



## Comprehensive Economic Development Strategy (CEDS)

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A Five-Year Plan

2013 ~ 2017

for the

Sierra Economic Development Corporation



Sierra Economic Development Corporation

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This report was prepared under an award from and approved by the U.S. Department of Commerce Economic Development Administration, June 2012, pending approval by sub-state governments and Economic Development Administration.

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# I. EXECUTIVE SUMMARY

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The Comprehensive Economic Development Strategy (CEDS) was developed through a highly collaborative effort between the citizens within our region, the Sierra Economic Development Corporation (SEDCorp) Board of Directors represented by a CEDS Development and Update Committee and the CEO and staff of SEDCorp.

The document contains an extensive array of information as reported by the counties of Placer, Nevada, Sierra and El Dorado and derived from the US Census Bureau in Appendices A-D and very detailed planning with specific goals, achievement targets and performance measurements for the five year period 2013-2017 (sections VII [page 38] through section IX). It also includes an annually updated report of Accomplishments (Section IX) which is derived from the required annual report.

In particular, the reader is invited to review sections VII and VIII to evaluate the measurable performance objectives and expected accomplishments to understand the “meat” of the plan, which is seen as what is sought to accomplish and how well they have been accomplished.

This plan’s format has been substantially revised for ease of reading by the current SEDCorp CEDS Development and Update Committee. Feedback is welcome.

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## II. INTRODUCTION

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The development of the 2013-2017 Comprehensive Economic Development Strategy (CEDS) has entailed a comprehensive review of the Sierra Economic Development Corporation (SEDCorp) and its regional economy. The document was developed with extensive input and discussion from SEDCorp CEDS committee members, SEDCorp Board members, regional economic development professionals, interested citizens and extensive involvement from the private sector. The SEDCorp CEDS committee conducted eight committee meetings (in-person and telephonic conferencing) and facilitated four public hearings in development of the final plan, adopted by the SEDCorp Board in December 2012. The CEDS reflects the changes the region has experienced as a result of growth and the strong desire to maintain the quality environment that makes the area a desirable place in which to live and work and will guide the SEDCorp Board and staff in their overall mission *to alleviate unemployment and underemployment while preserving the quality of life in the Sierra Nevada*. The strategic intent of the document is to facilitate the coordination of efforts between the various economic development entities in the region.

Among other revisions, the CEDS committee simplified the format of the plan so the SEDCorp Board members and staff as well as the citizens at large could focus more easily on their specific area of interest.

Economic development is described as the process of creating wealth through the mobilization of human, financial, physical and natural resources to generate marketable goods and services. Through comprehensive strategic planning, it is possible to maximize utilization of local resources while minimizing local constraints in order to achieve a healthier local economy. Simply put, economic development is preserving, creating and attracting jobs.

Funding for this plan and SEDCorp professional staff is made available through a planning grant (07-83-05979) awarded by the U.S. Department of Commerce, Economic Development Administration (EDA). EDA funds have been matched by contributions made by participating

counties of El Dorado, Placer, Nevada and Sierra, the cities of Auburn, Colfax and Placerville and other entities.

### **What is the CEDS?**

A Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of an area. A CEDS process will help create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

*- U.S. Department of Commerce, Economic Development Administration, CEDS Guidelines*

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## III. THE ORGANIZATION

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The Sierra Economic Development Corporation (SEDCorp) is a 501(c)(4) non-profit organization established as an EDA-recognized economic development district in 1969 through a Joint Powers Agreement between the California counties of El Dorado, Placer, Nevada and Sierra. The Board members, in addition to representing the public jurisdictions of the district, also represent the majority of the 15 defined economic sectors in the region and state.



*Then-Governor Ronald Reagan conveyed to the Department of Commerce's Economic Development Administration (EDA) his endorsement and support of the plan for the four counties to form an EDD (circa 1969).*

As of December 31, 2012, the Board of Directors is comprised of eighteen members, as follows: eight public officials (one of whom also represents ethnic minorities), seven private sector representatives, one representative of post-secondary education, and one at-large

representative of the district's rural agricultural sector and one representative of the Citrus Heights Chamber of Commerce.

All Board members serve on standing committees (**Chart 1**) and ad hoc committees, as needed; the Board Chair, Vice-Chair and Secretary/Treasurer constitute the Executive Committee. In addition to volunteering considerable time and energy to SEDCorp, all Board members are actively involved in leadership positions in local jurisdictions and organizations throughout the District.

## **SEDCorp BOARD MEMBERS**

As of December 2012

### **EL DORADO COUNTY**

**Patricia Borelli**, *City of Placerville*  
**Kathie Pacileo Jenkins**, *Private Sector, Banking*  
**Norma Santiago**, *El Dorado County Supervisor, \**  
**Gordon Helm**, *Private Sector, Small Business*

### **NEVADA COUNTY**

**Jason Fouyer**, *City of Grass Valley*  
**Dr. Jeff “Bo” Boynton**, *Private Sector: Small Business^*  
**Terry Lamphier**, *Nevada County Supervisor*  
**Diann Patton**, *Private Sector: Real Estate*

### **SIERRA COUNTY**

**Lee Adams**, *Sierra County Supervisor*  
**Patty Hall**, *Private Sector, Small Business (Board Secretary/Treasurer)*  
**Jim Beard**, *City of Loyalton*  
**Karen Rickman**, *Private Sector, Non-Profit Management*

### **PLACER COUNTY**

**Ken Delfino**, *City of Colfax\*^*  
**Mike Holmes**, *City of Auburn (Board Chair)*  
**Gayle Matsuoka**, *Private Sector, Banking*

### **Citrus Heights Chamber of Commerce**

**Bill Seiffert**, *Private Sector, Small Business (Board Vice Chair)*

### **AT LARGE**

**Dr. Stuart Van Horn**, *Post-Secondary Education Representative*  
**Maryann Argyres**, *Rural Representative (Agriculture)*

\* ethnic minorities representative

^ disabled veterans

CHART 1

**SEDCorp BOARD COMMITTEE MEMBERSHIP**

**CEDS COORDINATION  
COMMITTEE**

Jeff "Bo" Boynton  
Jason Fouyer  
Patty Hall  
Gordon Helm  
Terry Lamphier  
Kathie Pacileo Jenkins  
Norma Santiago  
Dr. Stuart Van Horn

**PLANNING & TECHNICAL  
ADVISORY COMMITTEE**

Maryann Argyres  
Jim Beard  
Jeff "Bo" Boynton  
Ken Delfino  
Jason Fouyer  
Diann Patton

**BUDGET COMMITTEE**

Lee Adams  
Maryann Argyres  
Mike Holmes  
Terry Lamphier  
Norma Santiago  
Brent Smith

**PERSONNEL COMMITTEE**

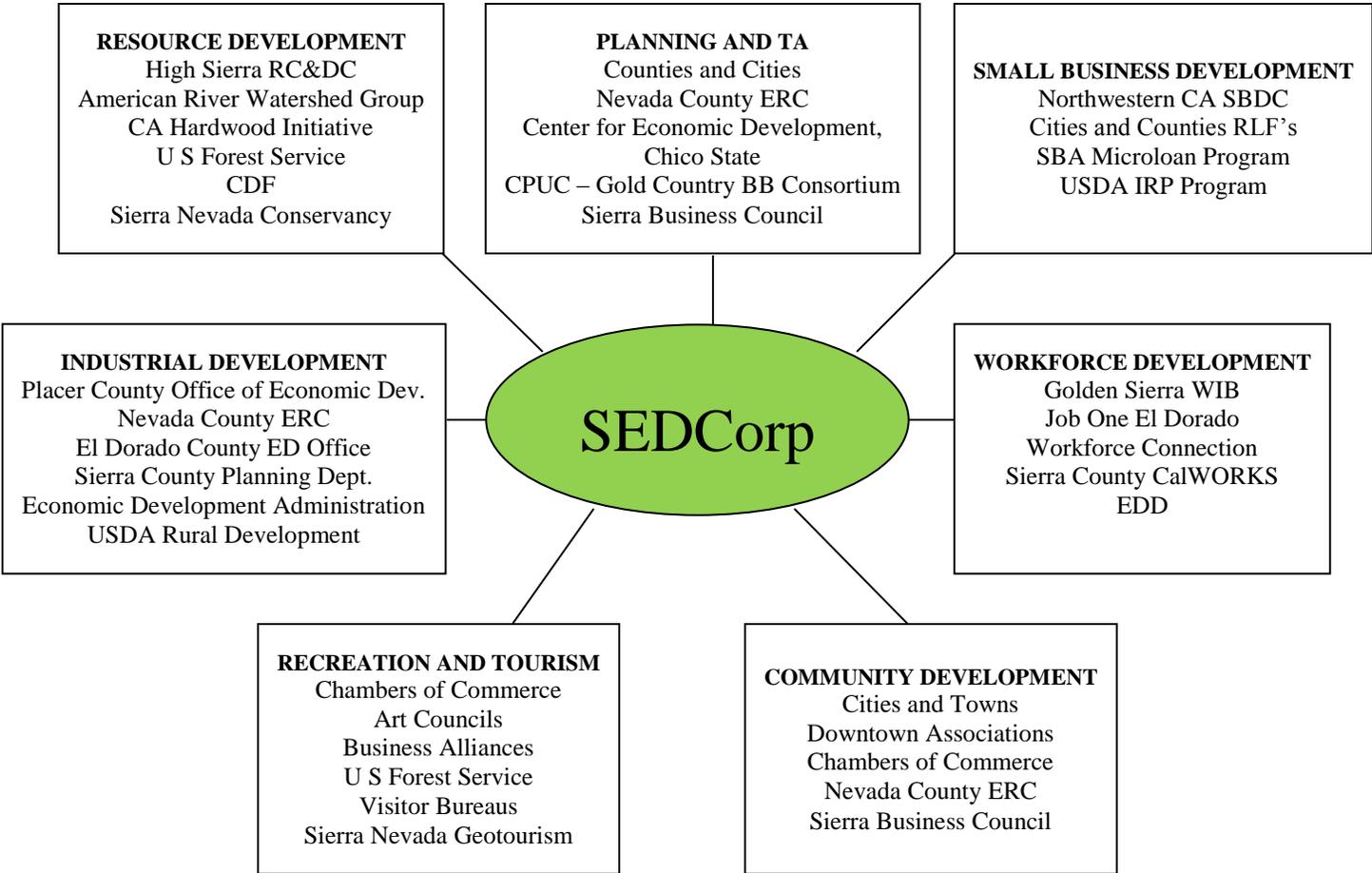
Lee Adams  
Patty Borelli  
Jeff "Bo" Boynton  
Jason Fouyer  
Mike Holmes  
Gayle Matsuoka  
Karen Rickman  
Bill Seiffert

**LOAN COMMITTEE**

Maryann Argyres  
Gayle Matsuoka  
Patty Hall  
Kathie Pacileo Jenkins

The SEDCorp's effectiveness is based on a collaborative network of agencies and organizations that collectively work to meet regional economic development goals. SEDCorp's collaborative partners are shown on Chart 2 (next page). Through the collective expertise of all participants, the region is able to leverage resources and strategically address the goals set forth in this Comprehensive Economic Development Strategy.

