

# El Dorado County Economic Strategy Implementation Plan

El Dorado County Strategic Economic Enhancement and Development Committee (SEED)

*DRAFT — May 2026*

# 1. Purpose

This Implementation Plan translates the SEED Economic Development Strategy into a coordinated set of projects designed to achieve measurable outcomes across revenue growth, community vitality, and sustainable economic diversification. Each project links directly to the strategy's objectives and SMART goals.

The strategy's overarching aim is to increase County revenue — including Transient Occupancy Tax (TOT), sales tax, and property tax — while improving quality of life through business growth, sustainable development, community participation, and targeted incentives. This plan operationalizes that aim across three phases, assigns clear accountability between SEED and County departments, and establishes metrics to track progress.

El Dorado County faces a projected cumulative budget shortfall of \$65 million by FY 2029/30 under a "do nothing" scenario. This plan is a direct response to that fiscal reality, designed to generate new and diversified revenue streams while protecting the County's rural character and quality of life.

# 2. Governance Structure

Successful implementation requires clear, accountable roles. A dual-tier governance structure is recommended, balancing strategic leadership with broad community input.

## Leadership Group (5–7 members)

Composed of County leaders and key staff, this core group oversees strategy implementation, sets milestones, tracks progress using data, and makes timely decisions to keep initiatives on course. Their role is to ensure the strategy remains focused and outcomes-driven.

## Advisory Group

Comprising representatives from local businesses, nonprofits, community organizations, and public agencies, this group provides insight, identifies emerging challenges, and helps align County efforts with the broader needs and values of the community. Their input ensures equity, relevance, and broad support.

## County Staff Implementation Team

Coordinates project management, interdepartmental collaboration, and reporting across all three phases.

Leadership Layer	Primary Function	Composition	Output
SEED Committee	Innovation + Community Engagement	Community & Business Leaders	Concept design, pilot testing, stakeholder coordination, policy recommendations
County Departments	Policy + Execution	Economic Development, Planning, CAO, Finance, Housing & Department of Transportation	Implementation, funding, reporting, regulatory action
Joint Implementation Team	Alignment + Performance	SEED + County Staff + Partners	Unified work program, dashboards, quarterly progress reports, public communications

**Key Principle:** SEED creates the "why and how"; the County delivers the "what and when."

### 3. Implementation Phases

Phase	Timeline	Focus	Primary Outcomes
Phase 1: Activation	0–12 months	Launch Board priority actions and foundational pilots	Structure established; early revenue wins; short-term actions initiated
Phase 2: Expansion	1–3 years	Scale business vitality and sales tax strategies	Increased sales tax revenue; business engagement programs operational
Phase 3: Institutionalization	3–5 years	Grow property tax base; embed programs into policy and budget	Sustained economic performance; long-term fiscal health

### 4. Phase 1 — Activation (0–12 Months)

Phase 1 focuses on six Immediate Short-Term Action Items directed by the Board of Supervisors in the adopted Economic Strategy. These actions are designed to produce meaningful impacts within a short timeframe while laying groundwork for broader long-term strategy. The focus is on tourism management and TOT revenue growth — the most immediate path to new County revenue.

#### A. Tourism & TOT Revenue Projects

In the short term, El Dorado County will prioritize strategies to grow Transient Occupancy Tax (TOT) revenue in ways that directly benefit both residents and local businesses. Rather than simply increasing visitor volume, the focus is on aligning tourism growth with community values, improving visitor experiences, and ensuring tourism benefits are reinvested locally.

