



# El Dorado County Economic Development Overview

Presented by Office of Economic  
Development



# The County of El Dorado

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## Office of Economic Development

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### MEMORANDUM

**DATE:** April 30, 2009

**TO:** Board of Supervisors

**FROM:** Sam Driggers, Economic Development Coordinator

**SUBJECT:** General Plan Implementation Workshops  
Economic Development Element

El Dorado County, Office of Economic Development  
12 Month Action Plan to Promote Economic Growth

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#### **Background:**

May 4<sup>th</sup> 2009 is the third in a series of workshops requested by the CAO's office and approved by Board action February 24, regarding General Plan implementation. Today's presentation will provide a status report and snapshot of activities as they relate to the implementation of the General Plan's Economic Development Element, demonstrate the interconnected nature of the county's economic development efforts both internally and externally with strategic stakeholder groups. The memo highlights the progress attained and where the Office of Economic Development intends to head over the next 12 months.

#### **Discussion:**

The Economic Development Element of the General Plan lays out two Goals:

##### **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.

##### **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.

The Economic Development Elements authorizes the Office of Economic Development, or Development Services (Planning), as the primary lead agency responsible for the following 16 objectives:

#### GOAL 10.1: COOPERATION

- 10.1.1: COOPERATIVE APPROACH
- 10.1.2: IMPROVE REGULATORY PROCESS
- 10.1.3: FISCAL AND ECONOMIC INFORMATION
- 10.1.4: COMMUNICATION
- 10.1.5: BUSINESS RETENTION AND EXPANSION
- 10.1.6: CAPTURE OF RETAIL AND TOURISM DOLLARS
- 10.1.7: SMALL BUSINESS AND WORK PLACE ALTERNATIVES
- 10.1.8: JOB TRAINING
- 10.1.9: JOBS-HOUSING RELATIONSHIP

#### GOAL 10.2: PUBLIC SERVICES AND INFRASTRUCTURE

- 10.2.1: PUBLIC AND CIVIC FACILITIES INVESTMENT
- 10.2.2: EQUITABLE FINANCING METHODS FOR PUBLIC IMPROVEMENTS
- 10.2.3: COORDINATION OF PUBLIC IMPROVEMENTS
- 10.2.4: FUNDING AVAILABILITY
- 10.2.5: NEW DEVELOPMENT FISCAL EFFECTS
- 10.2.6: FISCAL EFFECTS OF GOVERNMENT REORGANIZATION
- 10.2.7: COORDINATE LAND USES WITH OTHER JURISDICTIONS

In order to utilize the General Plan's Economic Development Element as a tool for success, it was necessary to prioritize and segment the actionable measures of each objective into core business areas. While doing so, the Economic Development Coordinator sought internal and external stakeholder input proving crucial in drafting the Economic Development Strategy and earning community support. On Tuesday, October 2, 2007, the Board (BOS item#07-1576) approved the Economic Development strategy. The strategy has been deployed in order to drive sustainable economic growth by focusing on three core business areas:

- Regulatory Reform
- Business Retention and Expansion
- Entrepreneurship and Attraction

The Office of Economic Development's activities and initiatives consistently relate back to one of these three core business areas:

- **Regulatory Reform  
Successes**

- Winery Ordinance 4.27.07
- SB 1662 Air Emission Reduction Credits (Cox) 5.25.07
- Building Permit Process Improvements BIAC/OED 6.19.07 (BOS item #07-915)
- Increase Commercial Floor Area Ratio 7.10.07
- Barriers to Business report 1.29.08 - resulting in ACAO & Ad Hoc (BOS item #07-1576)

- Employment Generating project permit assistance (#3 jobs & 5,000 sq. ft. min.)
- Establish Permit Ombudsman (Economic Development Coordinator)
- Economic Development Advisory Commission – BOS approved reformulation and member manual 2.10.09 (BOS item #09-0164)

**In Process**

- Early Care & Education incentive and Zoning Ordinance revise
- 17.14.210 Communication Facility, Wireless Zoning Ordinance Update
- 10.2.1.5 Public Facilities and Services Financing Plan
- Agricultural Support Facility Zoning Ordinance (Wine Storage)
- Aircraft Hanger Expansion – Fire Code issues

• **Business Retention and Expansion**

**Successes**

- 370 Business visitations in Metro Pulse
- 169 businesses visited on 2008 EDH Business Walk
- 138 businesses visited 2009 EDH Business Walk
- 506 Business 411 telephone and e-mail inquiries fielded
- 2007-09 Promotions Account RFP revamp
  - Contractors have steadily increased event, visitor, film traffic
- 3 Community Forums – issue ID/Funding Sought/Next Steps
  - El Dorado Hills May 17, 2007 (Business Walk/Retail Tool)
  - Georgetown Divide August 16, 2007 (EDBG grant)
  - South Lake Tahoe November 15, 2007 (DOC-EDA grant)
- Revamp website – 1,862 hits from 43 pages (*Tools for Business/Google Analytics*)

**In Progress**

- Shingle Springs/Cameron Park Chamber Business Walk Fall 2009

• **Entrepreneurship and Attraction**

**Successes**

- Insert business successes here (categorize)
- Experience El Dorado – as Tourism Brand and Marketing platform
- Highway 50 Marcom group rejuvenation
- Hosted 3 Broadband community events, service expansion activity (SEDCorp sponsored)
- Hosted E.U Ambassador during NorCal tour Fall 2007
- U.S. Dept. of Commerce Export Achievement Award to local firm
- Federal Technology Center procurements assistance 3 clients = 26 contracts = value \$882,190
- Annual EDC Economic & Demographic Profile (*CSU-Chico, CED*)
- Nov. 7, 2008 Understanding you Local Economy workshop (*CSU-Chico, CED*)
- April 1, 2009 SME event: Surviving in a Challenging Economy (*EDH Chamber/U.S. Small Business Admin.*)
- April 3, 2009 Fabulous 50 Showcase site tour

