



Economic Development

Nevada County Board of Supervisors Annual Workshop

January 24, 2020

Presentation by

Mali Dyck, Assistant CEO & Jeffrey Thorsby, Senior MGMT Analyst

Facilitated Discussion by Greater Folsom Partnership

Evert Plamer, Joe Gagliardi, Mary Ann McAlea

Session Goals/Outline



1. Economic Development Background & Overview

Mali Dyck
Jeff Thorsby



2. Facilitated Discussion – Economic Development Best Practices, Models, Approach

Greater Folsom Partnership
Evert Palmer
Joe Gagliardi
Mary Ann McAlea



3. Focus Area Presentation/Board Direction/Next Steps

Mali Dyck
Jeff Thorsby



Nevada County Board Priority & Direction



Support job-enhancing economic development with an emphasis on infrastructure that expands or preserves commerce and provides leadership and coordination opportunities to bring funding sources and community partnerships together including ERC, SBC, RCRC, CSAC and USDA.

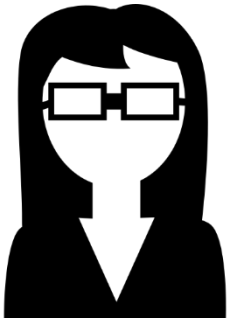


2019 Workshop – Staff directed to conduct Econ Dev. Best Practices Research for consideration for 2020 RFP & Econ Dev. Activities

Research Methodology & Sources



- **Existing Plans/Documents/Theory**
- **Comparable Counties**
- **Subject Matter Expert Interviews**
 - ED Directors
 - RCRC
 - Greater Folsom Partnership



What We Learned



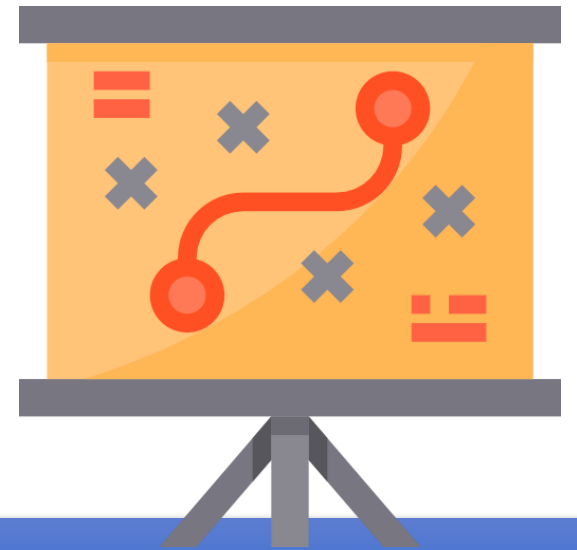
- **Everywhere is Different**
- **Planning (Vision) is Critical**
 - Vision=Goals=Outcomes=Measured Outputs
 - Strategies should complement not compete with neighboring jurisdictions
- **Private Sector Leadership is Essential**
- **Role of Government**
- **Fundamentals: Business Retention, Expansion, Attraction**
- **Regulatory Process that promotes development & minimizes barriers**
- **Promotion of Tourism**

Overview County's Approach

How Does Research Compare with County's Approach?

Over Past 25 Years –Three Major Focus Areas:

1. **Economic Development: Business Retention, Business Expansion, Business Attraction**
2. **Promotion of Tourism**
3. **Infrastructure Development**



Focus Area One: Economic Development

- 1995 – ERC Established
- 2007 – Seifel Report
 - Retain, Expand & Attract Business
 - Pro-Active Business Attraction
 - Promote Workforce Skills
- 2012 - Contract Blends Econ Dev & Tourism
- 2018 - CEDS



- ✓ Private Business Leadership
- ✗ Too Much Gov leadership in ERC
- ✓ Business Technical Assistance
- ✓ Business Attraction
- ✗ County-Proactive Approach
- ✗ Private/Public business service coordination
- ✓ Infrastructure Assignment
- ✗ Econ Dev Separation from Tourism
- County-wide Vision/Plan

Focus Area Two: Tourism

- **2011 –Switchback Report**
 - Marketing Plan
 - Sustainable Funding (TBID)
- **2012 –Tourism and Econ Dev Blended**
- **2018 – Increase of Integrated Tourism Marketing**
- **Multiple Chamber of Commerce**
- ✓ **GoNevadaCounty.com**
- ✗ **Coordinated Strategy**
- ✗ **Tourism Separate from Econ Dev**
- ✗ **Sustainable Funding**
- ✗ **Stakeholder Coordination**