The following six initiatives correspond directly to the Immediate Short-Term Action Items adopted by the Board of Supervisors:

Project / Initiative	Lead	Partners	Key Deliverable	Metrics
Vacation Rental Policy Review	County	Planning, Economic Development; SEED advisory	Revised ordinance balancing neighborhood quality of life and TOT revenue	Updated ordinance adopted; TOT growth 5% YoY
Stable Funding for Tourism Organizations (e.g., Visitors Authority, Film Commission, CA Welcome Center)	County	CAO; Economic Development; SEED support	Multi-year, performance-based funding agreements with measurable ROI and stewardship metrics	MOUs executed by FY2027; accountability metrics in place
Tourism Business Improvement District (TBID) — Unincorporated Areas	SEED → County	CAO; Economic Development; Treasurer-Tax Collector, Tourism and Ag groups; SEED	Sustainable, stakeholder-funded tourism marketing and infrastructure mechanism	TBID formed and operational by FY2027
Expand Agricultural Lodging Opportunities	County	Ag Commissioner; Farm Bureau and other organized Ag groups; Planning	Pilot program to allow lodging on agriculturally zoned properties; include low-impact camping (AB 518)	Pilot project launched; tracking in place to measure effects and impacts


**Phase 1 —Tactics & Implementation Timeline**

The following section provides 2–4 tactics for each Phase 1 initiative, along with estimated timing. These are starting points intended to guide workplan development; exact sequencing should be confirmed with leads and partners.

**Vacation Rental Policy Review**

*Comprehensive review of short-term rental caps and buffer zones using local data and community input.*


**Stable Funding for Tourism Organizations (e.g., Visitors Authority, Film Commission, CA Welcome Center)**

*Establish long-term, performance-based funding agreements with aligned tourism organizations.*


**Tourism Business Improvement District (TBID)**

*Establish a sustainable, stakeholder-funded mechanism to support tourism marketing and infrastructure in rural areas.*


Conduct stakeholder mapping and outreach to lodging operators, wineries, agritourism businesses, and event venues in unincorporated areas to gauge interest and build a founding business coalition.	<b>Months 1–3</b>
Engage a TBID formation consultant and review California TBID law (Property and Business Improvement District Law of 1994) to scope the district boundaries and assessment structure.	<b>Months 2–5</b>
Host a formal formation meeting with interested businesses; initiate the 30-day protest period and Board of Supervisors approval process.	<b>Months 6–10</b>
Establish TBID board, adopt operating budget, and launch first marketing and programming cycle.	<b>Months 10–12</b>

### Expand Agricultural Lodging Opportunities

*Explore allowing short-term lodging on agriculturally zoned properties compatible with farming uses.*

<b>Tactic / Activity</b>	<b>Est. Timing</b>
Review current zoning code and conditional use permit requirements; identify specific code amendments needed to allow compatible short-term lodging on ag-zoned land.	<b>Completed</b>
Present Ag Lodging and low-impact camping program concepts to the Board for initial feedback and direction.	<b>Completed 4/28/26</b>
Gather additional data and survey existing Farm Stay and agritourism operations in El Dorado County, residents, and other stakeholders; prepare financial analysis and return to Board within 120 days.	<b>Months 2–4</b>
Use survey data and input to refine potential Ag Lodging and low-impact camping programs and request Resolution of Intent to the Board	<b>Months 4–8</b>
Share draft Ag Lodging and Low Impact Camping Ordinances with stakeholders for additional feedback.	<b>Months 4–8</b>
Bring draft ordinance amendment and pilot program to Planning Commission and Board of Supervisors for review and adoption.	<b>Months 8–12</b>

### County Asset Utilization Program (incl. Old Mosquito Bridge)

*Identify County-owned assets that could be repurposed or leased for public or tourism-related revenue generation.*

Tactic / Activity	Est. Timing
Work with CAO and County departments to compile a complete inventory of County-owned properties, structures, and underutilized assets across the unincorporated area.	Months 1–2
For each asset, conduct a rapid feasibility screen: assess infrastructure access, maintenance costs, and revenue potential for event, tourism, or public activation uses.	Months 2–5
Develop a detailed activation concept for the Old Mosquito Bridge site — including an event venue feasibility study, partnership models (public-private, nonprofit), and revenue projections.	Months 3–7
Present the full asset inventory and top 3–5 activation recommendations to the Board, with proposed next steps for each.	Months 8–10