**In Progress**

- Establishment of a Small Business Revolving Loan Fund (CRA seeded)
- Establishment of an El Dorado Hills Incubator (EDA funded)

**Summary:**

Working collaboratively, the Office of Economic Development seeks Board approval to act on the following Business Retention, Expansion, Attraction and County Promotion activities and initiatives over the next 12-months. These include:

**I. Marketing**

- a. Re-affirm Economic Development Advisory Committee on a volunteer basis
- b. Advanced Retail Demographics
  - i. Customer analytics
- c. Develop marketing packages for business attraction
  - i. Use Experience El Dorado as a business attraction tool
- d. Conduct further targeted business visitations
  - i. Providing technical assistance and access to affordable capital
  - ii. Promote greater alignment of county BRE activities
    1. Rapid Response
    2. Small Business Loan Programs
    3. Metro Pulse
    4. CDBG-EDBG
  - iii. Targeting specific industry sectors and geographic areas
- e. Economic Base Analysis & Quarterly Industry Sector Reports
  - i. Partner with chambers and local industry and trade groups
  - ii. Establish economic indicators project
  - iii. Monitor sales tax growth/decline (Mindful of additional CA sales tax)
- f. Explore acquisition of web-based Non-residential Property Listing Service
  - i. Develop site specific inventory map, challenges, and promote
  - ii. Support DSD staffer, via econ. Dev. Contribution, working on priority econ. dev. projects
- g. Evaluate Promotions Account priorities as they relate to sustainable economic development

**2. Incentives**

- a. Submit California Economic Development Block Grant Program application for Divide area economic diversification strategy during 2009/2010 application period.
- b. Submit California Enterprise Zone application during 2010/2011 application period.
- c. Engage with Federal, State and regional economic development organizations in a coordinated effort to revise State Law in support of reinstating local economic development incentive programs.
- d. Modify existing – or establish a separate socio-economic development category – fee abatement programs to include targeted non-residential industries and socio-economically important support service industries, initially piloting the program with Early Care and Education facilities. Include within policy the program criteria, deed restrictions and claw-backs as standard operating procedures.
- e. Initiate the review and establishment of redevelopment projects areas in El Dorado County.
- f. Develop, as a business development incentive, a “Request for Project Assistance” County policy. The Office of Economic Development would consider assisting businesses expanding or moving to El Dorado County. The type of assistance offered would vary based upon program criteria to be developed. Such criteria

- g. Align existing County small business technical assistance and financing programs. Investigate the feasibility of developing an **Invest in El Dorado** Small Business Revolving Loan fund which would be capitalized with Community Reinvestment Act funds from local and regional financial institutions.
  - h. Develop consensus for sales tax (Gasoline and/or Transient Occupancy Tax) initiative to fund infrastructure investment (**Invest in El Dorado Fund**) within El Dorado County, utilizing the fund to match for State of California Proposition 13 funds for "Self-Help" counties.
  - i. Establish a Business Improvement District to support destination recreation tourism industry infrastructure development.
  - j. Institutionalize consolidated fee estimate for employment generating projects.
3. Infrastructure
- a. Explore way to increase revenues or decrease project costs. Options include:
    - i. Sales tax
    - ii. Parcel tax
    - iii. Mello-Roos tax
    - iv. Assessments in special districts (e.g., MC&FP – Master Circulation & Funding Plan)
    - v. Additional State/Federal grants
  - b. Explore the possibility of shifting project funding.
    - i. Alternatives for several projects that currently have large price tags – e.g., U.S. 50/Cameron Park Drive Interchange, U.S. 50/Silva Valley Interchange
  - c. Align major economic development opportunity sites with 20 year CIP
4. Regulatory Reform
- a. Identify and accelerate zoning ordinance updates.
  - b. Annually support planning staff, working on economic development regulatory change issues and employment generating projects, via an economic development budget allocation.
  - c. Inventory, map, assess development needs and promote non-residential opportunity sites as per General Plan policy 2.6.1.4.

**Attachments:**

- 1. Staff Report and action plan
- 2. Completed matrix of Economic Development Element Policies and Implementation Measures
- 3. El Dorado County, Economic Development Monthly Report
- 4. Annual Economic Development Strategy update and 08-09 Goals

