El Dorado County Economic Strategy Implementation Plan

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

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Transition to Implementation Plan: From Strategy to Action

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.

2. Governance Structure

Leadership Group (5–7 members):

- Oversees implementation, reviews data, approves milestones.

Advisory Group (community, business, nonprofit partners):

- Provides feedback, identifies barriers, and supports alignment.

County Staff Implementation Team:

- Coordinates project management, reporting, and interdepartmental collaboration.

3. Implementation Phases

Phase	Timeline	Focus	Primary Outcomes
Phase 1: Activation	0–12 months	Launch foundational actions and pilot programs	Establish structure, early wins
Phase 2: Expansion	1–3 years	Scale successful pilots and build capacity	Increased revenue, community engagement
Phase 3: Institutionalization	3–5 years	Integrate into policy and budget	Sustained economic performance

4. Phase 1 - Priority Projects

Below are recommended **initial projects** aligned with the SEED strategy's short-, mid-, and long-term focus areas.

A. Tourism & TOT Revenue Projects (Short-Term, 0–12 Months)

1. **Vacation Rental Policy Review**

   - Synchronize with SB 346 on Short-Term rental TOT collections
   - Conduct data-driven analysis of existing caps and buffer zones.

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- o Output: Policy recommendations balancing neighborhood preservation and revenue.
- o Lead: Economic Development + Planning
- o Metrics: Updated ordinance adopted; TOT growth 5% YoY.

2. **Tourism Business Improvement District (TBID) Formation**

- o Establish a TBID for unincorporated areas.
- o Output: Sustainable, stakeholder-funded tourism mechanism.
- o Lead: County ED + Visitors Authority
- o Metrics: TBID formed and operational by FY2026.

3. **Visitors Authority Long-Term Funding Agreement**

- o Develop a multi-year performance-based funding model.
- o Output: MOU with measurable marketing ROI and stewardship metrics.

4. **County Asset Utilization Program**

- o Inventory and evaluate revenue potential of County-owned sites.
- o Output: List of assets with recommended adaptive reuses (e.g., Old Mosquito Bridge).

B. Phase 2 - Business Vitality & Sales Tax Projects (Mid-Term, 1–3 Years)

1. **Local Business Outreach & Modernization Program**

- o Conduct sector-specific listening sessions and modernization grants.
- o Output: County–Chamber partnership program with 25+ businesses assisted annually.

2. **Workforce Training Alignment Initiative**

- o Partner with Marshall Hospital, CMC, and Sierra College to align curriculum with employer needs.
- o Output: Workforce pipeline strategy; training programs launched in health, trades, and recreation sectors.

3. **Entertainment Zone Pilot**

- o Implement a pilot in El Dorado Hills Town Center under SB 969.
- o Output: Regulatory framework and performance report for replication in other areas.

4. **Local Business Promotion Campaign**

- o Develop "Made in El Dorado" brand and buy-local campaign.
- o Output: Countywide rollout with digital assets and merchant participation.

C. Phase 3 - Property Tax Base & Land Use Projects (Long-Term, 2–5 Years)

1. **Strategic Site Inventory and Readiness Program**

- o Develop a public-facing database of commercial/industrial sites with zoning and infrastructure data.
- o Output: Annual "Investment Map" published online.

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2. **Performance-Based Incentive Policy**
    - o Design incentive criteria linked to job creation, property value growth, and sustainability outcomes.
    - o Output: Adopted incentive ordinance with measurable ROI standards.
3. **Infrastructure & Housing Investment Program**
    - o Coordinate targeted investments (roads, broadband, workforce housing).
    - o Output: Priority project list and funding schedule aligned with grant opportunities.
4. **Agritourism & Rural Economy Development**
    - o Expand lodging opportunities on agricultural lands where compatible.
    - o Output: Pilot projects in South County and Camino; expanded Farm Stays program.

5. Measurement and Reporting SMART Dashboard Tracking

Create a **Quarterly Implementation Dashboard** that tracks:
- TOT, Sales, and Property Tax trends
- Business engagement and expansion counts
- Housing completions and affordability metrics
- Community sentiment and participation in programs

Annual "Economic Progress Report" presented to the Board of Supervisors and shared publicly.