# SEDCorp COLLABORATION CHART



The Sierra Economic Development Corporation Board of Directors is served by a professional staff whose offices are located in Auburn, California. SEDCorp staff includes:

CEO

Office Operations Manager/Economic Planner

Loan Program Supervisor

Administrative Assistant

Bookkeeper (PT; contract)

SEDCorp also contracts with numerous private contractor organizations and independent consultants to carry out project-specific activities. Some of those with whom SEDCorp contracts include:

- Chico State University, Center for Economic Development – for economic and demographic indicators, geographic information systems (GIS) and mapping services, business and workforce cluster analyses and similar data and analysis-driven technical support services.
- Greater Sierra Small Business Development Center – to provide one-on-one counseling in the fundamentals of small business planning, startup and operation and selected small business classes.

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# IV. BACKGROUND

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## 1. POLITICAL SUBDIVISIONS

The “core” service area for the Sierra Economic Development Corporation (SEDCorp) includes the four counties that collaborated in the Joint Powers Authority that created SEDCorp. The counties of Nevada and Sierra are General Law counties; the counties of Placer and El Dorado are Charter counties. There are a total of twelve incorporated cities in the core service area, as listed in Table 1 (below). All cities are General Law cities except Grass Valley, Truckee and Roseville that are Charter cities. Roseville and Rocklin, with populations greater than 50,000, are no longer considered small communities; Lincoln is rapidly approaching a population of 50,000.

**Table 1**  
**Incorporated Cities in SEDCorp Service Area**

<b>El Dorado County</b>	<b>Nevada County</b>	<b>Placer County</b>	<b>Sierra County</b>
South Lake Tahoe	Nevada City	Auburn	Loyalton
Placerville	Grass Valley	Colfax	
	Truckee	Lincoln	
		Loomis	
		Rocklin	
		Roseville	

## 2. GEOGRAPHY

The SEDCorp economic development district is located in the central Sierra Nevada mountains, east and northeast of Sacramento. Surrounding counties include Plumas to the north, Sutter and Yuba to the northwest, Amador and Alpine to the south, and Sacramento to the southwest. The eastern boundary is shared with the state of Nevada. The geography of the Sierra Nevada

mountain range dominates and defines the region, bisecting the four core counties that cover an area of 5,026 square miles, approximately equal in size to the State of Connecticut. For some SEDCorp programs (described below), the service area extends over an additional three or five counties.

Considered one of the most diversified recreational areas in California, the El Dorado and Tahoe National Forests in the southeast and northeast of the SEDCorp area, respectively, are two of the most heavily used wilderness areas in the nation. El Dorado County contains the Desolation Wilderness with Freel Peak as its highest point at 10,881 feet. The geography of the counties encompasses the grasslands and foothills of western Placer and El Dorado counties, the snow-capped Sierra Nevada mountain range, and numerous rivers, lakes, state and national parks and ski resorts. The area is heavily forested. The Sierra Nevada mountain trails, the north, middle and south forks of the American River and Lake Tahoe are just some of the natural attractions. Interstate 80, the principle trade and commerce conduit between northern California and all points east, traverses the Sierra Nevada at Donner Pass at an elevation of 7,089 feet. Highway 50 also crosses the Sierras through El Dorado County at Echo Summit, elevation 7,377 feet, and drops precipitously into the beautiful, alpine Lake Tahoe basin.

### **3. CLIMATE**

The foothill region at elevations between 1,000 and 3,500 feet offers one of the most pleasant climates available in California, with four distinct seasons and generally being above the valley fog yet below the snow line. Temperatures can range from freezing in the heights of the Sierras in winter to more than 100 degrees at the lowest elevations during summer. Rainfall is greater on the west slope of the Sierras, but rainfall totals are typical of a high desert climate. The area is highly dependent on the annual accumulation of snowfall in the mountains that feeds the rivers, lakes and reservoirs at lower elevations throughout the year. To a large degree, the climate and rural lifestyle account for the continued population growth occurring within the service area.

#### 4. POPULATION

**Table 2  
Population Distribution and Density**

	Land Area	Persons per square mile	Population		Change	
			2000 census	2010 census	Numeric	Percent
<b>El Dorado</b>	1,711	106	156,299	181,058	24,759	8%
<b>Lassen</b>	4,557	8	33,828	34,895	1,067	3%
<b>Modoc</b>	3,944	3	9,449	9,686	237	3%
<b>Nevada</b>	958	103	92,033	98,764	6,731	7%
<b>Placer</b>	1,404	248	248,399	348,432	100,033	40%
<b>Plumas</b>	2,554	8	20,824	20,007	-817	-4%
<b>Sacramento</b>	966	1,469	1,223,497	1,418,788	195,291	16%
<b>Sierra</b>	953	3	3,555	3,240	-315	-9%
<b>Yolo</b>	1,013	198	168,657	200,849	32,192	19%
<b>SEDCorp Region</b>	18,060	238	1,956,541	2,315,719	359,178	9%

Source: CA Department of Finance

#### 5. CULTURAL RESOURCES

The SEDCorp service area has an abundance of pre-historic, historic and other cultural sites. Prior to the arrival of explorers, prospectors and settlers, the area was home to numerous bands of Native Americans. The discovery of gold on the American River in 1848 initiated a population explosion that continues to this day, overlaying more modern culture on the earlier one. The area is known as the "Gold Country" and has many historic "old towns" that have been preserved as tourist attractions.

El Dorado County was the site of the discovery of gold in Coloma at Sutter's Mill. This historic site was the beginning of the "1849 California Gold Rush." Many towns in the district were mining camps during the gold rush era. There are fourteen sites in the county listed in the National Register of Historic Places and thirteen sites listed in both the California Inventory of Historic Resources and California State Historic Landmark List. The Pony Express route crossed the county on the way to its terminus in Sacramento.

Nevada County boasts some famous mining sites including the Empire Mine (Grass Valley), the Malakoff Diggins hydraulic mining site, and the old assay office dating back to 1859. Within the County, 39 sites are either listed in or have been determined to be eligible for listing in the National Register of Historic Places. Another 22 historic properties have been nominated to the National Register. An additional 19 sites are listed as California Historic Landmarks, twenty-seven properties have been established as Points of Historical Interest, and another three sites are on the State Inventory of Historic Places.

Placer County has one of the oldest preserved domed county court houses (which has recently been restored) and numerous historic stage stops. The County has 14 sites currently listed in the National Register of Historic Places. A comprehensive cultural resources inventory of 550 properties was completed by the Placer County Department of Museums in 1991-92. The document identifies the archeological and historical heritage of the unincorporated areas in the County. Copies of the report are available at the Department of Museums Administrative offices and in the North Central Information Center at California State University, Sacramento.

Sierra County has several historic communities including Downieville, considered the least changed of all the gold rush towns in California. The Kentucky Mine County Park contains an authentic mine shaft, museum, and the only operable stamp mill in the Sierras. Sierra Valley is known for its numerous rustic barns that dot the landscape. At least five sites are currently in the National Register.

The railroad played an important part in settling the west, and both Roseville and Colfax in Placer County have railroad yards still being used. Colfax has recently been involved in the railroad future of the area with plans to create intercity and commuter rail service.

Numerous archaeological sites have been recorded that give testament to the Native American cultures of the Sierra Nevada. Many, if not most sites that have been located had not been recorded with the State Archaeological Inventory.

## **6. TRANSPORTATION**

Each of the SEDCorp counties has its own transportation commission that is responsible for transportation planning, a role assumed from SEDCorp's companion organization, the Sierra Planning Organization (SPO), founded in 1969 under a Joint Powers Agreement for regional planning and other functions. The SPO had also functioned as the Foothills Airport Land Use Commission (FALUC) for review of planning and project proposals in the vicinity of the airports in the counties of El Dorado, Nevada and Sierra. However, the last of such project review responsibilities was transferred to the respective county transportation commission in 2010, and the FALUC was disbanded.

Road transportation in the area is constrained by the geography to a few major transportation corridors. The area is traversed southwest to northeast by the afore-mentioned Interstate 80 that is at least a four-lane divided highway throughout and has additional lanes in the highest population density areas. Highway 49 traverses the District from north to south through the foothills following historic freight wagon routes and has areas of extreme congestion in a corridor between Grass Valley and Auburn. Highway 50 is a four-lane freeway west of Placerville, but narrows to a two-lane highway with limited passing opportunities as the highway climbs to the east enroute to South Lake Tahoe and the Nevada state border. The portion of the highway in Placerville with signalized intersections becomes particularly congested during rush hour and peak weekend travel times. Seasonal road closures from snowfall affect the more remote areas in higher elevations in the Sierra Nevada, and occasional closures of trans-Sierra Nevada highways, including Interstate 80, can disrupt transportation within the district.

A significant amount of freight is hauled on the rail lines that roughly parallel Interstate 80 and that proceed north out of Roseville along the western edge of the SEDCorp service area.

## **7. WORKFORCE DEVELOPMENT**

The SEDCorp service area enjoys a generally well-educated workforce. There is a full array of academic institutions and programs serving the area including high schools, regional occupation programs (ROP), private vocational schools, community colleges and one four-year college. At least one of four major universities is within one hundred miles of any point in the area. The area is also served by two workforce investment boards and associated job training agencies.

During the summer months, area unemployment rates tend to be on the same order as the average for the rest of the State. However, seasonal layoffs, especially in the tourist industry, can lead to local unemployment rates much higher than the State average. Sierra County typically has an unemployment rate near twice the State average during the peak winter months. Many high-technology businesses have reported difficulty in attracting qualified workers because of the high cost of housing in the area.

## **8. INFRASTRUCTURE AND ENVIRONMENT**

The ability of a region to create and compete for high wage, value-added employment opportunities is increasingly reliant upon maintaining adequate physical infrastructure and a sound physical environment. Several issues have emerged, including the quality of the region's surface water and groundwater supplies. Watershed management initiatives, particularly in the Lake Tahoe Basin, are addressing erosion and sewage infiltration into the region's water resources. Compliance with State solid waste management regulations will require counties to reduce landfill waste. Water and waste management is expected to grow in importance over the period of time covered by this document. Sustainable natural resource management practices and sound land use planning can serve to ensure the continued economic viability of existing industries, particularly timber and agriculture, while protecting the natural resource values that support the recreation and tourism industries.

## **9. ECONOMY**

Generally, the two southern SEDCorp counties are experiencing heavy pressure for suburban development from the greater Sacramento area. The growth of jobs in the more urbanized areas, coupled with the high cost of housing, has made it more difficult to attract workers – especially those employable in high-technology industries – to the more rural communities. Correspondingly, there is a tendency for younger workers to leave the area as they reach full-time employment age. Since those workers tend to start new families, there is a corresponding adverse effect on the future of the area's school districts. Those clinging to their preference for the foothills lifestyle while working in the more urbanized areas are contributing to growing commuter traffic and highway congestion with corresponding adverse environmental effects. Though there has been employment growth in the service sector, many of the jobs have been lower-wage occupations. Wages in the tourist-serving areas around Lake Tahoe tend to be the area's lowest. The agricultural sector has changed significantly in El Dorado County where

commodities exports have been declining. Some growth in the export of El Dorado County wines is anticipated and a growing agritourism industry is attracting tourist income.