# **El Dorado County CAO - Office of Economic Development**

**El Dorado County  
Board of Supervisors  
Monday, May 4, 2009**

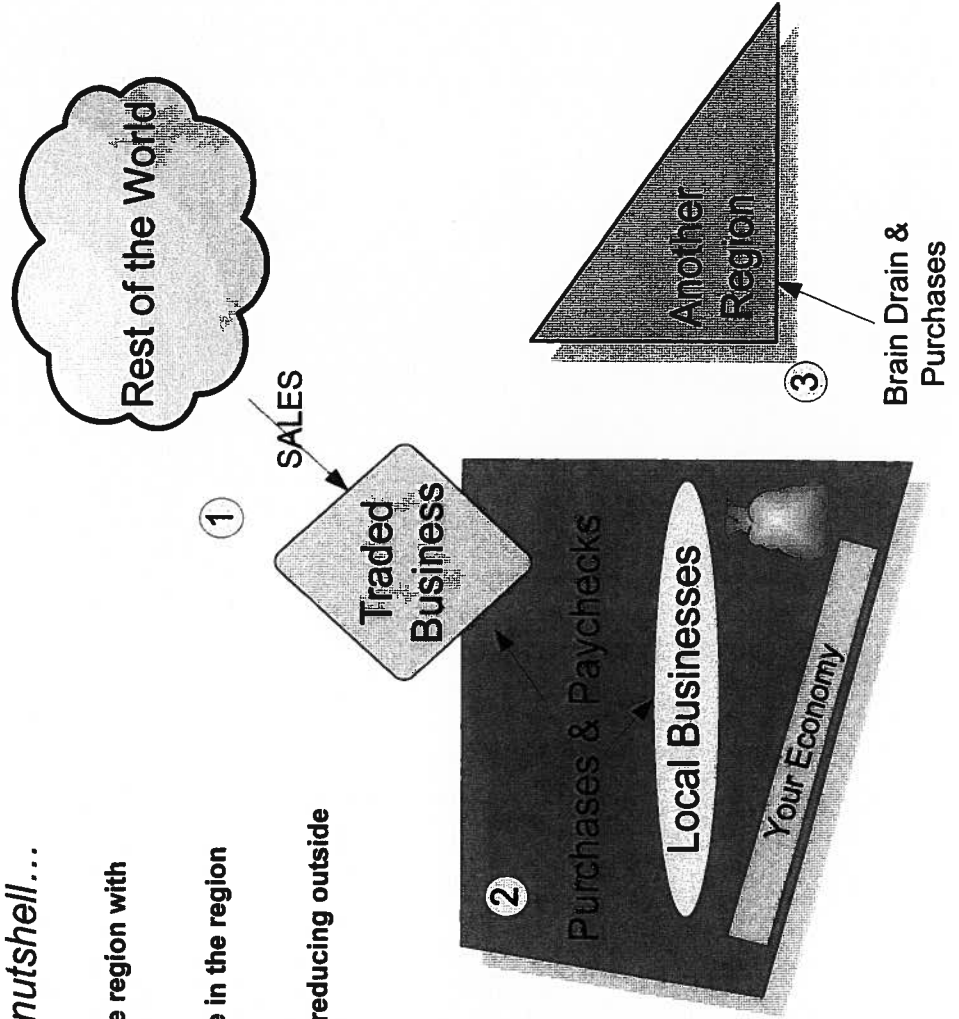


# Dynamics of Local Economic Development



*Economic Development in a nutshell...*

- ① **Good Money:** Import income into the region with traded businesses
- ② **Neutral Money:** Circulate the income in the region with local business and workers
- ③ **Bad Money:** Reduce the leakage by reducing outside purchases and workers







# Benefits of Local Economic Development



**Deploying a Systematic/Proactive approach  
to growing the economy results in:**

- Increased economic activity
- Job retention and creation
- Increased sales and tax revenue
- Healthy sense of community
- Improved quality of life

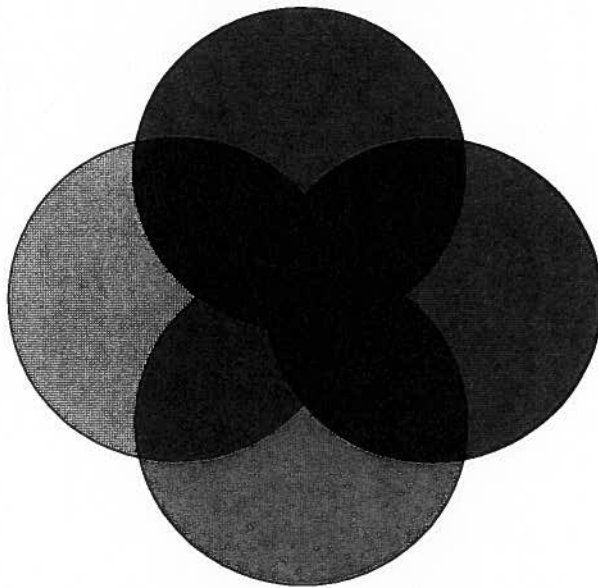
# Defining Economic Development Strategies as ...

