prepare an action plan to implement the objectives of the Economic Development Element. Prepare an annual report on the status of accomplishment toward the objectives for the past year and the plan for the upcoming year. [Policy 10.1.1.1]

Responsibility:	Overseen by Office of Economic Development
Time Frame:	Prepare initial action plan within one year of General Plan adoption. Annual reporting thereafter.

MEASURE ED-B

Actively participate in the Economic Development Providers Network. [Policy 10.1.1.1]

Responsibility:	Office of Economic Development
Time Frame:	Ongoing

MEASURE ED-C

Sponsor, via the Economic Development Providers Network, seminars and workshops for El Dorado County's businesses, targeted industry organizations, and government decision makers. [Policy 10.1.1.2]

Responsibility:	Overseen by Office of Economic Development
Time Frame:	Annually develop program of seminars and workshops to be presented that fiscal year.

MEASURE ED-D

Establish and maintain liaison with local and regional business organizations to improve coordination of efforts relating to business issues. [Policy 10.1.1.2]

Responsibility:	Office of Economic Development
Time Frame:	Establish liaison within one year of General Plan adoption. Coordination ongoing.

MEASURE ED-E

Convene periodic broadly based community forums to discuss El Dorado County's economic issues and concerns in conjunction with business, educational, agricultural, environmental, and other interested organizations. [Policy 10.1.1.2]

Responsibility:	Office of Economic Development and Department of Agriculture
Time Frame:	Prepare schedule for forums every two years. Presentation will be ongoing.

MEASURE ED-F

Work with local businesses to gather feedback from problem solving activities for immediate action and/or inclusion in Annual Economic Plans. [Policy 10.1.1.2]

Responsibility:	Office of Economic Development
Time Frame:	Ongoing

MEASURE ED-G

Support County business and local government efforts to develop regional, State, National, and international markets for the County's products, services, and attractors. [Policy 10.1.1.3]

Responsibility:	Office of Economic Development
Time Frame:	Ongoing

MEASURE ED-H

Through the Economic Development Providers Network, provide periodic training workshops for business and public agency participants to develop understanding of business owners' needs (e.g., the particular problems of small business in the regulatory process, improved customer service in the permit process, and particular economic issues). [Policy 10.1.2.1]

Responsibility:	Overseen by Office of Economic Development; Planning Department, Environmental Management, Department of Transportation, and Building Department to participate
Time Frame:	Develop program of workshops to be presented every two years. Workshop presentation will be ongoing.

MEASURE ED-I

Establish regulatory assistance services for the public, including businesses, to clarify government regulatory processes, to assist in coordinating regulatory functions, and to provide information regarding vacant land and facilitate locational assistance to business. [Policy 10.1.2.1]

Responsibility:	Overseen by Office of Economic Development; Planning Department, Environmental Management, Department of Transportation, Building Department, and Surveyor's Office to participate
Time Frame:	Develop initial program within two years of General Plan adoption. Assistance will be ongoing.

MEASURE ED-J

As part of the annual budget review process, County departments shall identify potential changes in fees, improved regulatory processes, and appropriate staffing allocations and organization to match forecasted work load which minimize delays that create a negative effect on stimulating County economic activity. [Policy 10.1.2.1]

Responsibility:	Planning Department, Environmental Management, Department of Transportation, Building Department, and Surveyor's Office
Time Frame:	Annually as part of the budget process.

MEASURE ED-K

Assess the impact on large and small businesses of regulatory issues and recommend cost saving changes to permit processing procedures. [Policy 10.1.2.2]

Responsibility:	Office of Economic Development, Planning Department, Environmental Management, Department of Transportation, and Building Department
Time Frame:	Complete initial review within two years of General Plan adoption. Present review of potential changes annually thereafter.

MEASURE ED-L

Provide the Economic Development Providers Network with an opportunity to review, on a periodic basis, County government structure for consistency with efficient and cost effective regulation of business. [Policy 10.1.2.2]

Responsibility:	Office of Economic Development
Time Frame:	Facilitate a review every three years.

MEASURE ED-M

Expedite permitting services as an incentive to encourage upgrading of unoccupied developed and underutilized commercial and industrial sites and/or structures. The County should encourage the use of unoccupied developed and/or underutilized County owned sites and/or structures for commercial and industrial use when a public use is not needed. [Policy 10.1.2.2]

Responsibility:	Office of Economic Development, Planning Department, Environmental Management, Department of Transportation, and Building Department
Time Frame:	Develop process for expedited permitting within two years of General Plan adoption. Should be concurrent with Implementation Measure ED-K.