### Entertainment Zone Pilot — El Dorado Hills Town Center (SB 969)

*Pilot a California SB 969 Entertainment Zone designation to encourage vibrant, locally managed events and economic activity.*

Tactic / Activity	Est. Timing
Research SB 969 implementation in comparable California jurisdictions (e.g., Sacramento, Auburn); document outcomes, ordinance structures, and lessons learned.	Completed
Request conceptual approval to modify County ordinance to allow Entertainment Center in El Dorado Hills Town Center, with possible future expansion. Work with El Dorado Hills Town Center to provide required elements including a management plan, proposed district boundaries, and surface community concerns.	Completed 5/12/26
Prepare Entertainment Zone ordinance and pilot operating rules (hours, event types, noise management, alcohol licensing coordination) for Planning Commission review and Board approval.	Months 4–8
Adopt ordinance and launch the pilot program; schedule a 6-month performance review with data on event frequency, sales tax impact, and community feedback.	Months 8–12

## 5. Phase 2 — Expansion (1–3 Years)

In Phase 2, El Dorado County shifts focus toward strengthening the local business environment as a key strategy to grow sales tax revenue and enhance community vitality. Rather than relying solely on business recruitment, this approach emphasizes listening to and supporting existing businesses — helping them modernize, expand, and adapt to changing market demands. Efforts will be supported by attracting regional events and implementing performance-based incentives.

### B. Business Vitality & Sales Tax Projects

Project / Initiative	Lead	Partners	Key Deliverable	Metrics
Local Business Outreach & Needs Assessment	SEED	Chambers; County Economic Development	Sector-specific listening sessions; survey of operational challenges, growth barriers, and capital needs	25+ businesses engaged annually; needs report published
Capital Access & Modernization Support	County	County Economic Development; SBDC	Low-interest loan, grant, and technical assistance programs for business upgrades and competitiveness	Program launched; # businesses assisted tracked annually
Workforce Training Alignment Initiative	SEED	Marshall Hospital Sierra College CMC	Industry-aligned training programs in health, trades, and recreation sectors	Workforce pipeline strategy adopted; enrollment tracked
Local Business Promotion — Community Branding	SEED	County Economic Development; Chambers	Unified countywide branding campaigns spotlighting local businesses; buy-local, dine-local promotion	Campaign launched; merchant participation metrics
Attract Regional Expansions & Trade Events	County	County Economic Development; Visitors Authority	Proactive marketing of El Dorado County for regional business expansions, pop-ups, and trade events	# events hosted; estimated new spending tracked
Performance-Based Incentives for Retail & Services	SEED → County	County Economic Development	Incentive programs rewarding measurable outcomes: job creation, local sourcing, community reinvestment	Incentive framework adopted; # businesses participating
Entertainment Zone Expansion (SB 76 / SB 969)	Joint (SEED + County)	County Planning and Economic Development	Review best practices from other jurisdictions; expand pilot program to additional strategic areas if successful	Expansion framework adopted by end of Phase 2

### Phase 2 — Sample Tactics & Implementation Timeline

The following section provides 2–3 sample activities for each Phase 2 initiative, along with estimated timing referenced to Year 1 and Year 2 of Phase 2. These are starting points for workplan development.

### Local Business Outreach & Needs Assessment

*Systematic engagement with existing businesses to understand needs, barriers, and growth opportunities.*

Tactic / Activity	Est. Timing
Design a business survey instrument in partnership with local Chambers of Commerce covering workforce gaps, capital access, regulatory barriers, and expansion plans; distribute to all known businesses countywide.	Months 1–3 (Year 1)
Conduct a series of 4–6 sector-specific listening sessions (healthcare, agritourism, retail, recreation, trades) across different parts of the County, facilitated by SEED members.	Months 3–8 (Year 1)
Compile findings into a BR&E Needs Report with prioritized recommendations; present to County ED and Board as the foundation for Phase 2 programs.	Months 9–12 (Year 1)

### Capital Access & Modernization Support

*Expand business access to financing and technical assistance for upgrades, technology adoption, and competitiveness.*