Attracting New Companies

Workforce  
Development

Assisting  
Entrepreneurial  
Development

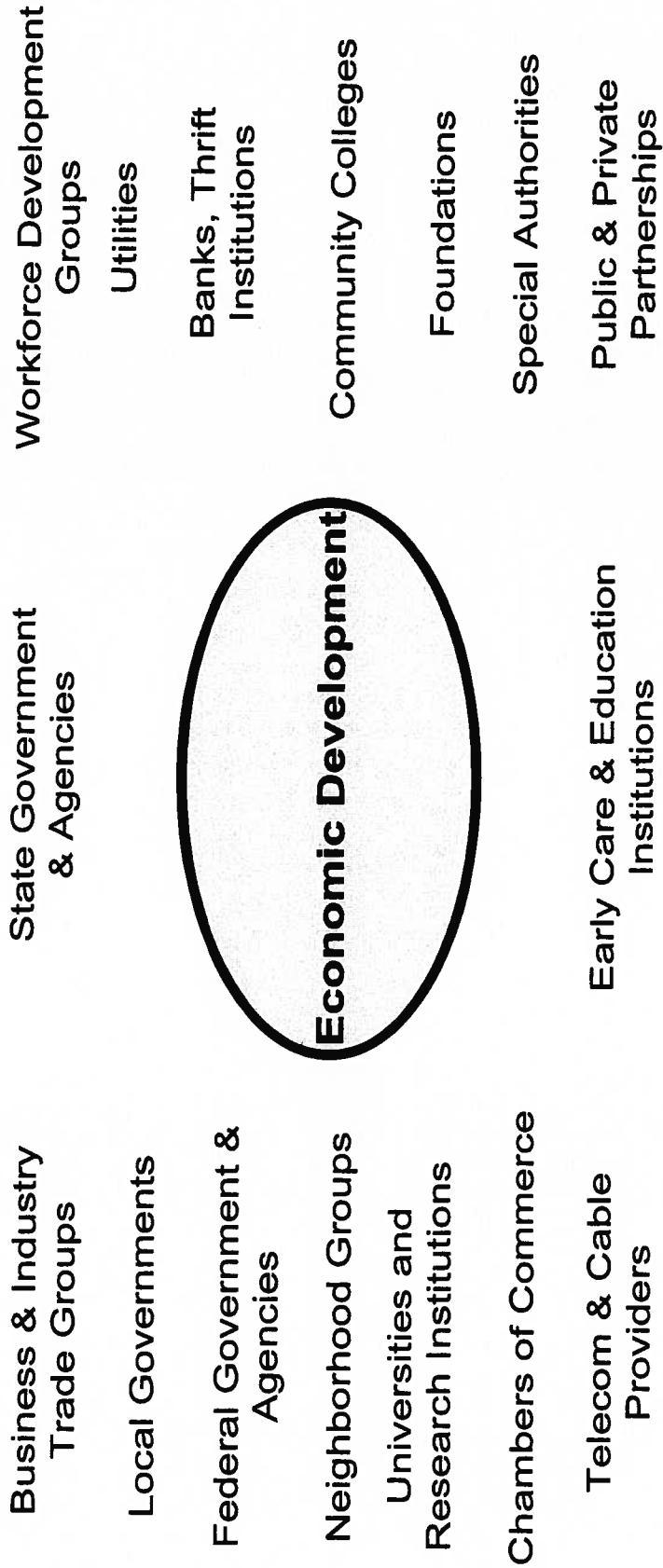
Retaining and Growing  
Existing Companies  
(BRE)



# Determining whose involved in Economic Development?



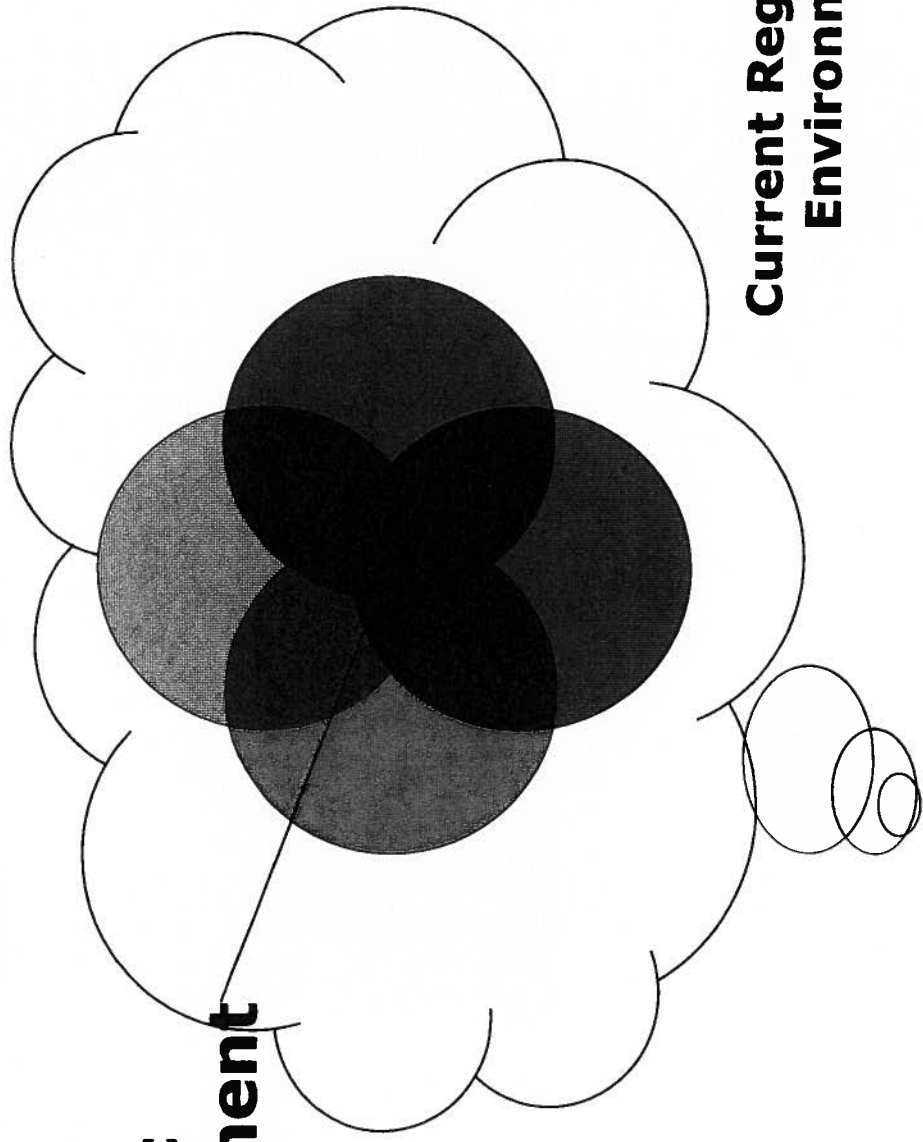
**Economic Development is a collaborative effort.**