MEASURE ED-N

Review existing County regulations and procedures to eliminate unneeded, inconsistent, and redundant legal requirements. [Policy 10.1.2.2]

Responsibility:	County Counsel, Office of Economic Development, Planning Department, Environmental Management, Department of Transportation, and Building Department
Time Frame:	Complete initial review within one year of General Plan adoption and complete additional reviews every three years. Revisions to County regulations will be ongoing.

MEASURE ED-O

Use the final Environmental Impact Report (EIR) for the General Plan as a first tier EIR. Future environmental documents for site specific projects, development code regulations, and specific zoning may rely upon and tier off of this EIR. [Policy 10.1.2.2]

Responsibility:	Planning Department
Time Frame:	Ongoing

MEASURE ED-P

Revise the Zoning Ordinance so that classes of permitted uses for commercial, industrial, and research and development uses on lands so designated on the General Plan Land Use Maps, and/or that have been pre-planned through planned developments, specific plans, and other master planned lands, are expanded. [Policy 10.1.2.2]

Responsibility:	Planning Department
Time Frame:	Revise Zoning Ordinance within one year of General Plan adoption.

MEASURE ED-Q

Regulations shall include a means to accomplish regulatory needs with the least interference and/or barriers to business. Interested parties should be invited to participate in the development and review of new regulations. [Policy 10.1.2.4]

Responsibility:	County Counsel, Office of Economic Development, Planning Department, Environmental Management, Department of Transportation, and Building Department
Time Frame:	Concurrent with the Zoning Ordinance update (within one year of General Plan adoption) and Implementation Measure ED-N and ED-R.

MEASURE ED-R

The County shall prepare an overview statement for proposed laws or administrative regulations including: (a) the purpose of the law and/or regulation; and (b) the relationship between stated purposes and other adopted laws and/or regulations of the County. [Policy 10.1.2.4]

Responsibility:	County Counsel
Time Frame:	Concurrent with the Zoning Ordinance update (within one year of General Plan adoption) and Implementation Measure ED-N and ED-Q.

MEASURE ED-S

All proposed development regulations or ordinances shall demonstrate a public benefit where proposed regulations or ordinances will result in private or public costs. This requirement shall not be construed to create a cause of action against the County for its alleged failure to prepare a formal cost/benefit analysis or its alleged failure to prepare a legally adequate or sufficient cost/benefit analysis. [Policy 10.1.2.4]

Responsibility:	County Counsel
Time Frame:	Ongoing as new ordinances are developed and existing ordinances are updated.

MEASURE ED-T

Assemble and maintain a library of economic data to be available for use in economic impact studies and/or industry case studies. [Policy 10.1.3.1]

Responsibility:	Office of Economic Development
Time Frame:	Assemble library within four years of General Plan adoption.

MEASURE ED-U

Make available to the business community and other community interest groups including individuals, publications on economic and demographic information for El Dorado County’s incorporated and unincorporated areas. [Policy 10.1.3.1]

Responsibility:	Office of Economic Development
Time Frame:	Ongoing

MEASURE ED-V

Create a Target Industry Committee representing a cross-section of community interests including local business interests to develop selection criteria for determining desirable target industries that are harmonious with the local custom, culture, and overall quality of life expectations. [Policy 10.1.3.1]

Responsibility:	Office of Economic Development
Time Frame:	Seat committee within one year of General Plan adoption. Committee to develop criteria within two years of General Plan adoption.

MEASURE ED-W

Prepare a report once every two years which describes the El Dorado County economy, identifies important demographic and industry trends, identifies leading economic indicators, and identifies and ranks targeted industries to help guide business recruitment and local business expansion effort. [Policy 10.1.3.1]

Responsibility:	Office of Economic Development
Time Frame:	Every two years.

MEASURE ED-X

Provide information to educate the business community on environmental issues and to educate the environmental community on the local and regional economy. [Policy 10.1.4.1]

Responsibility:	Office of Economic Development, Planning Department, Environmental Management, Department of Transportation, and Building Department
Time Frame:	Develop initial program within two years.

MEASURE ED-Y

Identify environmental issues to be considered by the Economic Development Providers Network, including, but not limited to:

- A. Location of environmentally compatible areas to develop or expand a full range of housing opportunities including affordable housing opportunities for the local labor force;
- B. Location of environmentally compatible areas for industry to develop or expand;
- C. Provision of transportation facilities;
- D. Methods of streamlining regulatory processes;
- E. Ways in which economic activity can strengthen environmental quality and rural character;
- F. Promotion and protection of environmental quality as an economic asset;
- G. Promotion of increased tourism; and
- H. Support for environmentally sound business in the County.