Focus Area Three: Infrastructure Development

Infrastructure Development

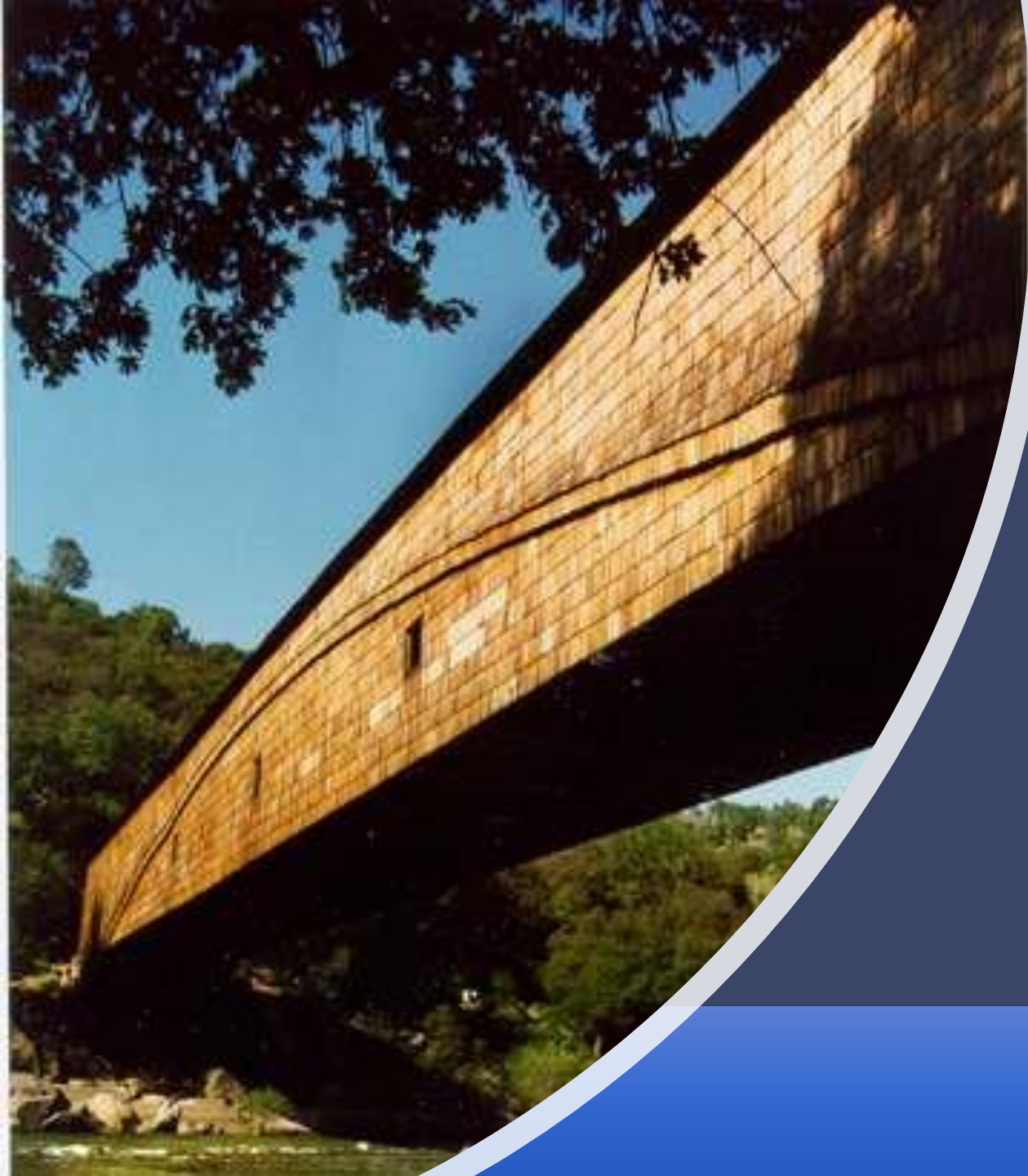
- 2007 – Seifel Report
 - Proactive Business Attraction via Infrastructure
- 2012 – ED Infrastructure Assignment Established
- Area Plans Process
- 2018 – Higgins Market Place
- 2019 – Last Mile Broadband Grant

– Loan Oak Senior

– Brunswick Commons

- ✓ Expand Infrastructure Capacity
- ✗ Pro-Active Approach to Development Attraction
- ✓ Government's Primary Role
- ✓ Soda Springs Area Plan
- ✓ Penn valley Area Plan
- ✓ Broadband Expansion
- ✓ Expand Workforce/Affordable Housing