6. Communication & Engagement

- Launch a "SEED Implementation Portal" for transparency and updates.
- Conduct semiannual town halls and stakeholder forums.
- Provide quarterly press releases and infographics on progress.

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Part 2: Governance Framework for Implementation

Purpose of the Split

- **SEED Projects** - Visionary, strategic, and community-driven initiatives that require stakeholder coordination, research, or pilot-testing before formal policy or budget adoption.

- **County-Led Projects** - Operational, regulatory, or fiscal programs that must be implemented, managed, or authorized through County departments or the Board of Supervisors.

A. SEED Committee–Led Projects

These are initiatives where SEED's role as a **community–business advisory group** and strategic innovator is central — convening partners, exploring new models, and providing policy recommendations before County adoption.

Project / Initiative	SEED Role	Primary Partners	Rationale / Notes
Tourism Business Improvement District (TBID) Development	Lead design, stakeholder outreach, and feasibility assessment	Lodging, Ag and Wine Industry County ED	SEED can coordinate rural business engagement and design framework before County formation approval.
County Asset Utilization & Revenue Innovation Study	Lead exploratory analysis of County-owned site potential (e.g., Old Mosquito Bridge)	CAO, Planning	SEED can propose activation concepts and public-private partnership models.
Agritourism & Rural Economy Expansion	Lead community engagement with agricultural operators and develop pilot lodging models	Ag Commissioner, Farm Bureau	Aligns with SEED's role in supporting farm-based and small-business innovation.
Entertainment Zone Pilot (SB 969)	Lead exploration, identify candidate sites, coordinate with businesses	County Planning & ED	SEED can analyze models from other counties and design a local pilot proposal.
Local Business Outreach & Modernization Program	Lead business engagement, develop survey instruments, identify gaps	Chamber, County ED	SEED can leverage its member network for outreach and recommendations.

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Project / Initiative	SEED Role	Primary Partners	Rationale / Notes
Workforce Alignment & Training Coordination	Convene employers and education partners to design training priorities	Marshall Hospital, Sierra College	SEED can play facilitator/connector role to define needed skills and pathways.
Made in El Dorado / Local Business Branding Campaign	Concept development and branding	County Comms, Chambers	SEED can design message platform and assist with launch planning.
Community Forums and Economic Summits	Organize, facilitate, and document input	County ED, BOS	Core SEED function as public-private interface for dialogue.
Performance-Based Incentive Framework	Draft structure and evaluation criteria	County ED, Finance	SEED can benchmark other counties and recommend criteria before formal policy adoption.

B. County–Led Projects

These initiatives require regulatory authority, budget oversight, or formal implementation capacity and thus should be executed by County departments — ideally with SEED in an advisory role.

Project / Initiative	Lead Department	SEED Involvement	Rationale / Notes
Vacation Rental Cap & Buffer Zone Review	Planning & Economic Development	Advisory input, resident engagement	Requires ordinance analysis and BOS action.
Visitors Authority Long-Term Funding Agreement	CAO & Finance with Board Approval	Support, stakeholder input	Fiscal policy matter; SEED can provide justification and performance metrics.
Stable Funding and Reporting for Tourism Marketing	Finance & Visitors Authority	Advisory review	Implementation of contractual funding framework.
TOT Growth and Tourism Marketing Expansion	Visitors Authority	Oversight and feedback	Execution of marketing and stewardship strategies.
Strategic Site Inventory and Readiness Program	Planning & GIS	Advisory feedback	Technical and zoning-based work best handled by County.

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Project / Initiative	Lead Department	SEED Involvement	Rationale / Notes
Infrastructure & Workforce Housing Investment Program	Public Works, Housing, CAO	Prioritization feedback	Requires capital planning and grant administration.
CalPERS UAL Refinancing / Pension Obligation Bond	Finance & Auditor	None	Fiscal management function.
Quarterly and Annual Dashboard Reporting	County ED, Finance, SEED (jointly)	Shared	County collects data; SEED interprets for policy guidance.

C. Hybrid or Shared Projects

Some initiatives should be **jointly managed** — SEED leads concept development; County executes operations.