# Economic Development occurs with the ...

**Effective  
Economic  
Development**

**Current Regulatory  
Environment**



# El Dorado County's Economic Development



## ■ General Plan Goals

### ■ 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.

### ■ 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.

# **GOAL 10.1: COOPERATION**

## **9 Objectives**

- **10.1.1: COOPERATIVE APPROACH**
- **10.1.2: IMPROVE REGULATORY PROCESS**
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- **10.1.9: JOBS-HOUSING RELATIONSHIP**



# **GOAL 10.2: PUBLIC SERVICES AND INFRASTRUCTURE**



## **7 Objectives**

- **10.2.1: PUBLIC AND CIVIC FACILITIES INVESTMENT**
- **10.2.2: EQUITABLE FINANCING METHODS FOR  
PUBLIC IMPROVEMENTS**
- **10.2.3: COORDINATION OF PUBLIC IMPROVEMENTS**
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REORGANIZATION**
- **10.2.7: COORDINATE LAND USES WITH OTHER  
JURISDICTIONS**

**The Goals and Objectives of our General Plan's Economic Development Element have been implemented through the following Economic Development Strategy:**



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





# Regulatory Reform



## **Identify and provide solutions to barriers to economic growth and job creation**

- Work with developers and entrepreneurs to provide assistance with development process and improve relationships between industry and government.
- Work with Development Services to identify barriers in G.P. and zoning ordinances.



# Regulatory Reform

## Successes

- Winery Ordinance 4.27.07
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# 2009 Commercial & Industrial Land Inventory




## Commercial & Industrial Land Inventory map

09-0571 G 19 of 34

Source: Surveyors Office, Commercial & Industrial Land Inventory Map  
April 23, 2009





# **Business Retention and Expansion**



**Identify and meet the needs and plans  
of existing businesses in order to retain  
jobs and increase revenues**

- Collaborate with Federal, State, regional and local economic development entities
- Connect businesses to tools and resources
- Coordinate systematic business visitations

# Business Retention and Expansion



## Successes FY 07-09

- 506 Business 411 telephone and e-mail inquiries fielded
- 370 Business visitations in Metro Pulse
- 169 businesses visited on 2008 EDH Business Walk
- 138 businesses visited 2009 EDH Business Walk & small business event
- 2007-09 Promotions Account RFP revamp
  - Contractors have steadily increased event, visitor, film traffic
- 3 Community Forums – issue ID/Funding Sought/Next Steps
  - El Dorado Hills May 17, 2007 (Business Walk/Retail Tool)
  - Georgetown Divide August 16, 2007 (EDBG grant)
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- Revamp website – 1,862 hits from 43 pages (*Tools for Business/Google Analytics*)
- Conducted 28 community group speaking engagements
- Conducted 2008 & 2009 Economic Development Day - Leadership El Dorado