[Policy 10.1.4.1]

Responsibility:	Overseen by Office of Economic Development; Planning Department, Environmental Management, Department of Transportation, and Building Department to participate
Time Frame:	Issues to be identified concurrent with the development of the program identified under Implementation Measure ED-X.

MEASURE ED-Z

Identify and attract selected targeted industries that are consistent with the County's goal of balancing economic vitality and environmental protection. [Policy 10.1.5.1]

Responsibility:	Office of Economic Development
Time Frame:	Begin recruiting immediately following development of criteria outlined in Implementation Measure ED-V.

MEASURE ED-AA

Develop an action plan for each targeted industry to encourage retention and expansion of businesses including special needs of each targeted industry and location assistance for expansion or relocation. Incubator space within commercial/industrial parks is an important component of these action plans. [Policy 10.1.5.1]

Responsibility:	Office of Economic Development
Time Frame:	Action plan for targeting industry will be concurrent with Implementation Measure ED-V. Develop action plan for retention and expansion within two years of General Plan adoption.

MEASURE ED-BB

The Economic Development Providers Network shall establish a system for annually inventorying existing industries and businesses in order to provide early warning of businesses that are at risk and are considering moving or expanding out of the County. [Policy 10.1.5.1]

Responsibility:	Overseen by Office of Economic Development
Time Frame:	Establish system within two years of General Plan adoption. Annual inventory thereafter.

MEASURE ED-CC

Annually dedicate and budget County staff to implement programs under General Plan Objective 10.1.5 and/or coordinate County efforts with the private sector and Economic Development Providers Network. [Policy 10.1.5.1]

Responsibility:	Office of Economic Development and Chief Administrative Officer
Time Frame:	Annually as part of the budget process.

MEASURE ED-DD

The County shall monitor land availability through five-year reviews of the General Plan to assure a sufficient supply of commercial and industrial designated lands. [Policy 10.1.5.1]

Responsibility:	Planning Department
Time Frame:	Every five years as part of regular General Plan review.

MEASURE ED-EE

El Dorado County, in cooperation with the Economic Providers Network, shall develop a comprehensive regional economic development program to attract industry to the County at a rate higher than the Sacramento Area Council of Governments (SACOG) and/or County employment forecasts. The economic development program should consider the employment needs of the resident labor force as well as more traditional measures of progress/stability as the jobs/housing balance. [Policy 10.1.5.1]

Responsibility:	Overseen by Office of Economic Development
Time Frame:	Concurrent with Implementation Measures ED-V, ED-Z, and ED-AA.

MEASURE ED-FF

The Economic Development Providers Network shall conduct meetings and interviews with existing companies in each of the identified growth industries focusing on service needs and local government’s ability to address those needs. [Policy 10.1.5.2]

Responsibility:	Overseen by Office of Economic Development
Time Frame:	Ongoing

MEASURE ED-GG

The Economic Development Providers Network shall conduct economic base studies to identify trends in industry and to identify those industries which are well positioned in the local, regional, State, National, or international markets to experience and sustain economic growth. [Policy 10.1.5.2]

Responsibility:	Overseen by Office of Economic Development
Time Frame:	Complete base studies within five years of General Plan adoption. Implementation should also consider Implementation Measure ED-BB.

MEASURE ED-HH

Develop an information system on significant potential vacancies in office, commercial, and industrial space to facilitate the movement of business from one facility to another. The information system should include data which characterizes the type and source of utilities available at each vacancy. [Policy 10.1.5.3]

Responsibility:	Office of Economic Development and Planning Department
Time Frame:	Concurrent with Implementation Measures ED-I, ED-M, and ED-BB.

MEASURE ED-II

The Zoning Ordinance shall provide for agriculture dependent commercial and industrial uses on lands within Rural Regions. [Policy 10.1.5.4]

Responsibility:	Planning Department
Time Frame:	As part of Zoning Ordinance update, within one year of General Plan adoption.

MEASURE ED-JJ

The Zoning Ordinance shall allow the sales and marketing of products grown in El Dorado County and crafts made in El Dorado County in areas designated for agricultural use. [Policy 10.1.5.4]

Also refer to Policy 8.2.4.4 of the Agriculture and Forestry Element.