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## V. ANALYSIS OF REGIONAL SERVICE AREA

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Analysis of the regional service area entails examination of the internal and external environments of both the region and the service provider, SEDCorp. A convenient approach for such analyses has evolved, referred to as “SWOT” for strengths, weaknesses, opportunities and threats.

**Strengths** (refers to resources and capabilities that can be used for competitive advantage)

**Region:** The SEDCorp region encompasses one of the most beautiful areas on earth, with extraordinary natural wonders and correspondingly exceptional recreational opportunities. The area is readily accessible from the large population areas around the San Francisco Bay and Sacramento and via airline connections through Sacramento and Reno. The recreational opportunities extend year-round as the region enjoys four distinct seasons. The region’s beauty, weather and rural lifestyle are attractive to a broad spectrum of business owners, entrepreneurs and workers, and the area enjoys a reputation for having an above-average educated workforce. Adequate access to capital is available through an extensive structure of small and large institutional lenders, venture capitalists and angel organizations. The region is widely known by references to the Sierras, Lake Tahoe and Northern California and enjoys a favorable reputation for the strengths noted above. The region is well-connected via road and rail with the San Francisco Bay area, southern California, Reno and points east, and the more urbanized areas, especially in the valley areas along the south and west sides of the SEDCorp service area, are generally well served by broadband Internet access.

**SEDCorp:** SEDCorp has provided economic development services to the region since 1969 and enjoys a favorable reputation for customer service and assistance to the many governmental and special district jurisdictions in the region. Recent emphasis on communication and self-promotion has increased its name recognition, and SEDCorp has established a presence in both the biomass and rural broadband initiative areas. SEDCorp staff is experienced and efficient in its grant-seeking efforts, including its capacity to assist local entities with their grant seeking. It is the only SBA-designated microlender in northern California and has expanded its loan product line to accommodate a wider range of needs. SEDCorp has beneficial relationships with many organizations that enhance its regional effectiveness such as the region’s many Chambers of Commerce, the El Dorado County Economic Development Advisory Committee, the

Nevada County Economic Resource Council, the Golden Sierra Job Training Agency, the Sierra Business Council, the Sierra Nevada Conservancy, and the Chico State University Center for Economic Development. The SEDCorp staff has the appropriate experience and expertise to support its operational needs. The SEDCorp office's fairly central location allows travel by road to anywhere in the region within a reasonable period of time, typically less than two hours. The office has adequate telephone and broadband service and space to accommodate meetings of up to approximately thirty people. SEDCorp staff is flexible, facilitating its ability to change directions quickly or add new programs.

**Weaknesses** (can be the absence or "flip side" of strengths)

Region: Despite the region's attractiveness, high transportation and lodging costs can inhibit visitors from coming to the area, and limited land availability and high housing costs can inhibit the interest of businesses and individual workers. Increasing urbanization pressures have resulted in more job opportunities in the more populous greater-Sacramento area with a corresponding adverse effect on commuter traffic, road conditions and the environment. High housing costs and fewer job opportunities in rural communities are resulting in a decline in the rate of young family in-migration with a corresponding adverse effect on expectations for elementary and middle school populations, while the area's young adults just entering the work force and starting families are increasingly seeking opportunities outside the area. Much of the region's rural areas do not have broadband Internet service; some do not have electrical service. Much of the rural area is subject to seasonal layoffs; Sierra County, especially, has historically had a winter unemployment rate that is twice the State average. Low wages and high housing costs have made it increasingly difficult to find and retain quality workers in the service and tourism industries. Continuingly stringent regulations have resulted in the closure of century-old timber operations with a correspondingly adverse effect on unemployment rates.

SEDCorp: SEDCorp is highly dependent on its ability to raise operating funds from grant sources outside the region. Contributions from three of the region's four county governments amount to less than nine percent of its annual operating needs. Additional funding from the Economic Development Administration and Small Business Administration, long-term traditional partners in SEDCorp's mission, provides only an additional 23 percent of its operating capital needs. These constraints mean that SEDCorp's staff is continuously in the grant-seeking mode, limiting its capacity to take on important project management opportunities. Though the office's antiquated computer systems are minimally adequate to meet most needs, their questionable reliability increases the risk of a serious disruption of work or loss of data.

**Opportunities** (relate to needs with potential for profit and growth)

Region: The State continues to pursue the goal of making broadband Internet service available to the entire population. As a result of the passage of AB1040 in 2010, additional resources should provide an opportunity for the growth of Internet-based businesses, especially in the more rural areas with higher unemployment rates. [The increasing hazard of devastating forest fires is yielding an apparent opportunity for increased business opportunities – primarily fire fuels reduction – and utilization of forest products, especially the biomass removed by the fuels reduction process.] Increasing use of the Internet as the primary research/shopping tool and improved regional connectivity afford opportunities for regional branding and mutually supportive marketing. There is a growing regional interest in alternative and green energy sources. The Tahoe Basin Prosperity Plan developed in 2010 identifies three major areas for business cluster growth in green technology, alpine sports medicine and visitor services.

SEDCorp: Staff's expertise with rural broadband service, forest management/biomass utilization and marketing, along with its orientation on practical project implementation, position SEDCorp for facilitating the growth of businesses in each of the identified regional opportunity areas. Growing success in its revamped lending programs position SEDCorp for continued expansion of its lending capabilities with corresponding positive effects on program-related revenues.

**Threats** (relate to potential changes in the environment with corresponding adverse effects)

Region: Globalization of the economy continues to increase the difficulty for regional businesses to remain competitive in a high-cost area. Increasing transportation and fuel costs increase the difficulty for local manufacturers to remain cost competitive. Continuing and increasing adverse demographic effects from retirement of the baby boomers, with a corresponding loss of expertise, exacerbated by an inadequate supply of business-oriented young adults, will add to regional business challenges.

SEDCorp: The viability of SEDCorp's loan program is dependent on the general health of the economy. As the general economy's health declines due to such factors as rising fuel costs, decreased construction, decreased real estate activity and decreased financial activity, decreased travel and retail activity, loan slow/no pay rates and defaults tend to increase adversely affecting program revenues. Traditional grant sources remain uncertain and have shown a disturbing trend towards flat or declining funding levels and increased competition from other organizations facing declining revenues from their traditional sources.

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## VI. MISSION AND VISION

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### **MISSION**

The development of the 2013-2017 Comprehensive Economic Development Strategy (CEDS) has entailed a comprehensive review of the Sierra Economic Development Corporation (SEDCorp) and its regional economy. The document was developed with extensive input and discussion from SEDCorp CEDS committee member, SEDCorp Board members, regional economic development professionals, and interested citizens. The SEDCorp CEDS committee conducted eight committee meetings (in-person and telephonic conferencing) and facilitated four public hearings in development of the final plan, adopted by the SEDCorp Board in December 2012. The CEDS reflects the changes the region has experienced as a result of growth and the strong desire to maintain the quality environment that makes the area a desirable place in which to live and work and will guide the SEDCorp Board and staff in their overall mission *to alleviate unemployment and underemployment while preserving the quality of life in the Sierra Nevada*. The strategic intent of the document is to facilitate the coordination of efforts between the various economic development entities in the region.

#### General

The following Goals and Objectives were developed from a series of facilitated meetings held throughout the region. These goals were then formally adopted by the SEDCorp Board of Directors meeting held December 5, 2012 and are reviewed annually as a part of the CEDS update process.

The goals, objectives, programs and project elements of SEDCorp's strategic planning derive directly from the Vision Statement adopted by the SEDCorp Board of Directors in May 2007 and reads as follows:

## VISION

The Board of Directors, CEO and staff of SEDCorp envision the full use of the energetic collaborative support of the member counties to accomplish ambitious goals like the following:

- Steadily increasing employment throughout the region, especially in the rural areas.
- Broadband Internet and voice communications throughout the region to support business, education and personal/family needs.
- Adequate and dependable wastewater, water, road and utility systems to support growth of housing and reduce commute distances.
- Environmentally responsible energy self-sufficiency, particularly in the forested areas where creating forest-related businesses that reduce fire hazards.

In addition, SEDCorp will address goals, objectives and programs/projects as expressed in this strategic plan by close cooperation between counties and focus on priorities/target achievements (Section VII).

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## VII. GOALS AND OBJECTIVES

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*Programs* and their various *Projects* are the practical means employed to accomplish the *Objectives* and achieve the *Goals* of SEDCorp's Comprehensive Economic Development Strategy (CEDS). Though *Programs* may require many years or more to fully implement, the following *Projects* are generally intended to be completed within the time frame of this CEDS. Because the CEDS document spans a five-year period, the view of the priority of any given *Program* or *Project* may vary over time.

Correspondingly, the CEDS will be reviewed annually to assess the affect of time on the projection of *Programs* and *Projects* below and to set priorities for the following year as reflected in the annual Scope of Work (SOW) provided to the EDA each year. Job preservation and creation numbers will be estimated as a part of the prioritization process and as more details of each *Project* are developed. *Programs* are also intended to encompass *Project* models completed in specific locations that can be replicated throughout the region.

The following *Programs* and *Projects* were identified through multiple public forums, committee meetings and various outreach measures to ensure that they reflect the needs and desires of the region. These *Programs* and *Projects* are organized according to the *Goals* and *Objectives* expressed in Section V of the CEDS. SEDCorp will be the lead for each project with funding allocated from the operations budget or from dedicated grant sources. However, technical requirements may require the hiring of consultants as funding sources allow. Some *Programs* or *Projects* may support multiple *Goals* and/or *Objectives*.

### **Goal 1: Promote Regional Collaboration**

This *Goal* recognizes that economic development is a regional concern. Economic strategies pursued by small jurisdictions in isolation and without consideration of either the dynamics of the global economy or the efforts of their neighbors are proving less and less viable. Achievement of this *Goal* requires the provision of forums in which neighbors can collaborate and form alliances with mutual benefit. SEDCorp is positioned to facilitate such

collaboration but needs to enhance its organization for greater flexibility, responsiveness and financial sustainability. Those enhancements are addressed in two broad objectives.

**Objective 1.1: Financially viable SEDCorp**

This *Objective* recognizes that the growing need for interaction with and support to the entire region, and the potential need for mutually supportive activities with counties and communities adjacent to SEDCorp’s area of primary responsibility, creates a growing demand for funds to support staff and consultants. Paradoxically, this increasing need for funding comes at a time when the traditional sources of funding – contributions from the region’s counties and grants from the federal government – are experiencing increased pressure from other demands. This *Objective* calls for pursuit of alternative funding sources, especially those that can contribute to long-term self-sufficiency. Such opportunities may be found directly or in the pursuit of other *Goals* and *Objectives*. *Projects* are prioritized by Short (S) Term (1-2 years), Medium (M) Term (3-4 years) and Long (L) Term (5+ years).