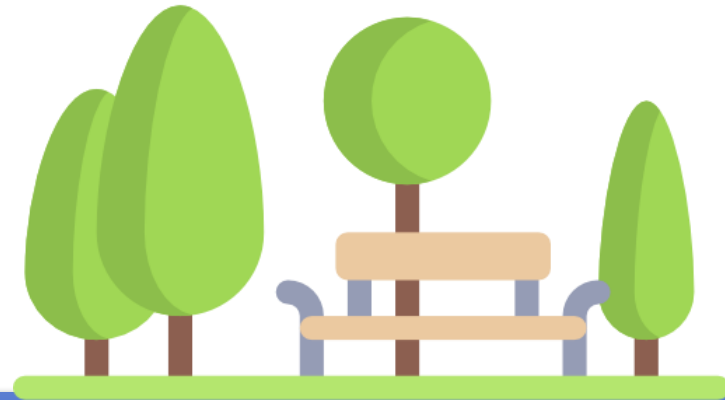




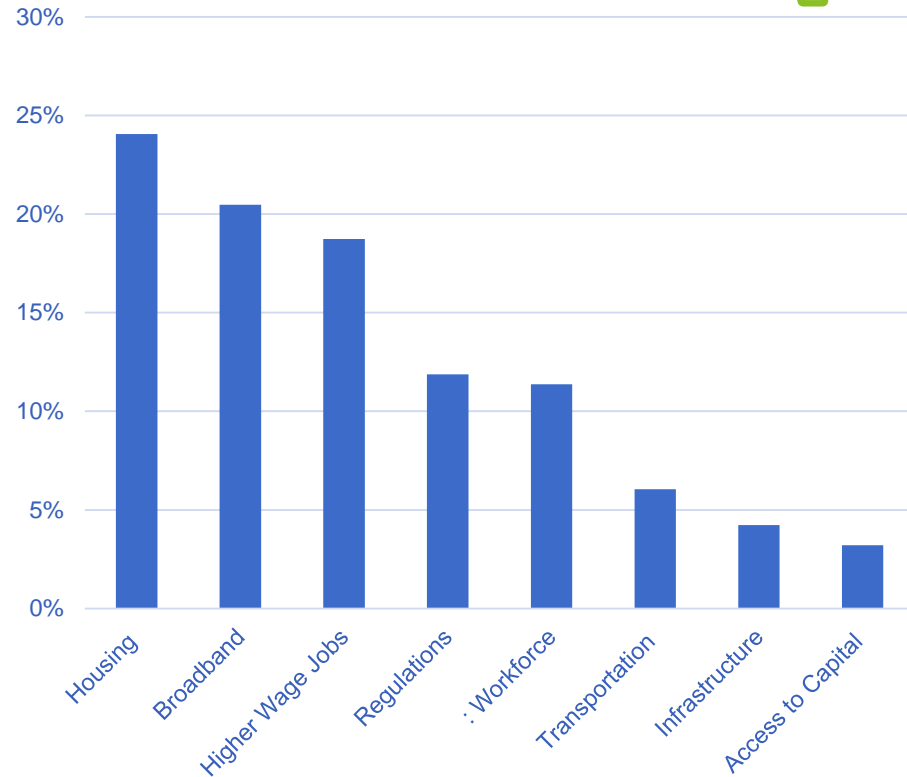
What makes
Nevada
County Unique

Community Strengths

- Destination Location
- Natural Resources & Recreation
- Arts and Culture
- Quality of Life
- High Education Levels
- Low Poverty & Crime



Economic Challenges

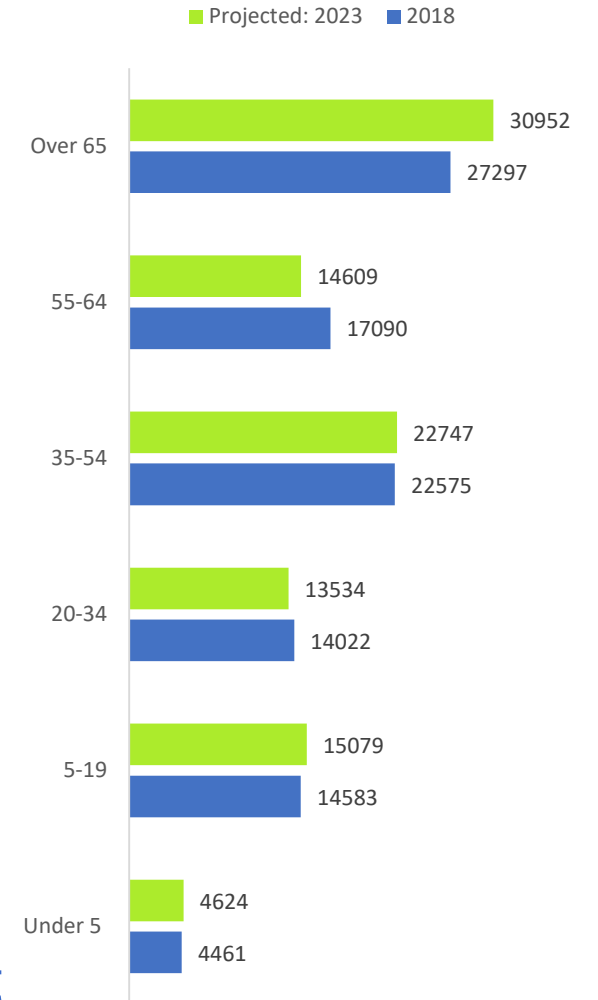


• Workforce

- Aging Demographics
 - Retirees
- Job Skills
- Aging Housing Stock
- Housing Cost

• Location

- Distance to I – 80 Corridor
- Broadband/Internet
- Wildfire Danger
- Topography = Costly Infrastructure Development



Economic Opportunities



Current State

GAP



Desired State

What are the Opportunities & Tools?