Responsibility:	Planning Department
Time Frame:	As part of Zoning Ordinance update, within one year of General Plan adoption.

MEASURE ED-KK

Designate sufficient lands of a size and at locations to accommodate needed retail and commercial development. [Policy 10.1.5.5]

Also refer to Measure ED-P above.

Responsibility:	Planning Department
Time Frame:	As part of Zoning Ordinance update, within one year of General Plan adoption.

MEASURE ED-LL

Annually assign and budget County staff to implement Policy 10.1.6.1 and/or coordinate efforts with the Economic Development Providers Network.

Responsibility:	Office of Economic Development and Chief Administrative Officer
Time Frame:	Annually as part of the budget process.

MEASURE ED-MM

Work with the cities of Placerville and South Lake Tahoe to establish a uniform small business licensing application, forms, and instructions for all cities and the County. [Policy 10.1.7.1]

Responsibility:	Office of Economic Development and Planning Department
Time Frame:	Establish uniform program within two years of General Plan adoption. Should be concurrent with Implementation Measures ED-K and ED-M.

MEASURE ED-NN

Work with the cities of Placerville and South Lake Tahoe to review the business license fees in the cities and County to provide an equitable structure for business with ten or less employees. [Policy 10.1.7.1]

Responsibility:	Office of Economic Development and Planning Department
Time Frame:	Provide initial report within one year of General Plan adoption. Should be concurrent with Implementation Measure ED-J.

MEASURE ED-OO

Provide information on small business assistance programs, the agencies regulating small businesses, and distribute small business resources directories. [Policy 10.1.7.2]

Responsibility:	Office of Economic Development
Time Frame:	Develop program within two years of General Plan adoption. Should be concurrent with Implementation Measure ED-I.

MEASURE ED-PP

Establish land use regulations that permit by right satellite work centers, home work place alternatives, and home occupations as a means of reducing commutes on U.S. Highway 50. [Policy 10.1.7.3]

Responsibility:	Planning Department
Time Frame:	As part of Zoning Ordinance update, within one year of General Plan adoption.

MEASURE ED-QQ

Establish standards in the Zoning Ordinance that provide compatible home businesses that complement residential uses in the Community Regions, Rural Centers, and Rural Regions. [Policy 10.1.7.4]

Responsibility:	Planning Department
Time Frame:	As part of Zoning Ordinance update, within one year of General Plan adoption.

MEASURE ED-RR

Work with developers of Conditions, Covenants, and Restrictions (CC&Rs) to prevent the creation of CC&Rs that preclude home occupations or work-at-home activities. [Policy 10.1.7.4]

Responsibility:	Office of Economic Development and Planning Department
Time Frame:	Ongoing

MEASURE ED-SS

Review existing County impact fees and consider adopting fees necessary to assure that new development pays its fair share of public facility and services costs. [Policy 10.2.2.1]

Responsibility:	Planning Department, Environmental Management, Department of Transportation, and Building Department
Time Frame:	Should be concurrent with Implementation Measures ED-J.

MEASURE ED-TT

When a project directly or indirectly affects existing public services and/or infrastructure, it shall provide for and finance improvements consistent with the degree of impact to public services and/or infrastructure directly or indirectly attributed to the project. Costs to be borne by the project proponent shall be determined on the basis of the above described nexus, other pre-existing legally binding agreements, such as development agreements, and other policies of this General Plan. Successful implementation will require coordination with non-County public service providers. [Policy 10.2.2.2]

Responsibility:	Planning Department and Department of Transportation
Time Frame:	Ongoing

MEASURE ED-UU

Government Code Section 65401 authorizes the County to obtain lists of all capital projects planned by public agencies within the County. Proposed capital improvements found inconsistent with the County’s General Plan can be protested to the sponsoring agency. As part of its annual review of its Capital Improvement Programs, the County should include a Section 65401 review which lists all capital projects sponsored by other jurisdictions during the following year and makes a finding relative to the consistency of each project with the County’s General Plan. [Policy 10.2.3.1]

Responsibility:	Overseen by Office of Economic Development; Planning Department and Department of Transportation to participate
Time Frame:	Ongoing

MEASURE ED-VV

As part of an effort to maintain high quality services and implement the General Plan, the County should maintain an effective liaison and improve cooperation with the cities and special districts serving the County. [Policy 10.2.3.1]

Responsibility:	Overseen by Office of Economic Development
Time Frame:	Establish liaison within one year of General Plan adoption. Coordination ongoing.

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