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
1.1.1: Continued Expansion of Lending Programs	1.1.1.1	Expand IRP to USDA Capital limit; Payoff SBA Microloan Program debt as soon as possible; Achieve State and Federal CDFI certification. Pursue additional non-federal sources of lending capital	SEDCorp USDA, SBA	Avg 1 FTE job per \$50,000 loaned	◆		
	1.1.1.2	Create additional loan products such as Lines of Credit (LOCs)	SEDCorp	N/A	◆		
	1.1.1.3	Explore fee-based financial services opportunities	SEDCorp clients	N/A	◆		
1.1.2: Enhanced Name Recognition	1.1.2.1	Development and implementation of SEDCorp marketing plan	SEDCorp	N/A	◆		
	1.1.2.2	Continued distribution of Press Releases and eSEDCorp electronic newsletters	SEDCorp	N/A	◆		
	1.1.2.3	Conduct of Workshops, Luncheons, Recognition Events, Consultant Services, Project Mgmt	SEDCorp	N/A	◆		

1.1.3: Expanded Training Program	1.1.3.1	Add on-line training capability	SEDCorp	N/A	◆		
1.1.4: Pursue opportunities for fee-based administration of grant-funded projects	1.1.4.1	Continue to seek opportunities for Technical Assistance (TA) and Public Works (PW) grant applications on behalf of member jurisdictions	SEDCorp, Counties and Cities	TBD	◆		



SEDCorp Business class



SEDCorp Business Boot Camp

#### Objective 1.2: Business-to-Business (B2B) and Workforce Collaborations

This *Objective* recognizes that SEDCorp's effectiveness is increasingly dependent upon its involvement in the depth of the business community as well as across the breadth of the region. The region's economic health is a function of the health of the business clusters, their component businesses, and the work force supporting them. SEDCorp must provide insight into the needs of the business and workforce communities, encourage opportunities for collaboration and mutual support, and provide assistance in removing the obstacles to their success.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
1.2.1: Business-to-Business (B2B) and Workforce Collaborations	1.2.1.1	Intra-cluster Capacity Building	SEDCorp, Golden Sierra WIB Clients	TBD		◆	
	1.2.1.2	B2B workforce collaboration for incumbent training, shortage skills cross-leveling and training	Golden Sierra WIB	TBD		◆	
1.2.2: Microenterprise Training Program	1.2.2.1	Continued conduct of entrepreneurship classes	SEDCorp, Sponsors	TBD	◆		
	1.2.2.2	Continued conduct of planning and technical assistance and on-site visits	SEDCorp	N/A	◆		

1.2.3: El Dorado County Medical Services Collaboration	1.2.3.1	Confocal Microscope for the advancement of medical research and science and engineering education.	StemExpress	TBD	◆		
	1.2.3.2	Apheresis device for the advancement of medical research and patient care.	StemExpress	TBD	◆		
	1.2.3.3	Multi-spectral Plate Reader for the advancement of medical research and science and engineering education.	StemExpress	TBD	◆		
1.2.4: Foresthill Strategic Planning	1.2.4.1	Support, development and funding of Executable Strategic Plan	Foresthill Chamber	TBD	◆		

**Goal 2: Maximized Rural Employment**

This *Goal* specifically acknowledges that the area served by SEDCorp is overwhelmingly rural with correspondingly low population densities, long distances between urbanized areas, and fewer and widely distributed locations for goods and services. Much of the region is engaged in agricultural pursuits or has the potential to return to agriculture-based businesses. Unfortunately, large parts of the region also suffer from unemployment and underemployment rates that reach as high as twice the State average. Consequently, SEDCorp must focus its efforts on those activities that have the greatest potential for increasing job opportunities and on locating new business opportunities having the greatest need for employment.

**Objective 2.1: Nurturing Business Environment**

This *Objective* recognizes that business owners can choose to locate their operations anywhere in the world. In order to maximize the opportunity for new businesses to locate in their jurisdictions, local governments and community organizations must do everything they can to convey the seriousness with which they are seeking job opportunities for their citizens. SEDCorp can assist those efforts by providing analyses and feedback on current policies and procedures, sharing alternatives from jurisdictions across the region and from elsewhere, and by providing information and data needed by both the local jurisdictions and prospective businesses in order to make informed decisions.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
2.1.1: Support to Regional and Jurisdictional Projects	2.1.1.1	Loyalton Business Park Development	City of Loyalton, Sierra County, SEDCorp	TBD			◆

	2.1.1.2	Support agriculture businesses for such projects as biomass inventory, Sierra Nevada Beef Marketing Plan and development of AgTourism	SEDCorp, County Ag Commissions, USDA	NA	◆		
	2.1.1.3	Revitalize “downtown” Foresthill (streetscape, relocation of stamp mill)	Foresthill Chamber	TBD	◆		
	2.1.1.4	Revitalize “downtown” Foresthill (historic buildings)	Foresthill Chamber, Oddfellows	TBD		◆	
	2.1.1.5	Preparation of Economic Development Strategic Plan	City of Placerville	TBD		◆	
	2.1.1.6	Technical/medical incubator building and programs in Placerville	City of Placerville	TBD		◆	
	2.1.1.7	Support collaboration on Capital Region Prosperity Plan	Placer County	TBD		◆	
	2.1.1.8	Support Placer County Economic Development Board Roadmap	Placer County	TBD		◆	



SEDCorp Business of the Year  
2010  
Edenvale



SEDCorp Business of the Year  
2011  
Coffee Pot Ranch



SEDCorp Business of the Year  
2012  
The Whistle Stop Yogurt Shop

### Objective 2.2: Small Business Development

This nation’s economic foundation was established on small businesses. Small businesses still employ the majority of the nation’s workers. 95 percent of the more than 1.2 million businesses in California have less than 50 employees. Additionally, the two smallest size classes (zero to four employees and five to nine employees) account for 85 percent of the businesses in the State. The recent trend has been towards an increased proportion of “microbusinesses” with fewer than five employees. With the advance of technology and the globalization of the marketplace, the need for flexibility and innovation substantiates the continued need for the creation and operation of small businesses. However, entrepreneurs and existing small businesses often face a need for access to capital that is either unserved by traditional commercial lenders, equity investors and venture capitalists or is

unaffordable. SEDCorp must capitalize on its successful relationships with the Small Business Administration and the U.S. Department of Agriculture to continue to expand its lending programs in support of entrepreneurs and existing small businesses.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
2.2.1: Conduct of Lender Forums	2.2.1.1	Conduct Lender Forums in locations throughout the region on a rotating basis	SEDCorp, Bankers	N/A	◆		
2.2.2: Conduct of Borrower Forums	2.2.2.1	Conduct entrepreneurship classes and borrower forums in locations throughout the region on a rotating basis	SEDCorp, Bankers	N/A	◆		

### Objective 2.3: Full Employment in Sierra County

Economic downturns over the last few decades have dramatically affected Sierra County. The decline in logging and the closure of the Sierra Pacific Industries mill in Loyalton, among other adverse effects, have left the County with an unemployment rate approximately twice that of the State of California. However, the County's small population translates to a need for only 300-400 jobs, a challenge addressable on a consumable scale. The County Board of Supervisors, Loyalton City Council and other County leadership are working diligently to relieve their plight. SEDCorp has assisted their efforts with the securing of several grants and completion of several planning efforts. SEDCorp shall continue to focus attention on the needs to grow existing businesses and attract new ones to the County.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
2.3.1: Promotion of Loyalton Business Growth	2.3.1.1	Promotion of pellet manufacturing, co-gen operation and service/delivery business opportunities	SEDCorp, City of Loyalton, Sierra County	TBD		◆	



Before: Overgrown brush on a private residence In Newcastle.



After: Brush was removed and trees were thinned.

### Objective 2.4: Fire Fuel Reduction

Recent fires in the South Lake Tahoe, Tahoe National Forest and El Dorado National Forest areas have emphasized the danger to humans, wildlife and property from the growing forest fire fuel load. Environmental organizations, government, and forest industry representatives are beginning to come together to seek acceptable approaches to the problem. The State Department of Forestry, fire safe councils, conservation districts and fire districts are promoting programs to increase defensible space around vulnerable properties. SEDCorp must take advantage of its non-profit status and regional presence to assist efforts to reduce forest fire fuels responsibly.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
2.4.1: Defensible Space	2.4.1.1	Support for Fire Safe Council Projects	Fire Safe Councils, SEDCorp	TBD	◆		



Woody biomass from fuels reduction process on National Forest system



South Lake Tahoe High School biofuel boiler



A slash bundler gathers woody biomass into manageable bundles.

### Objective 2.5: Biomass Utilization

The woody biomass materials removed in the forest fire fuels reduction process present a challenge for disposal that also offers opportunities. Technology is steadily advancing that can be applied to converting that biomass into energy in several forms or into value-added products using environmentally sound methods. SEDCorp must promote the responsible use of harvested biomass and assist the growth of businesses that can do so, including the fielding of appropriately scaled demonstration projects.

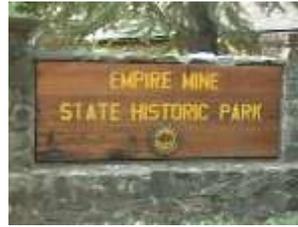
Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
2.5.1: Forest Management	2.5.1.1	Support to Nevada & Sierra Counties Biomass Task Force	SEDCorp, Counties	N/A	◆		
	2.5.1.2	Support development of training program	Golden Sierra WIB, NoRTEC, SEDCorp	N/A		◆	
	2.5.1.3	Tahoe Truckee Biomass Project	Bret Storey, Placer County Community Development Resource Agency	TBD			◆

### **Goal 3: Year-round Tourism**

The SEDCorp region is blessed with some of the most spectacular real estate on earth and weather conditions that offer a wide variety of recreational opportunities throughout the year. However, many regional businesses suffer from wildly fluctuating revenues as the number of customers they serve rises and falls with the seasons. Individual businesses generally do not have the resources to mount comprehensive marketing campaigns or the time and knowledge needed to ally with others in order to take a collective approach to overcoming their seasonal tourism challenge. The severe fluctuation in business revenues has a dramatic ripple effect on employment that is especially severe for low wage seasonal workers. Correspondingly, the flight of workers to areas with more stable employment and/or more affordable housing make it difficult for businesses to hire new workers for the next high season. When workers can be found, they often require additional training and supervision. SEDCorp must address the need for comprehensive marketing and promotion of the entire region for year-round tourism, seek opportunities for mutually-supportive marketing within the region, and provide assistance as needed to ensure the availability of an adequate, well-trained and well-paid workforce.