Project / Initiative	Lead / Support	Notes
Tourism Business Improvement District (TBID)	*SEED leads concept → County executes legal formation*	Collaborative sequencing.
Agritourism Lodging Policy Update	*SEED develops framework → Planning formalizes ordinance*	Aligns innovation with regulatory process.
Entertainment Zone Pilot	*SEED designs model → County adopts and manages program*	SEED as innovation lab; County as implementer.

D. Building the Strategy-to-Execution Bridge

This framework illustrates how SEED and El Dorado County each play distinct yet complementary roles in moving from strategic vision to tangible results.

SEED's Focus lies in the strategic, collaborative, and pilot layer of the process — where ideas are generated, partnerships are formed, and innovative models are tested. SEED serves as the County's creative laboratory: identifying opportunities, convening stakeholders, and designing frameworks that align with community values and long-term economic goals.

The County's Focus resides in the operational, policy, and funding layer, where strategy becomes action. County departments translate SEED's conceptual work into formal policy, allocate funding, and manage day-to-day implementation with accountability and transparency.

Together, SEED and the County form a "Strategy-to-Execution Bridge"—a seamless continuum that ensures ideas don't stall at the planning stage but advance toward measurable impact.
In this partnership, SEED provides the "why and how," while the County delivers the "what and when."

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This collaboration ensures that El Dorado County's economic development strategy remains both visionary and practical, grounded in community engagement yet capable of driving real, lasting results.

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El Dorado County Economic Strategy — Implementation Governance Framework

Purpose

To clearly define the implementation responsibilities between the Strategic Economic Enhancement & Development (SEED) Committee and El Dorado County Departments, ensuring that strategy moves efficiently from concept → execution → results.

Governance Overview

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

Project Assignment Framework

Category	Project / Initiative	Lead	Support / Partners	Key Deliverable
Tourism & TOT Growth	Vacation Rental Policy Review	County (Planning & ED)	SEED – community input	Revised policy balancing quality of life and revenue
	Tourism Business Improvement District (TBID)	SEED → County handoff	Visitors Authority / ED	TBID established and operational

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Category	Project / Initiative	Lead	Support / Partners	Key Deliverable
	Visitors Authority Funding Agreement	County (CAO & Finance)	SEED – performance review	Multi-year funding model with ROI metrics
	County Asset Utilization Study (e.g., Old Mosquito Bridge)	SEED	CAO / Planning	Site revenue options and public-private models
Business Vitality & Sales Tax	Local Business Outreach & Modernization	SEED	Chambers / ED	Engagement report & grant recommendations
	Workforce Alignment & Training	SEED	Marshall Hospital / Sierra College	Industry-aligned training strategy
	Entertainment Zone Pilot (SB 969)	Joint (SEED + Planning)	Town Center Mgmt	Pilot model + policy template
	"Made in El Dorado" Local Brand Campaign	SEED	County Comms / Chambers	Brand launch and participation metrics
Property Tax & Land Use	Strategic Site Inventory & Readiness	County (Planning & GIS)	SEED feedback	Online Investment Map
	Performance-Based Incentive Framework	SEED → County Policy	Finance / ED	Adopted ordinance with ROI criteria
	Infrastructure & Housing Investment Program	County (Public Works / Housing)	SEED advisory	Priority project list & funding plan
	Agritourism & Rural Lodging Program	SEED	Ag Commissioner / Farm Bureau	Pilot lodging projects and policy options

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Category	Project / Initiative	Lead	Support / Partners	Key Deliverable
Fiscal Resilience	CalPERS UAL Refinancing	County (Finance / Auditor)	–	Debt service savings plan
Measurement & Transparency	Quarterly Dashboard & Annual Report	Joint (SEED + County ED)	Visitors Authority / Finance	Public progress dashboard + annual SEED report

Deliverables by Layer

SEED Committee	County Departments	Joint Team
Concept papers • Pilot projects • Stakeholder engagement	Ordinances • Budget allocation • Infrastructure execution	Dashboards • Progress reports • Public communications

Key Principle-_SEED creates the "why and how"; the County delivers the "what and when."_

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