Tactic / Activity	Est. Timing
Inventory existing capital access programs available to El Dorado County businesses (SBA, CDFI, USDA, state SBDC programs); identify coverage gaps and underutilized programs.	Months 1–3 (Year 1)
Partner with the Gold Country SBDC to co-host quarterly capital access workshops covering SBA loans, USDA rural business grants, and local revolving loan fund options.	Months 4–12 (Year 1)
Develop a County-sponsored small business modernization grant program (e.g., \$5,000–\$25,000 per business) targeting technology adoption, energy efficiency, and ADA compliance; pilot with 10–15 businesses.	Months 6–18 (Years 1–2)

### Workforce Training Alignment Initiative

*Align workforce development programs with the current and emerging needs of El Dorado County employers.*

Tactic / Activity	Est. Timing
Convene a Workforce Alignment Summit with Marshall Hospital, Sierra College, CMC, and top employers in healthcare, trades, and recreation to map skill gaps and training program availability.	Months 1–4 (Year 1)
Co-design 2–3 new or expanded training pathways (e.g., CNA/medical assistant pipeline with Marshall Hospital; hospitality and event management with Visitors Authority; skilled trades pre-apprenticeship) based on summit outcomes.	Months 4–12 (Year 1)
Launch training programs and establish a joint tracking system to monitor enrollment, completion rates, and employer hiring outcomes; report annually.	Months 9–18 (Years 1–2)

### Local Business Promotion — Community Branding

*Develop unified branding and campaigns that spotlight the County's unique small businesses and encourage residents to shop and dine local.*

Tactic / Activity	Est. Timing
Commission a brand identity process (logo, tagline, visual guidelines) that captures El Dorado County's unique character; engage local designers and get community input through an open call.	Months 1–5 (Year 1)

Build a digital business directory and interactive map featuring participating local businesses, farms, and artisans; integrate with the County website and Visitors Authority platforms.	<b>Months 4–9 (Year 1)</b>
Launch a countywide buy-local campaign with seasonal promotions, social media content, and in-store materials; host a kickoff event to generate press coverage and merchant enrollment.	<b>Months 8–12 (Year 1)</b>

### Attract Regional Expansions & Trade Events

*Proactively market El Dorado County as a location for regional business expansions, pop-ups, and trade-related events.*

Tactic / Activity	Est. Timing
Develop a concise business attraction marketing package (one-pager, data sheet, site inventory summary) targeted at regional businesses in the Sacramento and Bay Area markets considering expansion.	<b>Months 1–4 (Year 1)</b>
Identify and approach 3–5 industry associations or regional trade event organizers whose events align with County priority sectors (agritourism, outdoor recreation, health) about hosting events in El Dorado County.	<b>Months 3–8 (Year 1)</b>
Host at least one signature regional trade or business event annually, measuring attendance, new business contacts, and estimated economic impact.	<b>Year 2 onward</b>

### Performance-Based Incentives for Retail & Services

*Design incentive programs that reward measurable business outcomes — job creation, local sourcing, and community reinvestment.*

Tactic / Activity	Est. Timing
Benchmark incentive programs in comparable California rural counties (Amador, Nevada, Placer); document program structures, eligibility criteria, and measured outcomes.	<b>Months 1–3 (Year 1)</b>
Draft an incentive policy framework with SEED and County ED, defining eligible businesses, performance thresholds (e.g., min. 3 FTE jobs created, 20% local sourcing), incentive types (fee waivers, grants, tax deferrals), and clawback provisions.	<b>Months 3–8 (Year 1)</b>
Bring incentive ordinance to Board for adoption; pilot with 5–10 businesses in Year 2, tracking outcomes against defined performance metrics.	<b>Months 9–15 (Years 1–2)</b>

### Entertainment Zone Expansion (SB 76 / SB 969)

*Evaluate the Phase 1 EDH Town Center pilot and explore expansion to additional strategic locations.*