Heritage Festival  
Foresthill



Empire Mine State Historic Park  
Grass Valley



Big Springs Garden  
Sierra City

**Objective 3.1: Regional Tourism Industry Cooperation**

As there is a need for more collaboration among businesses throughout the region, in general, there is a need for more collaboration and mutual support within the tourist-serving businesses. SEDCorp must facilitate increased collaboration and assist the regional tourist industry's efforts to promote year-round tourism.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
3.1.1: National Heritage Area	3.1.1.1	Support planning, development and funding efforts.	Sierra Nevada Conservancy, SEDCorp, Sierra Business Council	TBD		◆	



Auburn Arts Center



Truckee area



Music in the Mountains Orchestra  
Grass Valley

**Objective 3.2: Arts, Entertainment and Recreation**

The SEDCorp service area is alive with opportunities to enjoy the arts, recreation and other entertainment. SEDCorp can facilitate the business aspects of these pursuits.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
3.2.1: Arts Tourism	3.2.1.1	Arts Tourism Plans	SEDCorp, Arts Councils	TBD		◆	
	3.2.1.2	Arts Tourism Marketing & Promotion	SEDCorp, Community Tourism Offices	TBD		◆	
	3.2.1.3	Development and promotion of an arts and entertainment tourism plan	City of Grass Valley, Grass Valley Chamber	TBD	◆		
3.2.2: Ag Tourism	3.2.2.1	Ag Tourism Program Development	SEDCorp, Ag groups	TBD		◆	
3.2.3: Historic Culture Tourism	3.2.3.1	Nevada City historic stamp mill building restoration	Nevada City	TBD		◆	
	3.2.3.2	Bayley House Restoration	Georgetown Divide Recreation District	TBD			◆
	3.2.3.3	Brockliss Bridge Project	Lester Lubetkin, Eldorado National Forest	TBD		◆	
	3.2.3.5	Kentucky Mine	Sierra County Historical Society	TBD		◆	
	3.2.3.6	Gateway Monument/Transportation Art (& Town Theme) for Pollock Pines	El Dorado County Irrigation District, George Osborne, Board Member	TBD		◆	

	3.2.3.7	Pollock Pines: Event Sign, Historic Murals (Pony Express and Wagon Train)	EI Dorado County Irrigation District, George Osborne, Board Member	TBD		◆	
	3.2.3.8	Restoration of the North Star Juliet Morgan House	North Star Historic Conservancy, Nevada County	TBD		◆	
	3.2.3.9	Restoration of the St. Joseph Cultural Center	St. Joseph Cultural Center, Nevada County	TBD	◆		
3.2.4: Recreation Tourism	3.2.4.1	Promote Auburn as a Recreation Destination, passenger shuttles	City of Auburn	TBD	◆		
	3.2.4.2	Marketing and Wayfinding Program	City of Auburn	TBD	◆		
	3.2.4.3	Promote Foresthill as a Destination	Foresthill Chamber	TBD	◆		
	3.2.4.4	Development of camping, RV facilities in Foresthill	Foresthill Chamber	TBD	◆		
	3.2.4.5	Repair damaged recreational facilities	Foresthill Chamber	TBD		◆	
	3.2.4.6	Prepare Plan for Hangtown Creek Development and Aesthetics Improvements	City of Placerville	TBD		◆	
	3.2.4.7	Establish Placerville Tourism Plan	City of Placerville	TBD		◆	
	3.2.4.8	Feasibility Study for Hotel Development	City of Placerville	TBD		◆	
	3.2.4.9	Restoration of Meagher House at Gold Bug Park	City of Placerville	TBD		◆	
	3.2.4.10	Support collaboration of PCVB, NLTRA, PVT and regional/state partners for year round tourism	Placer County	TBD	◆		
	3.2.4.11	Penn Valley Bike Path extension	Nevada County	TBD	◆		



National Hotel  
Nevada City



B & C Hardware  
Grass Valley



High Country Inn  
Sierra City

**Objective 3.3: Hospitality Workforce Availability**

The improvement of the economic climate depends upon the availability of adequate and affordable housing for those workers. SEDCorp must work with local jurisdictions and organizations focused on workforce training and housing programs in order to meet the needs of the tourism-based businesses in the region intended to benefit from an increase in year-round tourism.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
3.3.1 Hospitality Workforce Training	3.3.1.1	Support hospitality workforce training program	Golden Sierra WIB, NoRTEC, SEDCorp	TBD		◆	



**Goal 4: Adequate Infrastructure**

This Goal recognizes that goods do not get to market without adequate transportation systems, that adequate worker housing cannot be provided without adequate water and waste water systems to serve that housing, and that both businesses and homes need power and communications to function efficiently. However, the rural areas of the SEDCorp region present numerous challenges to providing this needed infrastructure. Many existing systems

are reaching the end of their economic life and/or are suffering demand beyond their capacity. Low population densities and long distances make traditional economic models for commercial solutions infeasible. The mountainous topography and large expanses of federal- and state-owned land obstruct efficient routes for the extension of utilities. SEDCorp must use its non-profit status to the advantage of local jurisdictions in seeking funding sources and innovative solutions for these daunting problems.



#### Objective 4.1: Transportation

Though the creation and expansion of the responsibilities of county transportation authorities has diminished the role SEDCorp can play in the transportation arena, there remain opportunities for SEDCorp leadership in seeding innovative solutions to traditional problems. Though SEDCorp can lend its voice to the call for improved regional rail, road and highway systems, it can potentially be more effective by addressing transportation needs at a more localized level, seeking the benefits of improved air quality, reduced traffic congestion and increased jobs that can come with improved transit systems. SEDCorp should examine opportunities for the promotion of businesses serving the aviation industry or that can be enhanced by taking advantage of aerial transportation.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
4.1.1: Railroads	4.1.1.1	Promotion of rail commuting	DOT, SACOG, Placer County Transportation	TBD			◆
4.1.2: Airports	4.1.2.1	Promotion of increased use of airports	Counties, DOT	TBD			◆
	4.1.2.2	Develop commercial expansion area for airport related businesses.	City of Auburn	TBD			◆
	4.1.2.3	Airport Industrial Park Marketing Program	City of Auburn	TBD			◆
	4.1.2.4	Property acquisition and infrastructure improvement for County airport expansion CalFire air tanker base and dispatch center	Nevada County	TBD			◆
4.1.3: Regional Transportation	4.1.3.1	Potential projects identified in the North State Transportation for Economic Development Study	Nevada County Transportation Commission	TBD			◆



Rafting on the South Fork of the American River

**Objective 4.2: Water**

Much of the State’s water originates from sources in the SEDCorp area of responsibility. As the State’s population continues to grow the demand for water will increase, as will the need for the region to preserve adequate water resources for its own needs. SEDCorp must seek opportunities to support the preservation and management of existing water supply systems and promote programs for water conservation and recycling.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
4.2.1: Water Conservation	4.2.1.1	Promotion of water conservation	County Water Boards	N/A			◆
4.2.2: Water Recycling	4.2.2.1	Promotion of water recycling	County Water Boards	N/A			◆
4.2.3: Water System Improvements	4.2.3.1	Support to water system improvements	Jurisdictions, Water Agencies	N/A			◆
	4.2.3.2	Bottled drinking water plant.	Foresthill PUD	TBD			◆
	4.2.3.3	Support North San Juan Fire Protection Water System	North San Juan Fire Protection District, Nevada County	TBD		◆	
	4.2.3.5	Water line improvements to downtown area	City of Placerville	TBD		◆	



Hangtown Creek Water Reclamation Facility, Placerville



Dry Creek Wastewater Treatment Plant, Roseville

### Objective 4.3: Wastewater

Most of the region’s wastewater treatment systems were built several decades ago. Despite responsible efforts to maintain them, they are approaching the end of their economic life. Additionally, as treatment standards and user demand have increased, many systems need expensive upgrades, expansion or replacement. The SPO has appropriately taken a place in the discussion of statewide and federal approaches to the growing wastewater treatment challenges and should continue to serve as a rallying point for regional collaboration on the issue. SEDCorp should take advantage of its non-profit status to seek funding sources and innovative approaches to assisting local jurisdictions with satisfying their wastewater needs.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
4.3.1: Wastewater System Improvements	4.3.1.1	City of Loyalton Wastewater System Upgrades	City of Loyalton, SEDCorp	TBD		◆	
	4.3.1.2	Loma Rica Industrial Park connection to Grass Valley treatment plant	Nevada County, Grass Valley, Developers, SEDCorp	TBD		◆	
	4.3.1.3	Development potential for Penn Valley/Lake Wildwood and Lake of the Pines	Nevada County	TBD	◆		
	4.3.1.4	Industrial site for the South Hill project	Nevada County	TBD			◆
	4.3.1.5	Improve Floriston water delivery	Nevada County	TBD		◆	
	4.3.1.6	Bear River Mill Site connection to Grass Valley Treatment Plant	City of Grass Valley, Nevada County, Developers, SEDCorp	TBD		◆	



Nevada County



El Dorado Hills Recycling Center



Western Placer Waste Management Authority, Roseville

#### Objective 4.4: Solid Waste Management

Health concerns, land availability, transportation costs and other issues relate to a growing need for better solid waste management solutions. Diversion of green waste in biomass-supplied energy and value-added products generation offers the potential for disposal cost avoidance and new business opportunities. Diversion of other waste stream components offer similar opportunities. SEDCorp must seek opportunities to support waste stream reduction and diversion of waste stream components to productive uses.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
4.4.1: Recycling	4.4.1.1	Promotion of recycling	Jurisdictions, SEDCorp	N/A			◆
	4.4.1.2	Green waste diversion	Jurisdictions, SEDCorp	N/A			◆
	4.4.1.3	Conversion of waste to bio-diesel/co-gen	City of Grass Valley, SEDCorp, private sector	TBD		◆	



Advancement of communications supports business, improves education and enhances community.

#### Objective 4.5: Communications

Large areas of the SEDCorp region are not served by landline telephone, cell phone, cable or wireless data and communications systems. Though some voluntarily choose to live in such remote areas, many cannot afford to extend services to their locations, and the economic model for the commercial suppliers of services finds the extension of services to be uneconomical. The State has adopted the goal of extending broadband service to all of its citizens as a priority. SEDCorp must take advantage of its non-profit status to seek funding

sources and innovative approaches to extending communications systems, especially broadband Internet access, throughout the region.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
4.5.1: Broadband Service	4.5.1.1	Regional broadband consortium leadership	SEDCorp, Gold Country Broadband Consortia Members	N/A	◆		
4.5.2 Technology Center	4.5.2.1	Community Technology Center	Nevada County	TBD	◆		
4.5.3 Ubiquitous Broadband Service	2.3.1.1	Capital support to broadband providers	SEDCorp, ISP's	N/A	◆		

#### Objective 4.6: Energy

Some areas of the SEDCorp region are not served by electrical power from the statewide power grid. Correspondingly, many dwellings depend on non-certified wood stoves or fossil fuel-fired generators for heating and cooking. The uses of such devices have negative implications for their effects on the environment. SEDCorp must take advantage of its non-profit status to seek funding sources, innovative solutions, and collaboration across the region to address energy costs and availability.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
4.6.1: Renewable Energy	4.6.1.1	Support programs for alternative and renewable energy sources	SEDCorp	TBD		◆	
	4.6.1.2	Foresthill Renewable Energy Development Program	Foresthill Chamber	TBD			◆
	4.6.1.3	Hydroelectric power generation	Foresthill PUD	TBD		◆	

**Objective 4.7: Public Works**

Adequate streets and roads, buildings that meet accessibility requirements and updates of aging infrastructure are all necessary to regional economic development. SEDCorp must leverage its access to grant funds for public works projects to augment local jurisdiction capabilities.