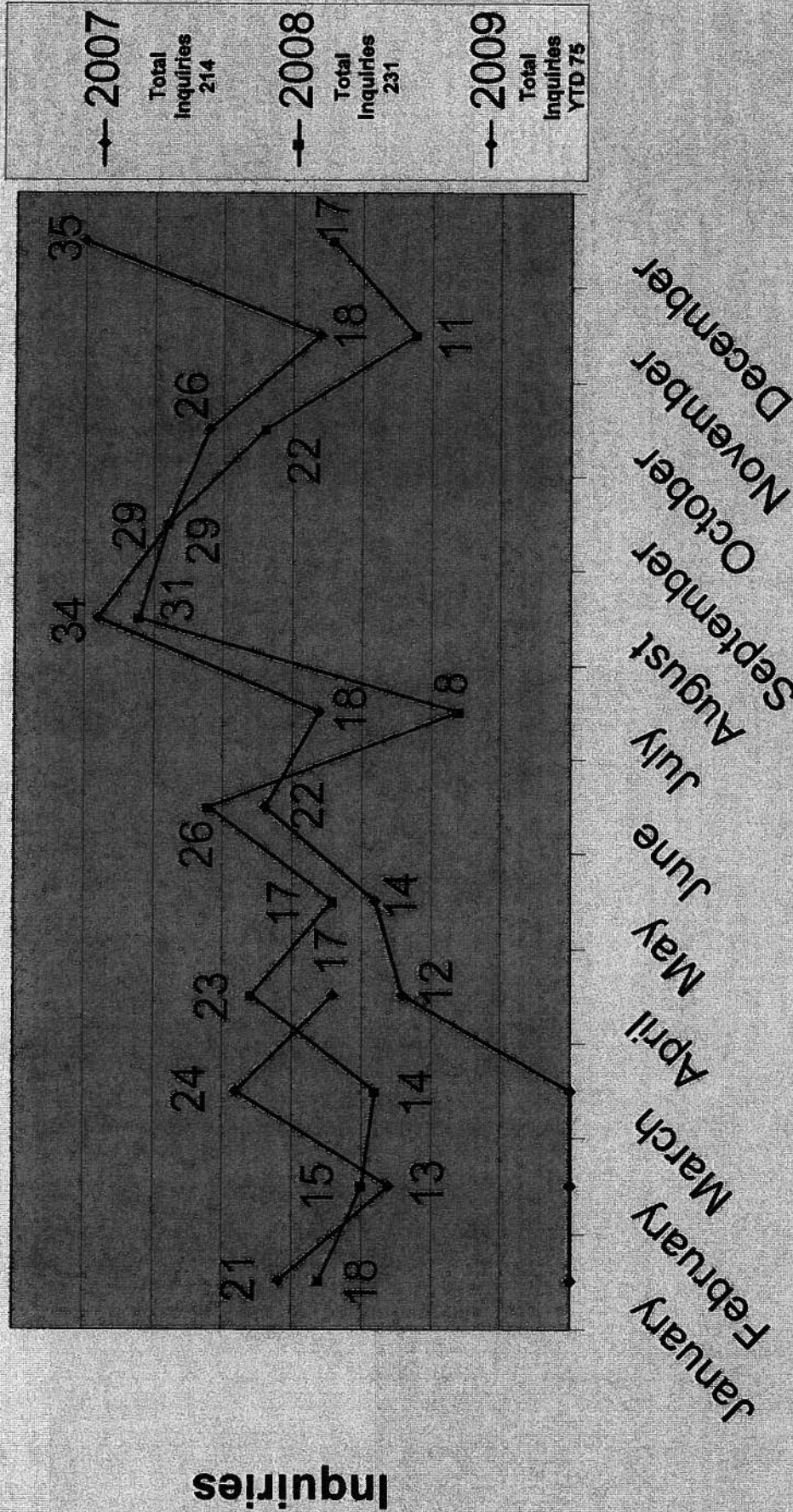
## In Progress

- In Progress Lake Tahoe basin Prosperity Plan (EDA & locally funded)
- Fall 2009 Shingle Springs/Cameron Park Chamber Business Walk

# Daily Activities – Biz 411



## Business 411



Source: Monthly Business 411 Report April 23, 2009







# Metro Pulse 2007-2009

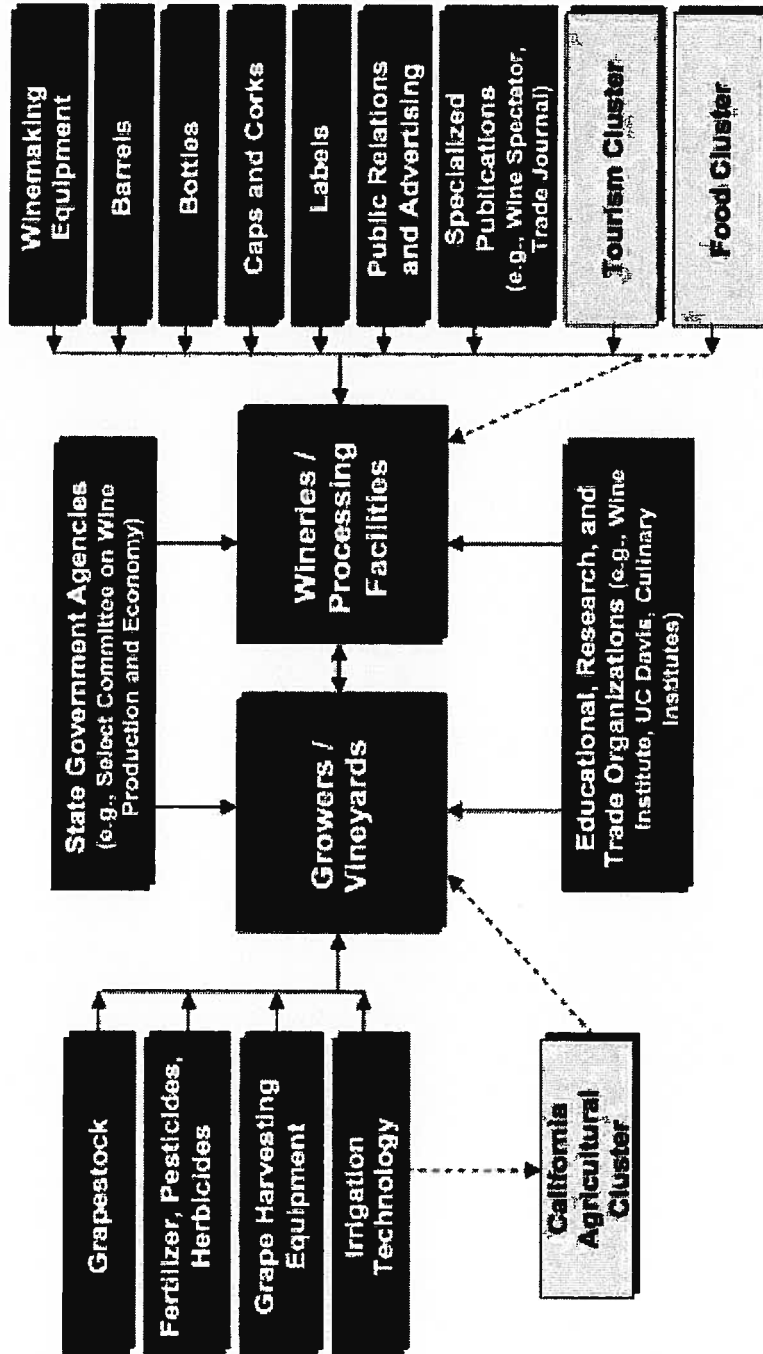


## Metro Pulse Business Visitation map



# Leveraging Existing Industry Clusters

## The California Wine Cluster



Source: California Wine Institute. Internal Search. California State Legislators. Based on Research by MBA 1997  
 Students R. Alexander, R. Arney, N. Black, E. Frost, and A. Shivanlinda

Source: LENS™ Toolkit, IHC Leadership Indiana, Ed Morrison, March 2006





# **Entrepreneurship/ Attraction**



**Provide the best environment for fostering entrepreneurial growth while attracting new businesses**

- Re-brand and market El Dorado County
- Acquire advanced demographics for attraction
- Connect entrepreneurs to tools and resources
- Develop policy criteria for business incentives