Tactic / Activity	Est. Timing
At the 6-month and 12-month marks of the Phase 1 pilot, collect and analyze performance data: event frequency, TOT/sales tax impact, business revenue changes, and community feedback.	Months 6 & 12 (Year 1)
Based on pilot results, identify 2–3 candidate locations for expansion (e.g., Georgetown,) and conduct stakeholder interest assessments at each.	Months 12–18 (Year 2)
Draft an expansion ordinance framework drawing on SB 76 and SB 969, incorporating lessons from the Phase 1 pilot; bring to Board for adoption.	Months 18–24 (Year 2)

## 6. Phase 3 — Institutionalization (2–5 Years)

In Phase 3, El Dorado County focuses on strategic land use and development initiatives that grow the property tax base while preserving the region’s rural character and quality of life. This approach emphasizes thoughtful, values-aligned growth by targeting industries that offer strong economic returns and reflect community priorities. Key to this strategy is maintaining a clear inventory of developable sites and pairing incentives with measurable gains in property value.

### C. Property Tax Base & Land Use Projects

Project / Initiative	Lead	Partners	Key Deliverable	Metrics
Target High-Return Industries Aligned with County Values (Healthcare, Agritourism, Outdoor Recreation, Clean Tech)	County	County Economic Development; SEED advisory	Business attraction efforts focused on values-aligned sectors with strong economic returns	# prospect contacts; # new businesses; new property tax revenue
Strategic Site Inventory & Readiness Program	County	Planning & GIS SEED feedback	Public-facing database of commercial/industrial sites with zoning, utility, and infrastructure data	Annual Investment Map published online
Performance-Based Incentive Policy	SEED → County	County Economic Development; CAO	Adopted incentive ordinance with ROI criteria tied to property value growth, job creation, and sustainability	Ordinance adopted; # projects utilizing incentives
Infrastructure & Affordable Housing Investment Program	County	Department of Transportation; Housing; CAO	Priority investment list for roads, broadband, and workforce housing aligned with grant opportunities	Priority project list adopted; grant funding secured
Support Mixed-Use, Infill & Town-Centered Development	County	Planning; SEED advisory	Land use policies encouraging walkability, reduced sprawl, and enhanced community livability	# infill/mixed-use projects approved; livability metrics

## 7. Business Retention & Expansion (BR&E)

Business Retention and Expansion is a foundational economic development discipline that focuses on strengthening and growing the businesses already operating in El Dorado County. Research consistently shows that the majority of new jobs in any region come from existing businesses — not from attracting new companies. A systematic BR&E program ensures that local employers feel supported, can access resources, and are less likely to relocate or downsize.

El Dorado County's BR&E strategy is grounded in the strategy's objective to "retain and expand existing businesses" and its commitment to community-based engagement. The following initiatives form the core of this effort:

### Systematic Business Visitation Program

County Economic Development staff, in partnership with SEED and local Chambers of Commerce, will conduct regular one-on-one visits with existing businesses across all sectors. These visits serve to:

- Identify expansion plans, workforce needs, capital requirements, and potential barriers to growth.
- Surface businesses at risk of relocation, downsizing, or closure so early intervention can occur.
- Build a trusted relationship between the County and local employers.
- Generate an annual BR&E report with actionable findings for County leadership and the Board of Supervisors.

### Business Climate & Regulatory Barrier Review

In partnership with Planning, County ED, and SEED, the County will conduct a systematic review of permitting, zoning, and regulatory processes that affect local business operations. Objectives include:

- Identify and reduce unnecessary regulatory barriers to business expansion.
- Streamline permitting timelines for businesses seeking to grow or modernize.
- Develop a business-friendly reputation that supports retention and organic growth.
- Publish a public-facing summary of improvements made and timelines for ongoing reforms.

### Sector-Focused Retention Strategies

Priority sectors identified in the Economic Strategy — healthcare, agritourism, outdoor recreation, advanced manufacturing, and creative industries — will receive targeted retention support including:

- Sector-specific roundtables to surface shared challenges and opportunities.
- Coordination with Marshall Hospital, Farm Bureau, Ag Commissioner's Office, and industry associations.
- Connection to capital access programs, workforce training pipelines, and County incentive tools.
- Monitoring of sector employment and revenue trends through the SMART Dashboard.