Strategy	Project	Description	Lead/Support Agency	# of Jobs	S	M	L
4.7.1: Promotion of ADA upgrades	4.7.1.1	Upgrade buildings for ADA access, façade and landscape upgrades in Placerville	City of Placerville, SEDCorp	TBD		◆	
4.7.2 Streetscape	4.7.2.1	Implement Main Street Streetscape Design Development Plan	City of Placerville	TBD		◆	
	4.7.2.2	Implement elements of Broadway Village Design Day	City of Placerville	TBD		◆	
	4.7.2.3	Implement Placerville Drive Development and Implementation Plan	City of Placerville	TBD		◆	
	4.7.2.4	Streetscape Phase III	City of Auburn	TBD		◆	
4.7.3 Buildings	4.7.3.1	Restoration of Old City Hall	City of Placerville	TBD			◆
	4.7.3.2	Upgrades to parking garage	City of Placerville	TBD			◆
4.7.4 Roadways	4.7.4.1	Street upgrades in business districts	City of Placerville	TBD			◆
	4.7.4.2	Roadway/Parking Area Construction	City of Auburn	TBD			◆
	4.7.4.3	Support Key Tahoe Area Projects	Placer County, Infrastructure Investment Committee	TBD		◆	
	4.7.4.4	Support Bowman and Hwy 49 commercial development	Placer County, Infrastructure Investment Committee	TBD		◆	
	4.7.4.5	Loma Rica Industrial Park alternative access route	Nevada County, Infrastructure Investment Committee	TBD		◆	

4.7.5 Community Planning	4.7.5.1	Development of Soda Springs Area Plan	Nevada County	TBD		◆	
4.7.6 Utilities	4.7.6.1	Infrastructure development for 4-year university	Placer County, Infrastructure Investment Committee	TBD			◆

## **SEDCorp Scope of Work**

The strategic plan is meaningless without specific objectives. Following are the major areas by which we anticipate achieving our aggressive projections and upon which we will report in our annual Performance Report. These objectives were drafted by the SEDCorp CEO and staff and approved by the Board of Directors in March 2012. Admittedly our best efforts may not meet our expectations in all cases. However, we feel strongly that our clients deserve our most enthusiastic and ambitious efforts.

### **Provide Capital to Small Business**

1. Facilitate small business access to capital for business retention and expansion; increase applications by 10%.
2. Restart the process for becoming a Certified Community Development Financial Institution (CDFI). Digest the reasons given for disapproval and resubmit by December 2012.
3. Initiate the process to become California Organized Investment Network (COIN) certified. (Respond as necessary to decision when received within 30 days).
4. Become certified for participation in the California Capital Access Program (CalCAP); submit concept to Board for approval by end of 2012 and submit application, if approved, within appropriate guidelines. (within 30 days)

### **Training and Workshops**

5. Increase business training programs for outreach to entrepreneurs and would-be entrepreneurs by 10%.
6. Inspire regional entrepreneurship by sponsoring and co-sponsoring business development and financing training programs throughout the region (increase sponsored events/programs by 10% annually.)

### **Regional Project Support to Member Jurisdiction**

7. Support implementation of the Lake Tahoe Basin Prosperity Plan and provide training and other assistance as requested.
8. Support El Dorado County initiatives for economic development in the Georgetown Divide and the Georgetown Airport Industrial Park. Define support required and provide assistance as requested.
9. Support City of Colfax initiatives to improve its Highway Revitalization Corridor. Define support required and provide assistance as requested.
10. Continue to support City of Auburn efforts to increase occupancy of the Airport Business Park. Define support required and provide assistance as requested.
11. Continue to support efforts to increase availability of buildable lots at the Nevada County Airport Industrial Park by connecting them to a wastewater treatment facility. Define support required and provide assistance as requested.
12. Support wildfire fuel reduction throughout the region. Identify new areas to work with private enterprise and non-profits in the development of value-added products that utilize woody biomass material.
13. Continue to promote both the expansion of broadband infrastructure and the extension and adoption of broadband Internet services with the Gold Country Broadband Consortium. (in counties of Nevada, Sierra, El Dorado, Placer, and out of our region: eastern Alpine)

### **Ensuring Employment Opportunities**

14. Partner with appropriate job training agencies to ensure economic development is incorporated into employment and training activities and to ensure opportunities that will lead to re-employment of laid-off workers. Take the pulse of the region's business environment by determining job training and hiring needs through survey and other research techniques.

15. Maintain SEDCorp web page (<http://www.sedcorp.biz>) that provides a current synopsis of projects and information pertinent to the region. Review, revise and enhance the website semi-annually and report the existence of a new version through Board Members.

#### **Implementing Regional Economic Development Strategies**

16. Research funding resources, develop funding strategies, and provide grant assistance to local jurisdictions for economic development projects, infrastructure needs and historical building renovation.
17. Facilitate the five-year update of the District Comprehensive Economic Development Strategic (CEDS) and work with District jurisdictions on their economic development strategies.
18. Coordinate regional economic development activities by maintaining working relationships with the many local economic development entities and providing technical assistance as needed.
19. Serve on regional, statewide, and national task forces, panels and boards that promote and advocate rural development and entrepreneurship.

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## VIII. PRIORITIES, PLAN OF ACTION AND PERFORMANCE MEASURES

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This list is designed to be comprehensive in nature while at the same time being sufficiently specific that it identifies the areas that we feel are rich in potential and spark the imagination of those who decide which district gets funding and other support.

### **Agriculture**

Support for small farms and ranches that are designed to be profit-making. This includes commercial flower growers, spice and mushroom farms (for example), vegetable growers, fruit and nut orchards including vineyards and small hybrid animal ranching.

### **Clean Industry**

Research and development of high technology products suggesting that our district would be an ideal place to start “think tanks”, demonstration product development, prototype manufacturing by larger companies in Sacramento and the Bay area, particularly Silicon Valley.

### **Education/Training**

Support for startup businesses that emphasize use of out-of-work teachers and retired people to provide tutoring, specialized courses, substitute teachers, consultation etc. This would not only embellish our education system, it would also provide full- or part-time employment for more people. This is an opportunity to suggest expansion of our “Youth Financial Literacy” program.

### **Healthcare; training programs and support for allied health startups**

Training for “first responders”, eldercare specialists, midwives, promotoras, medical records transcribers, ambulance/transport services, medical office receptionists and other healthcare-related jobs; support of small business startups that provide these services such as “elder homecare” companies.

### **Hospitality/Tourism**

Training of hospitality/restaurant workers in customer service, tour guides, food service, and support of businesses that provide these services.

### **Transportation**

support for startups that provide bus transportation, taxi service, trucking, courier and limousine service to Sacramento airport.

### **Wood products**

use of mills that have been closed and mitigation of wildfire fuel by developing new and exploiting customary uses of timber by-products.

## State Priorities

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### **State of California Vision for the Workforce Investment System**

In order to achieve sustainable economic growth, meet the demands of global competition in the modern economy, and improve the quality of life for all Californians, California shall have a comprehensive workforce development system of education and workforce preparation linked to economic development that sets the standards for the nation and the world.

### **State of California Energy Action Plan Goal**

Ensure that adequate, reliable, and reasonably-priced electrical power and natural gas supplies, including prudent reserves, are achieved and provided through policies, strategies, and actions that are cost-effective and environmentally sound for California's consumers and taxpayers.

### **State of California BioEnergy Action Plan**

The Bioenergy Action Plan for California (the "Plan") was released by Governor Schwarzenegger on July 13, 2006. The Plan establishes policy objectives and targets for the use of the State's biomass resources, including residues from forestry, urban, and agricultural activities to produce transportation fuels, electrical energy, and biogas. It establishes State policy to reflect that the use of "biomass for energy production can significantly reduce the waste stream in California's forests, landfills, and farmlands, and improve forest health while reducing the risk of catastrophic wildfires."

### **State of California Broadband Initiative**

Executive Order S-21-06 takes immediate action to reduce barriers to broadband access and adoption, and adopts measures that will ensure that State Policies will continue to evolve in response to ever-changing conditions in the tech marketplace.

### **State of California Economic Strategy Panel Mandates**

AB1532 requires the Panel to develop a standard definition of economic development, conduct studies related to the economic development sections of the State Budget and develop a system of accountability in the annual state budget and legislative process; to measure the performance of all state policies, programs and tax expenditures intended to stimulate the economy.

## Plan of Action

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SEDCorp will pursue a broad plan of action to improve its financial position, expand its presence in the marketplace and provide better service to the region's jurisdictions, as follows:

1. SEDCorp staff will use the elements of this strategic plan to focus its grant-writing efforts, matching key words in the strategic elements with the stated purposes of the grant sources.
2. In keeping with the philosophy that funding follows good ideas, staff will continue to work with Board members and SEDCorp's extensive group of strategic partners to develop robust and well-supported project proposals that will have a greater chance of approval. The State priorities and associated plans, listed below, will serve as key guides for direction and coordination.

3. SEDCorp will give priority to those activities having the greatest and earliest potential return on investment. Among those activities, SEDCorp will:
  - a. Continue to expand its self-marketing and promotional efforts to increase name recognition throughout the region;
  - b. Continue to work with those jurisdictions for whom SEDCorp provides services for fee in order to continue to provide and, if possible, expand such services;
  - c. Where possible, include the conduct of workshops as tasks in contracted projects as a means to increase name recognition within specific subject matter areas;
  - d. Expand SEDCorp's potential revenue sources by using its companion 501(c)(3) non-profit organization, Economic Partners In Change (EPIC), for the purposes of educating the public on economic development matters, providing recognition of those businesses demonstrating best practices, and providing educational opportunities for those interested in pursuing economic development goals; and,
  - e. Continue to expand loan program products, marketing and services.
4. SEDCorp will concentrate on its role as a regional economic development organization, working as a compliment to the county economic development organizations and focusing its efforts on projects, programs and improvements that either span multiple jurisdictions or that can be replicated from jurisdiction to jurisdiction.
5. SEDCorp will support jurisdictional efforts to maintain effective transportation networks.
6. SEDCorp will remain vigilant to ensure that projects and activities identified within this CEDS will enhance and protect the environment.
7. SEDCorp will capitalize on its relationship with Workforce Investment Boards to maximize effective development and use of the region's workforce.
8. SEDCorp will continue to promote the use of technology throughout the region and continue its efforts to expand broadband infrastructure and adoption of high-speed Internet services.

## **Performance Measures**

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The establishment of performance measures to evaluate the progress of programs, projects and activities increases the likelihood of success in accomplishing the region's economic development goals and objectives. Performance measures will be applied at the strategic plan level (CEDS) and for each program, project and activity.

The CEDS plan will be reviewed and updated annually to determine progress and re-focus efforts, as needed. The review will be conducted by the Board as a part of preparing the annual operating budget. The Board will consider the extent to which the current year's priorities could be pursued, the residual need for effort within the current year's priorities, and emerging priorities for the following year. The Board will consider general economic indicators in evaluating the success of the current year's efforts and the needs for the following year. Possible evaluation measures, organized by CEDS goal, may include but are not limited to the following:

#### Pervasive Atmosphere of Regional Collaboration

- Quantity and quality of collaborative working relationships among economic development stakeholders at the community, state, federal, international and tribal levels
- Number of opportunities presented and taken to increase public understanding and involvement in economic issues
- Number of visits to city councils, county boards of supervisors and other civic groups about SEDCorp's goals and objectives

#### Maximized Rural Employment

- Number of meetings with local businesses to disseminate workforce layoff strategies
- Number of opportunities presented and taken to inform businesses, chambers, local jurisdictions and others about the availability of capital resources
- Amount of increased capital financing resources available to new and expanding businesses
- Increase in the number of business start-ups and expansions

#### Year-round Tourism

- Amount of assistance given to tourism promotion efforts
- Amount of ag tourism and cultural history efforts

#### Adequate Infrastructure

- Number of grants/dollars won for infrastructure projects
- Amount of infrastructure repair/capacity expansion
- Number of individuals having broadband service available

#### Forest Management/Benefit

- Amount of grant funds/number of grants won for forest management projects
- Number of meetings/workshops attended/given
- Number of projects/acres for which forest management demonstrated

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## IX. ACCOMPLISHMENTS

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During the year ending with the latest annual review of the CEDS the following accomplishments are noted. This is an excerpt from SEDCorp's annual report and represents progress toward goals and completed objectives during the prior funding year.