Opportunities – County's Direct Role

- **Policies that promote Economic Development & Tourism**
 - i.e. Broadband Dig Once Policy; funding policies, vibrant community strategies
- **Service Culture that minimizes barriers to Economic Development**
 - Linkage to Private Business Resources
 - Improve/Enhance internal processes
- **Infrastructure Development**
 - Sewer/Roads/Broadband/Housing
 - Community Improvements
- **Pro-active Approach**
 - Using Data to understand specific needs/opportunities



Opportunities – Private Sector Support

- **Support Stronger Role of Business Leadership**
 - Leverage Business leadership to retain, expand and attract businesses
 - Linkage to County services
- **Economic Development Plan**
- **Tourism Promotion**





Economic Development Best Practices
Forum & Discussion Facilitated by Greater Folsom Partners





The Big Questions:

- What does the community have?
- What does the community want?
- What is our thesis on how will an economic development strategy/program help?





Elements of an Economic Development Plan

- Business attraction, creation, growth, and retention
- Workforce development
- Government policy-making, services, and infrastructure
- Vibrant Community strategies and tourist attraction





The Role of Government

- Policy maker
- Collaborator
- Service Provider
 - Transactional services (often regulatory)
 - Infrastructure development
 - Public/community services (often those where profit motives don't fit)





Key Strategies

- Answer the big questions
- Collect data
- Find partners with burning self-interest
- Craft a plan
- Guide efforts toward the intersection of self and community interests
- Repeat





An Approach that works for us

- **Government provides quality infrastructure and concierge-level services**
- **Public-Private partnerships attract employers and tourists**
 - City of Folsom
 - Greater Folsom Partnership
 - Folsom Lake College
 - Folsom Cordova schools
 - Folsom Historic District Association





About the Greater Folsom Partnership

- Folsom Chamber of Commerce
- Folsom Tourism Bureau
 - TBID
- Folsom Economic Development Corporation



15 Minute Break (10-10:15)



Moving Forward: BOS Decision Points



1. Policy Direction

1. Broadband Dig-Once
2. Infrastructure Project Priorities
3. Support for TBID

2. Scope of Work for RFP & Establish Ad Hoc Subcommittee

3. Proposed Economic Development Objective



Moving Forward – Policy Direction



Broadband Dig Once Policy



- **Recommendation: Direct Staff to return to the Board with recommendations on a Dig Once Policy amending the County's Land Use and Development Code Road Standards**



Moving Forward – Policy Direction



Infrastructure Priority Projects



- **Recommendation: Prioritize Infrastructure Development Projects with increased ROI Evaluation**

- | | |
|---|----------------------|
| 1. Higgins Market Place Sewer Line (allocated) | \$983,211 |
| 2. Broadband Last-Mile Grant Pilot Program (annually) | \$250,000 |
| 3. Broadband Dig Once Implementation | \$100,000 |
| 4. Soda Springs Area Plan/Pines to Mines | \$600,000 |
| 5. Workforce Housing | \$250,000 (annually) |
| 6. Penn Valley Area Plan | TBD |
| 7. Corp Yard Re-Use | TBD |
| 8. North San Juan Fire Suppression | \$1.5M |

- **Recommendation: Allocated \$500K of General Fund to supplement TOT funding to target ongoing sub funds for Broadband & Workforce Housing**



Moving Forward – Policy Direction



Support for a Tourism Business Improvement District



- **Recommendation: Support the development of a Tourism Business Improvement District in partnership with Grass Valley and Nevada City**



Moving Forward – Policy Direction



RFP Scope of Services for Economic Development



- **Recommendation: Develop RFP for Economic Development with an Ad Hoc Advisory Subcommittee Committee**
 - Include:
 - Development of Econ Dev. Plan that includes public/private stakeholders
 - Business Technical Assistance Services
 - Efforts to retain and expand businesses development
 - Requires Private Business Leadership & Best Practice Approaches
 - Require increased coordination with County Development Services
 - Maintain GoNevadaCounty.com
 - **Remove: Tourism**



Proposed Objective

Adopt a pro-active approach to economic development that leverages opportunities through the County's direct role in policy, infrastructure and service culture and support private sector leadership to retain and expand job-enhancing businesses, strategic planning, and the establishment of a Tourism Business Improvement District (TBID).