## 8. Business Attraction

While retention and expansion of existing businesses is the highest-return strategy in the near term, strategic business attraction plays an important long-term role in diversifying the County's economic base, growing the property tax base, and creating new employment opportunities. The strategy is clear: El Dorado County will pursue new investment that is consistent with local values — environmental stewardship, community well-being, and small-town character.

### Target Industry Focus

Business attraction efforts will concentrate on sectors that offer strong economic returns and are compatible with El Dorado County's rural character and environmental priorities:

- **Healthcare and social assistance:** Expanding access to services and creating stable, good-paying jobs — particularly important given the County's aging population demographics.

- **Agritourism and specialty agriculture:** Farm stays, tasting rooms, local food production, and related experiences that preserve working lands while generating visitor revenue.
- **Outdoor recreation and tourism:** Businesses supporting trails, river access, eco-tourism, and year-round recreation that leverage the County's natural assets.
- **Advanced manufacturing and green technologies:** High-wage, future-focused employers aligned with sustainability and environmental responsibility values.
- **Creative industries and remote work:** Co-working infrastructure, digital enterprises, and creative economy businesses that attract talent and diversify the local economy.

## Site Readiness & Investment Infrastructure

- Maintain and publicize a centralized site inventory with zoning, utility, and transportation infrastructure details to support informed investment decisions.
- Invest in infrastructure improvements — roads, broadband expansion, and workforce housing — that make El Dorado County competitive for values-aligned employers.
- Design performance-based incentives tied to property value growth, job creation, local hiring, and sustainability outcomes.
- Partner with SEED, the Visitors Authority, and regional economic development organizations to market El Dorado County to qualified prospects.

## Attraction Process

Prospects will be evaluated against a set of community-values criteria before active recruitment. This ensures that new businesses align with the County's identity and long-term strategic goals. SEED will provide community engagement input, while County Economic Development and Planning will manage site readiness and regulatory processes.

## 9. Other Strategies

The following initiatives complement the core revenue-focused phases and BR&E/attraction strategies. They reflect important community and economic development objectives identified in the strategy that will be further developed over the course of implementation.

### Made in El Dorado — Local Business Campaign

A countywide branding and promotion campaign celebrating El Dorado County's local businesses, agricultural producers, artisans, and unique economic identity. This campaign, championed by SEED in partnership with County communications and local Chambers, aims to:

- Develop a unified "Made in El Dorado" brand platform with consistent visual identity and messaging.
- Encourage residents and visitors to shop local, dine local, and support homegrown enterprises.
- Spotlight unique small businesses, farms, wineries, and artisan producers through digital marketing, events, and media outreach.
- Build countywide pride and community identity as an economic development asset.
- Integrate with the Visitors Authority's destination marketing to reach both residents and tourists.

Note: This initiative was developed by SEED as an enhancement to the core strategy and should be presented to the Board for formal endorsement. It is expected to expand significantly as the program develops.

### Creative Economy & Remote Work Hub Initiative

Fostering co-working spaces, digital infrastructure, and cultural enterprises to attract talent, support entrepreneurship, and diversify the local economy while preserving community character. Specific initiatives to be developed include:

- Identify candidate locations for co-working and creative hub facilities in key communities.
- Explore broadband infrastructure investments that support remote workers and digital businesses.

- Develop programming and incentives to attract creative professionals and remote workers to relocate to El Dorado County.
- Partner with arts organizations, educational institutions, and the creative community to develop cultural assets that enhance quality of place.