# Entrepreneurship/

## Attraction

### Successes FY 08-09

- OED has successfully assisted 26 businesses open doors/connect to tools and resources
- Experience El Dorado – as Tourism Brand and Marketing platform
- Assisted with rejuvenation of Highway 50 Marcom group activity
- Assisted Bayley House with grant development from Teichert Construction
- Hosted 3 Broadband community service expansion events (SEDCorp sponsored)
- Hosted E.U Ambassador during NorCal tour Fall 2007
- U.S. Dept. of Commerce Export Achievement Award to local Cameron Park firm
- Federal Technology Center procurements assistance 3 clients = 26 contracts = value \$882,190
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### In Progress

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- Establishment of an El Dorado Hills Incubator (EDA funded)



# Ongoing Project Assistance

**El Dorado County  
Economic Development Monthly Report**

**Thursday, April 30, 2009**



## Projects Assisted Year To Date

	Jobs	Sq. Ft.	\$ Invest	Wages
Car Repair facility *				
Drug Store *	36		\$5.5 M	
Lodging Facility *	5 jobs	1,344 sq. ft.	\$150,000	
Dog Kennel *	3	2,940 sq. ft.	\$500,000	
Restaurant	5	2,587 sq. ft.	\$700,000	
Vineyard, tasting and crush facility		67/25 acre	11,500 sq. ft.	
Deer Creek Project *				
Expansion - Bldg Permit				
Expansion - resubmit South County site				
Regulatory: permit issue				
Expansion - ZA appearance	12		4,126 sq. ft.	
Regulatory: SUP noise issue				
Expansion				
Attraction - Approved		144 acres	\$1.4M	
Attraction - Approved		20-25,000 sq. ft.		
Regulatory: SUP issue		5,000 sq. ft.		
Expansion				
Retention	15	21,000 sq. ft.	\$4.3 M	\$11 to \$14 hr
Expansion	164 FTE's			
Attraction		12.54 acres		
Attraction		59,900 sq. ft.		
Expansion		139,646 sq. ft.		
Attraction		3	\$50,000	
Expansion	10-100	30,000-100,000sq. Ft.		
Attraction		33 acres	\$9M	
Attraction/Relocation		38 acres		
Expansion - SUP issue	3	16,000 sq. ft.		
Attraction		35,000 sq. ft.		
Attraction		26,000 sq. ft.		
Attraction	50-60 FTE's		\$15M	
Attraction		60,000 sq. ft.		
Expansion		17,500 sq. ft.	\$2.5 M	
Expansion	3	936 sq. ft.	\$45,000	
Attraction				
Expansion	5-9 FTE's	2,100 sq. ft.		