1. *Facilitate the annual review and update of the District Comprehensive Economic Development Strategic (CEDS) and work with District jurisdictions on their economic development strategies.*

After review and recommendation of revisions by the CEDS Committee, the Board of Directors considered the annual update of the CEDS and Scope of Work (SOW) at its June meeting. After spirited discussion of each task in the SOW, it was unanimously adopted by the Board and a revised copy was forwarded to EDA on June 27, 2011. The Board anticipates a complete update and revision of the CEDS for a new five-year period beginning in May 2012.

2. *Initiate the process for becoming a Certified Community Development Financial Institution (CDFI).*

Staff prepared and submitted a new application for CDFI planning assistance funds in January 2012 requesting an award of \$71,929 for the completion of three tasks intended to position SEDCorp to apply for CDFI certification in 2012. The three tasks included three capacity building goals: (1) optimizing our financial services program in anticipation of applying for CDFI certification; (2) upgrading our computers, phones and software to current-decade standards; and (3) completing a comprehensive market analysis and marketing strategy to expand our brand recognition.

3. *Continue to expand business training programs for outreach to entrepreneurs and would-be entrepreneurs.*

The depressed economy continued to adversely affect SEDCorp's training efforts through the end of the contract year in March 2012. However, enrollments were up slightly from the previous year, suggesting some business recovery or, at least, an increased willingness to invest in improved skills. Discussions are ongoing with two banks regarding sponsorship of Business Boot Camps.

4. *Continue to facilitate small business access to capital for business retention and expansion.*

The improvement in both the quantity and quality of loan applications observed in the first quarter of 2011 has continued through the end of the current contract year in March 2012, continuing concern for being able to access enough capital to serve the continuing demand for small business loans. SEDCorp has submitted a new funding request to the USDA and is in discussion with two banks regarding private sector funding sources.

5. *Continue to promote both the expansion of broadband infrastructure and the extension and adoption of broadband Internet services.*

SEDCorp's proposal for designation by the California Public Utilities Commission (CPUC) as facilitator of one of the State's fourteen regional broadband consortia tasked with actively promoting the expansion of broadband infrastructure and maximized adoption of broadband service where it is or becomes available was accepted and became effective March 1, 2012. The Gold Country Broadband Consortium held its kickoff workshop on March 29 with more than eighty people in attendance. We are now working on mapping locations known to lack adequate broadband coverage, working with local "champions" to plan neighborhood meetings for organizing and committing the local demand so as to be able to match that demand with one or more Internet Service Providers (ISPs), and working with ISPs to help develop and fund their infrastructure expansion projects. As efforts to expand broadband infrastructure progress, the Consortium will take on additional tasks to increase adoption of the newly available services and provide classes on the creation of Internet-based businesses and other related topics.

6. *Continue to support implementation of the Lake Tahoe Basin Prosperity Plan.*

Staff's efforts during the second half of the contract year shifted to supporting the expansion of broadband infrastructure around the Basin to support local commerce and support the effort to attract the 2022 Winter Olympics. Improved broadband availability at hotels on the north side of the Lake have helped promote continuing tourism there. However, late snowfall had an adverse effect on the winter skiing business.

7. *Continue to support Sierra Business Council Geotourism Project.*

National Geographic magazine's geotourism mapping project has moved into another phase with posting of interactive maps online. It is still possible to nominate sites for inclusion on the map, but efforts are primarily focused on marketing the use of the maps. Those marketing efforts have included including references to the Geotourism project in tourism brochures published by the State

of California and other guides. SEDCorp has begun assisting efforts in Sierra County to use those guides as the basis of a targeted marketing campaign designed to attract tours by San Francisco Bay area groups.

8. *Continue Vital Assets efforts to reach out to businesses, identify those that are struggling and assist them as possible to avoid job losses.*

SEDCorp completed its Vital Assets contract with the Golden Sierra Job Training Agency at the end of June 2011. We had reached out to two hundred thirty businesses, provided them a Business Resource Guide created by SEDCorp and collected responses to about two dozen survey questions designed to identify the likelihood of pending failure of the business and gather the business owners' impressions on the need for services, the role of government. None of the businesses were found to be in imminent danger of failure or having to make staff reductions, and some were optimistic about an improving economy. We have used the results of the last two year's Vital Assets surveys as the basis for conveying a message to businesses to conduct fresh analyses of their markets and determine whether there are new opportunities to *carpe diem*, seize the day.

9. *Provide small business training support to the City of South Lake Tahoe and the South Shore Chamber of Commerce.*

As previously reported, SEDCorp conducted another highly successful Business Boot Camp for a full class of twenty-five entrepreneurs and small business owners during the last week of September 2011.

10. *Continue to support El Dorado County initiatives for economic development in the Georgetown Divide and the Georgetown Airport Industrial Park.*

As previously reported, SEDCorp's contracted consultant for the Vital Assets program in El Dorado County participated in a business walk in Georgetown in May 2011. The SEDCorp-developed Business Resource Guide was well received, and she was able to collect survey responses from over a dozen businesses. Recent efforts to support the Georgetown Divide area have focused on expanding the availability of broadband service to this largely unserved area. SEDCorp staff efforts in working with a local fixed-wireless Internet Service Provider (ISP) to extend its infrastructure into the Georgetown area began in February 2012. The plan will result in making more than three thousand connections over the next two years. It is hoped that the increased availability of broadband and an improving economy will afford new opportunities in the Georgetown area.

11. *Continue to support City of Colfax initiatives to improve its Highway Revitalization Corridor.*

The demise of redevelopment agencies in California has put a damper on development projects that previously would have benefitted from that source of funding. Local jurisdictions are consequently struggling with the question of where the local funds would come from to match federal project grant funds.

12. *Continue to support City of Auburn efforts to improve historic district storm drainage.*

Priority for this potential project largely oriented on supporting Auburn's historic retail shopping area has shifted to other projects with greater potential for commercial manufacturing development. This project was also adversely affected by the demise of the Auburn Redevelopment Agency.

13. *Continue to support efforts to increase parking for the City of Nevada City Broad Street commercial area.*

Since the proposed parking structure was primarily oriented on supporting the downtown retail area of Nevada City, efforts have been shifted (as noted above) to projects that would support growth of commercial and industrial opportunities. This project was also adversely affected by the demise of the Nevada City Redevelopment Agency.

14. *Foster regional entrepreneurship by sponsoring and co-sponsoring business development and financing training programs throughout the region including through the web-based High Country Business Park (HCBP) discussion forum.*

As previously reported, the HCBP project was cancelled in at the beginning of the contract year due to insurmountable technical difficulties.

15. *Partner with appropriate job training agencies to ensure economic development is incorporated into employment and training activities and to ensure opportunities that will lead to re-employment of laid-off workers.*

The SEDCorp CEO continues to serve as a Director of the Golden Sierra Workforce Investment Board and has been active on its Business Services Committee (BSC). The BSC continues to develop a plan to expand business services as reinforced by business owner responses during the Vital Assets business outreach efforts.

16. *Assist local jurisdictions in researching funding resources, developing funding strategies, and providing grant assistance for economic development projects, infrastructure needs and historical building renovation.*

As noted above, development of a I-80 commercial development strategy has been curtailed due to the demise of redevelopment agencies and the

corresponding lack of local matching funds. However, we assisted the City of Loyalton in Sierra County with the preparation of a grant application to fund renovation of the Senior Center.

17. *Maintain SEDCorp web page (<http://www.sedcorp.biz>) that provides a current synopsis of projects and information pertinent to the region.*

SEDCorp continues to update the SEDCorp website on a regular basis. Doing so, plus our efforts to optimize the site for Google searches have resulted in a high Google page rank and increased traffic to our site.

18. *Support wildfire fuel reduction throughout the region. Continue work with private enterprise and non-profits in the development of value-added products that utilize woody biomass material.*

SEDCorp has contracted with City of Auburn since 2003 to administer grants provided to the City for shaded fuel break projects. Projects are multi-jurisdictional and on private/public lands along the boundary between the County of Placer and the City of Auburn. SEDCorp recently completed the administration of a shaded fuel break contract. SEDCorp developed a concept for an analytic approach to siting, sizing and typing biomass utilization facilities in the counties of Nevada and Sierra. We are awaiting a positive response to our grant proposal in order to implement the project.

19. *Coordinate regional economic development activities by maintaining working relationships with the many local economic development entities and providing technical assistance as needed.*

SEDCORP staff and Board members routinely coordinate with many local and regional economic development groups, including:

- Alliance for Workforce Development
- Northern Regional Training and Employment Consortium (NoRTEC)
- El Dorado County Job One
- El Dorado County Economic Development Advisory Committee
- Foothill Employer Advisory Committee
- Golden Sierra Job Training Agency
- Golden Sierra Workforce Investment Board
- High Sierra Resource Conservation and Development Council
- Nevada County Economic Resource Council
- Sierra Business Council
- Greater Sierra Small Business Development Center
- Sierra Nevada Conservancy
- City of Lincoln
- City of Auburn

- City of Colfax
- Town of Loomis
- Nineteen regional Chambers of Commerce

As previously reported, the expanded partnership with the Greater Sierra Small Business Development Center (GSSBDC) is proving to be as highly productive as intended and resulted in a series of three “traveling workshops” in four northeastern California counties conducted in partnership with the GSSBDC.

*20. Serve on regional, statewide, and national task forces, panels and boards that promote and advocate rural development and entrepreneurship.*

SEDCorp’s CEO is a Director of the Golden Sierra Workforce Investment Board and the Nevada County Economic Resource Council. He is also a member of the Auburn Airport Business Park Committee supporting their efforts to market space available in the Park for potential cluster partner businesses. SEDCorp’s Operations Manager is a Director of the Foothills Employer Advisory Council.



California  
Buckeye



Red  
Maids



Prickly  
Poppy



Owl's  
Clover



Golden  
Yarrow

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# X. COMMUNITY AND PRIVATE SECTOR PARTICIPATION

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As part of its responsibilities for regional planning and development, SEDCorp coordinates with a variety of local, state and federal entities to foster economic development. The following is a listing of these important organizations.