## Community-Based Planning & Outreach

Effective economic development must be done with the community, not to it. Ongoing outreach and engagement will be embedded throughout all phases:

- Conduct grassroots outreach and listening sessions across diverse communities, both in-person and virtually.
- Engage small business owners to uncover regulatory barriers, workforce gaps, and capital needs.
- Use County-wide forums and sector-specific summits to build transparency and foster public-private collaboration.
- Clearly communicate how revenue from TOT, sales tax, and property tax directly funds fire protection, roads, parks, senior programs, and other essential services.

## 10. Measurement & Reporting — SMART Dashboard

For El Dorado County's economic strategy to succeed, it must be grounded in accountability, transparency, and outcomes that reflect both fiscal health and community well-being. The County will adopt a robust SMART framework — Specific, Measurable, Achievable, Relevant, and Time-bound — ensuring progress can be tracked, reported, and adjusted.

Regular reporting will allow for course corrections, reinforce public trust, and demonstrate how economic initiatives are delivering on their promises.

Metric Type	Indicators	Responsible	Horizon
Quarterly KPIs	TOT collections, sales tax revenue, new job creation, business permits issued, housing completions	County Economic Development; Treasurer-Tax Collector; Auditor	Short-term momentum and program responsiveness
Annual KPIs	Property tax assessments, crop production reports, recreation and tourism usage, business starts	County Economic Development; Treasurer-Tax Collector; Ag Dept.; SEED	Sector health and economic stability trends
Sector-Specific Metrics	Job growth in healthcare, agritourism visitation, workforce training enrollment, green economy participation	SEED / Partners	Progress in priority industry sectors
TOT Revenue Target	Achieve 5% annual increase in TOT revenue for three consecutive years	Visitors Authority / County Economic Development	Short-Term (Phase 1)
10-Year Revenue Target	Generate \$100 million in new public revenue over the next decade	CAO; SEED; Economic Development	Long-Term (Phases 2–3)

## What Success Looks Like

Economic success in El Dorado County is not defined solely by financial returns, but by tangible improvements in the daily lives of residents. Progress will be measured by asking essential questions:

- Are more residents able to find and afford stable housing?
- Are local businesses thriving, expanding, and hiring locally?
- Are rural and underserved communities feeling heard, supported, and engaged?
- Is the natural environment being protected as tourism and development grow?
- Is the County's projected budget shortfall being reduced through new revenue strategies?

## Reporting Structure

- Quarterly Implementation Dashboard tracking TOT, sales, and property tax trends; business engagement counts; housing completions; community sentiment and program participation.
- Annual Economic Progress Report presented to the Board of Supervisors and shared publicly.
- SEED Implementation Portal — a public-facing digital hub for transparency, updates, and community feedback.
- Semiannual town halls and stakeholder forums.

## 11. Communication & Engagement Strategy

Clear, consistent, and inclusive communication is crucial to establishing public trust and maintaining stakeholder confidence in El Dorado County's economic development efforts. Residents and partners need to understand not only what the County is doing, but why it matters and how it benefits their communities.

- **Proactively share accurate information.** Regularly communicate progress, updates, and outcomes through accessible channels, ensuring the public receives timely, factual information that builds trust and reduces misinformation.
- **Define roles and responsibilities.** Articulate who is doing what — from County staff to SEED members and community partners — so stakeholders understand how decisions are made and where to go for input or support.
- **Use multiple channels.** Leverage press releases, the County website, forums, social media, and trusted community champions to broaden outreach and ensure key messages reach diverse audiences throughout the County.
- **Connect revenue to services.** All communications will highlight how economic development revenue directly funds fire protection, roads, parks, senior programs, and other services residents rely on every day.

## 12. Master Project Assignment Framework

The table below provides a complete view of all implementation projects, their leads, partners, and key deliverables. This serves as the master reference for accountability and progress tracking.