Source: Office of Economic Development Monthly Report March 31, 2009

# Ongoing Project Assistance

**El Dorado County  
Economic Development Monthly Report**

**Thursday, April 30, 2009**



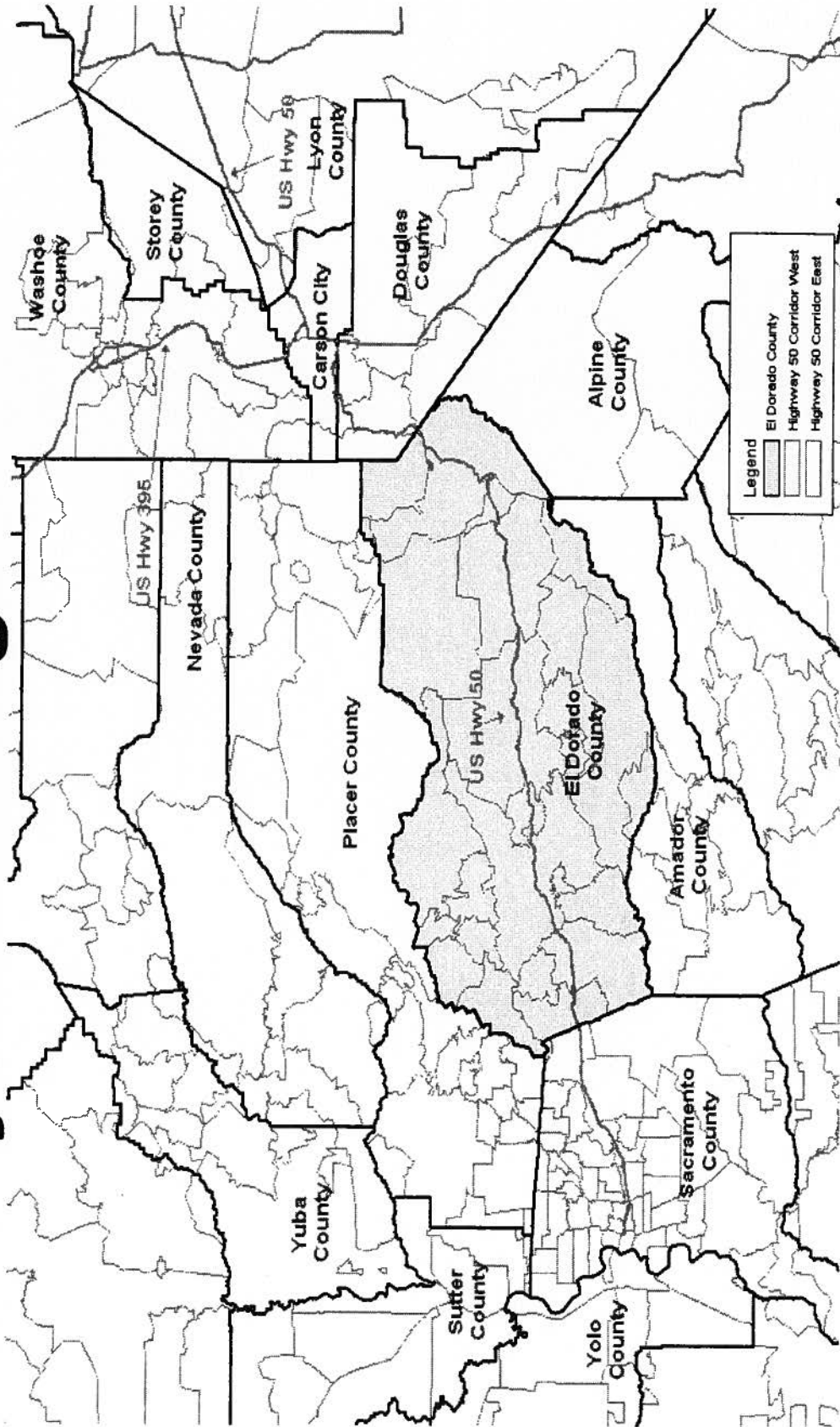
Restaurant	Attraction	20	2,488 sq. ft.	\$1.4 M
Dog Kennel	Attraction - SUP/TIM Fee	6 to 7	5,088 sq. ft.	\$100,000
Commercial facilities (2)	Attraction - PD application			\$100M
Sports Complex	Attraction - TIM fee issue	10 Max	910,000 sq.	\$80,000
El Dorado County Sheriff sub-station inquiry	Expansion - stimulus funding sought			
Office Bldg.	Retention		21,000 sq. ft.	
Solar Water Heating System	Attraction	7 FTE's		\$10 M
Retail Bldg. 3903	Retention		4808 sq. ft.	
Retail Bldg. 3905	Retention		2,519 sq. ft.	
Retail Bldg. 3905	Retention		1,246 sq. ft.	
Retail Bldg. 3907	Retention		1,521 sq. ft.	
Retail Bldg. 3907	Retention		2,741 sq. ft.	
Retail Bldg. 3907	Retention		2,052 sq. ft.	
Retail Bldg. 3905	Retention		2,957 sq. ft.	
Retail Bldg. 3905	Retention		1,455 sq. ft.	
Retail Bldg. 3907	Retention		1,079 sq. ft.	
Retail Bldg. 3907	Retention		1,810 sq. ft.	
Retail Bldg. 3907	Retention		1,474 sq. ft.	\$8.295M
Equine Not-for-profit	Attraction	207		
Ranch Property/Horse & Educational Development	Attraction		33 acre	
Horse Training Group	Attraction		Business Development assistance	
Software Development tenant	Retention - Bldg perm it issue	8 to 12 jobs		
Commercial/Retail vacancy	Retention/Attraction		6,400 sq. ft.	
Hotel	Retention - Signage & Competition			
Hotel	Attraction		150	180,000 sq. \$50M
Hotel	Attraction			
Hotel	Attraction	25	50,000 sq. f	\$13 M
Hotel/Mini Mart/Gas Station	Attraction	35	77,000 sq. f	\$22 M
Hotel	Expansion		120,000 sq. ft.	
Hotel/Retail Development Phase II	Attraction		2 acres	\$1.45M
Hotel and Gas Station	Attraction - foreclosure needs financing			\$3.26M
Micro-Wave Defense contractor	Attraction	1,450	3,000,000 s	\$1.6 B
Flash Memory Drive firm	Attraction - Sited in Folsom	464	100,000	\$240M
				\$118,000



Source: Office of Economic Development Monthly Report March 31, 2009

# The El Dorado

## County Advantage!



Source: Handshake Marketing, December 2007



# 12 Month Action Plan

- Rejuvenate Economic Development Advisory Committee on a volunteer basis
- Advanced Retail Demographics
  - Customer analytics
- Develop marketing packages for business attraction
  - Use Experience El Dorado as a business attraction tool
- Conduct further targeted business visitations
  - Providing technical assistance and access to affordable capital
  - Promote greater alignment of county BRE activities
    - Rapid Response/Small Business Loan Programs/Metro Pulse/CDBG-EDBG
  - Targeting specific industry sectors and geographic areas
- Economic Base Analysis & Quarterly Industry Sector Reports
  - Partner with chambers and local industry and trade groups
  - Establish economic indicators project
  - Monitor sales tax growth/decline (Mindful of additional CA sales tax)
- Explore acquisition of web-based Non-Residential Property Listing Service
  - Partner in developing a site specific inventory roster, map, assess and solve challenges, and deploy via a industry standard promotional platform
  - Support DSD staffer, via econ. Dev. Contribution, working on priority economic development projects



# 12 Month Action Plan



- Evaluate Promotions Account priorities as it relates to sustainable economic development
- Submit CA Economic Development Block Grant application for Georgetown Divide area economic diversification strategy during 2009/2010 application period.
- Explore legislative avenues for establishing or reinstating local economic development incentive programs.
- Modify an existing or establish a separate economic development incentive program.
  - Pilot program - Early Care and Education facilities
  - Develop "Request for Project Assistance" County policy as a business incentive program
  - Explore establishing a **Invest in El Dorado** small business revolving loan fund with CRA monies
  - Gather community input for capitalizing an **Invest in El Dorado Fund** for transportation improvements on economic development projects
- Explore the establishment of economic development financing districts
  - Activation of the County's Redevelopment Agency
  - Industry and/or geographically specific Business Improvement District
- Institutionalize consolidated fee estimate for employment generating projects.