Category	Project / Initiative	Lead	Support / Partners	Key Deliverable
Tourism & TOT Growth	Vacation Rental Policy Review	County	SEED – community input	Revised policy; TOT growth 5% YoY
	Stable Funding — Tourism Orgs (VA, Film Commission, CA Welcome Center)	County	SEED – performance review	Multi-year funding model with ROI metrics

	Tourism Business Improvement District (TBID)	SEED → County	Visitors Authority / County Economic Development	TBID established and operational
	Expand Agricultural Lodging Opportunities	SEED → County	Ag Commissioner / Farm Bureau	Pilot lodging projects and ordinance amendment
	County Asset Utilization Study (e.g., Old Mosquito Bridge)	SEED	CAO / Planning	Site revenue options and public-private models
	Entertainment Zone Pilot — EDH Town Center (SB 969)	Joint	Planning / County Economic Development / Town Center Mgmt	Pilot model + policy template
Business Vitality & Sales Tax	Local Business Outreach & Needs Assessment	SEED	Chambers / County Economic Development	Engagement report & needs assessment
	Capital Access & Modernization Support	County	County Economic Development / SBDC	Program launched; # businesses assisted
	Workforce Alignment & Training Initiative	SEED	Marshall Hospital / Sierra College	Industry-aligned training strategy
	Local Business Promotion — Community Branding	SEED	CAO-PIO / Chambers	Brand launch; participation metrics
	Regional Expansions & Trade Events	County	County Economic Development / Visitors Authority	# events; new spending tracked
	Performance-Based Incentives for Retail & Services	SEED → County	CAO / County Economic Development	Adopted incentive framework
	Entertainment Zone Expansion (SB 76 / SB 969)	Joint	County Planning / County Economic Development	Expansion framework adopted
Property Tax & Land Use	Business Attraction — High-Return, Values-Aligned Industries	County	SEED advisory	Prospect pipeline; new property tax revenue
	Strategic Site Inventory & Readiness Program	County	Planning & GIS / SEED	Online Investment Map
	Performance-Based Incentive Policy	SEED → County	CAO / County Economic Development	Adopted ordinance with ROI criteria
	Infrastructure & Housing Investment Program	County	Dept. Of Transportation/ Housing / CAO	Priority project list & funding plan
	Mixed-Use, Infill & Town-Centered Development Support	County	Planning / SEED advisory	Land use policy updates; livability metrics

Business Retention & Expansion (BR&E)	BR&E Program — Systematic Business Visits	County / SEED	Chambers / County Economic Development	Annual BR&E report; retention actions
	Business Climate & Regulatory Barrier Review	County	Planning / County Economic Development / SEED	Streamlined permitting; barrier report
Other Strategies	Made in El Dorado — Local Business Campaign	SEED	County Comms / Chambers	Brand launch; countywide rollout
	Creative Economy & Remote Work Hub Initiative	SEED	County Economic Development/ Property owners	Co-working pilots; digital infrastructure plan
Measurement & Transparency	Quarterly Dashboard & Annual Economic Report	Joint (SEED + County ED)	CAO/ Visitors Authority	Public progress dashboard + annual SEED report

## Conclusion

El Dorado County faces real revenue pressures but has a clear path forward. By blending community input, strategic investment, and careful fiscal management, the County can protect its rural character while supporting economic resilience and high-quality services for all residents.

This Implementation Plan operationalizes that path — providing clear accountability, measurable milestones, and a governance structure that ensures SEED’s strategic vision is translated into tangible County action. It is a living document, designed to evolve as programs are tested, community input is gathered, and economic conditions change.

SEED sees residents not as stakeholders to be managed, but as co-creators of a prosperous, resilient, and inclusive future. By anchoring economic development in the lived experiences of its people, El Dorado County can ensure that growth not only occurs, but happens in service of community well-being, rural character, and generational opportunity.

## Appendix: SEED Committee Members

- Carl Ribaldo, Chair — President, Chief Strategist, SMG Consulting
- David Spaur, Vice Chair — Retired City Manager, Consultant, S2 Consulting, LLC
- Les Heinsen — Owner/President, Credence Corporation, DBA Element 79 Vineyards
- Perry McLean — Businessman, PMC Aquatics, LLC
- Bryce Miller — Executive Director, Business Development, Marshall Hospital
- Christine Noonan — General Manager/Owner, Delfino Farms