## **BOARD OF SUPERVISORS**

### **El Dorado County Board of Supervisors**

Placerville	330 Fair Lane	Placerville, CA 95667	(530) 621-5390
South Lake Tahoe	3368 Lake Tahoe Blvd.	So. Lake Tahoe, CA 96150	(530) 573-3411

### **Placer County Board of Supervisors**

Auburn Office	175 Fulweiler Avenue	Auburn, CA 95603	(530) 889-4010
Roseville Office	101 Cirby Hills Drive	Roseville, CA 95678	(916) 787-8950
Tahoe Office	P.O. Box 1238	Carnelian Bay, CA 96140	(530) 546-1950

### **Nevada County Board of Supervisors**

Nevada City Office	950 Maidu Avenue	Nevada City, CA, 95959	(530) 265-1480
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### **Sierra County Board of Supervisors**

Downieville Office	P.O. Box D	Downieville, CA 95936-0395	(530) 289-3295
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## **CITIES AND TOWNS**

City of Auburn	1225 Lincoln Way	Auburn, CA 95603	(530) 823-4211
City of Colfax	P.O. Box 702	Colfax, CA 95713	(530) 346-2313
City of Grass Valley	125 E. Main Street	Grass Valley, CA 95945	(530) 274-4310
City of Lincoln	640 Fifth Street	Lincoln, CA 95648	(916) 645-4070
City of Loyalton	P.O. Box 128	Loyalton, CA 96118	(530) 993-6750
Town of Loomis	6140 Horseshoe Bar Rd.	Loomis, CA 95650	(916) 652-1840
City of Nevada City	317 Broad Street	Nevada City, CA 95959	(530) 265-2496
City of Placerville	3101 Center Street	Placerville, CA 95667	(530) 642-5200
City of Rocklin	3970 Rocklin Road	Rocklin, CA 95677	(916) 625-5000
City of Roseville	311 Vernon Street	Roseville, CA 95678	(916) 774-5200
City of So Lake Tahoe	1052 Tata Lane	So. Lake Tahoe, CA 96150	(530) 542-6000
Town of Truckee	10183 Truckee Airport Rd.	Truckee, CA 96161-3306	(530) 582-7700

## **ECONOMIC DEVELOPMENT CONTACTS**

### **El Dorado County**

El Dorado County Plng Dept. 2850 Fairlane Court Placerville CA 95667 (530) 621-5355  
Placerville Planning Dept. 3101 Center Street Placerville CA 95667 (530) 642-5240  
So. Lake Tahoe Plng Dept. 1052 Tata Lane So. Lake Tahoe, CA 96150 (530) 542-6022

### **Nevada County**

Nevada County Plng Dept. 950 Maidu Ave. Nevada City CA 95959 (530) 265-1759  
Grass Valley Planning Dept. 125 East Main St. Grass Valley CA 95945 (530) 274-4330  
Nevada City Planning Dept. 317 Broad Street Nevada City CA 95959 (530) 265-2496  
Truckee Planning Dept. 10183 Truckee Airport Rd. Truckee CA 96161 (530) 582-7820

### **Placer County**

Placer County Plng Dept. 3091 County Center Dr Auburn CA 95603 (530) 745-3000  
Placer County Plng Dept. P.O. Box 1909 Tahoe City CA 96145 (530) 581-6280  
Auburn Planning Dept. 1225 Lincoln Way Auburn, CA 95603 (530) 823-4211  
Colfax Planning Dept. P.O. Box 702 Colfax CA 95713 (530) 888-6479  
Lincoln Planning Dept. 640 Fifth Street Lincoln CA 95648 (530) 645-3320  
Loomis Planning Dept. 6140 Horseshoe Bar Rd. Loomis CA 95650 (916) 652-1840  
Roseville Planning Dept. 311 Vernon Street Roseville, CA 95678 (916) 774-5276  
Rocklin Planning Dept. 3970 Rocklin Rd. Rocklin CA 95677 (916) 625-5260

### **Sierra County**

Sierra County Planning Dept. P.O. Box 530 Downieville CA 95936-0530 (530) 289-3251

The following organizations provide site location assistance for existing and relocating businesses, maintain an inventory of existing industrial sites; serve as a business liaison with existing businesses and the county, plus provide marketing and business attraction on behalf of individual counties.

#### **El Dorado County Chamber of Commerce**

542 Main Street, Placerville, CA 95667 (530) 621-5885

#### **Nevada County Economic Resource Council**

P.O. Box 515, Grass Valley, CA 95945-0515 (530) 274-8455

#### **Placer County Office of Economic Development**

175 Fulweiler Avenue, Auburn, CA 95603-4543 (530) 889-4016

#### **Sierra Economic Development Corporation**

560 Wall Street, Suite F, Auburn, CA 95603-3931 (530) 823-4703

#### **Northeastern CA Small Business Development Center**

1410 Ethan Way, Sacramento, CA 95825 (916) 563-3210

## **FEDERAL/STATE AGENCIES**

### **Auburn State Recreation Area**

501 El Dorado Street, Auburn, CA 95604

(530) 885-4527

### **Bureau of Land Management**

63 Natoma Street, Folsom, CA 95630

(916) 985-4474

### **Yuba River Ranger District**

15924 Highway 49, Camptonville, CA 95922

(530) 288-3231

### **Eldorado National Forest**

100 Forni Road, Placerville, CA 95667

(530) 622-5061

### **Foresthill Ranger District**

22830 Foresthill Road, Foresthill, CA 95631

(530) 367-2224

### **Sierraville Ranger District**

P.O. Box 95, Sierraville, CA 96126

(530) 994-3401

### **Tahoe National Forest**

631 Coyote Street, Nevada City, CA 95959-2250

(530) 265-4531

### **Truckee Ranger District**

9646 Donner Pass Road, Truckee, CA 96161

(530) 587-3558

### **Lake Tahoe Basin Management Unit, U.S. Forest Service**

35 College Drive, South Lake Tahoe, CA 96150

(530) 573-2600

### **USDA Forest Service Pacific Southwest Region**

1323 Club Drive, Vallejo, CA 94592

(707) 562-8737

## **CHAMBERS OF COMMERCE**

El Dorado County	542 Main Street	Placerville, CA 95667	(530) 621-5885
El Dorado Hills	981 Governor Dr #103	El Dorado Hills, CA 95762	(530) 933-1335
Shingle Springs	Cameron Pk 3300 Coach Lane #B7	Cameron Park, CA 95682	(530) 677-8000
So. Lake Tahoe	3066 Lake Tahoe Blvd.	So Lake Tahoe, CA 96150	(530) 541-5255
Lake Tahoe Latino Chamber of Commerce (being formed)			
Grass Valley/Nevada County	248 Mill Street	Grass Valley CA 95945	(530) 273-4667
South Nevada County	950 Maidu	Nevada City, CA 95959	(530) 265-1384
Nevada City	132 Main Street	Nevada City, CA 95959	(530) 265-2692
Truckee Donner	10065 Donner Pass Rd	Truckee, CA 96161	(530) 587-2757
Placer County	13411 Lincoln Way	Auburn, CA 95603	(530) 887-2111
Auburn Area	601 Lincoln Way	Auburn, CA 95603	(530) 885-5616
City of Colfax	2 S. Railroad Ave.	Colfax, CA 95713	(530) 346-8888
Lincoln Area	511 Fifth Street	Lincoln, CA 95648	(530) 645-2035

Foresthill Divide	24470 Main Street #B	Foresthill, CA 95631	(530) 367-2474
Loomis Basin	5911 King Rd #C	Loomis, CA 95650	(916) 652-7252
Rocklin	3700 Rocklin Rd.	Rocklin, CA 95677	(916) 624-2548
Sierra County	P.O. Box 436	Sierra City, CA 96125	1-800-200-4949
Eastern Sierra Valley	P.O. Box 366	Loyalton, CA 96118	(530) 993-4686

## **RESOURCE CONSERVATION DISTRICTS**

### **El Dorado County**

#### **El Dorado County Resource Conservation District**

#### **Georgetown Divide Resource Conservation District**

100 Forni Road Ste. A, Placerville, CA 95667 (530) 295-5630

### **Nevada County**

#### **Nevada County Resource Conservation District**

113 Presley Way Suite 1, Grass Valley, CA 95945 (530) 272-3417

### **Placer County**

#### **Tahoe Resource Conservation District**

870 Emerald Bay Road #108, South Lake Tahoe, CA 96150 (530) 543-1501

#### **Placer County Resource Conservation District**

251 Auburn Ravine, Ste. 201, Auburn, CA 95603-3719 (530) 885-3046

### **Sierra County**

#### **Feather River Resource Conservation District**

P.O. Box 677, Greenville, CA 95947 (530) 284-1300

#### **Sierra Valley Resource Conservation District**

P.O. Box 50, Vinton, CA 96135 (530) 993-4580

## **MEDIA**

<b>Auburn Journal</b>	P.O. Box 5910	Auburn, CA 95604	(530) 885-5656
<b>Auburn Sentinel</b>	P.O. Box 9148	Auburn, CA 95604	(530) 823-2463
<b>Business Journal</b>	1400 X Street	Sacramento, CA 95818	(916) 447-7661
<b>Business to Business</b>	248 Mill Street	Grass Valley, CA 95945	(530) 273-4667
<b>Colfax Record</b>	P.O. Box 755	Colfax, CA 95713	(530) 346-2232
<b>Foresthill Messenger</b>	P.O. Box 1024	Foresthill, CA 95631	(530) 367-3966
<b>Georgetown Gazette</b>	P.O. Box 49	Georgetown, CA 95634	(530) 333-4481
<b>Lincoln News Messenger</b>	553 "F" Street	Lincoln, CA 95648	(916) 645-7733
<b>Mountain Democrat</b>	P.O. Box 1088	Placerville, CA 95667-1088	(530) 622-1255
<b>Mountain Media</b>	P.O. Box 177	Sierra City, CA 96125	(530) 862-1281
<b>Mountain Messenger</b>	P.O. Drawer A	Downieville, CA 95936-0395	(530) 289-3262

<b>Portola Reporter</b>	133 W. Sierra Ave.	Portola, CA 96122	(530) 832-4646
<b>The Press Tribune</b>	188 Cirby Way	Roseville, CA 95678-6498	(916) 786-8746
<b>Reno Gazette</b>	P.O. Box 22000	Reno, NV 89502	(775) 788-6200
<b>Sacramento Bee</b>	P.O. Box 15779	Sacramento, CA 95852-15779	(916) 321-1000
<b>Sierra Booster</b>	P.O. Box 8	Loyalton, CA 96118	(530) 993-4379
<b>Sierra Sun</b>	P.O. Box 2973	Truckee, CA 96160	(530) 587-6061
<b>Tahoe Daily Tribune</b>	3079 Harrison Ave.	So. Lake Tahoe, CA 96150	(530) 541-3880
<b>Tahoe World</b>	P.O. Box 138	Tahoe City, CA 96145	(530) 583-3487
<b>The Union</b>	464 Sutton Way	Grass Valley, CA 95945	(530) 273-9561
<b>www.YubaNet.com</b>	Free Community Website for Gold Country & No. Sierra Nevada		(530) 478-9822
<b>KAHI Radio (950 AM)</b>	985 Lincoln Way, #103	Auburn, CA 95603	(530) 885-5636
<b>KFOK Radio (95.1 FM)</b>	P.O. Box 4238	Georgetown, CA 95634	(530) 333-4300
<b>KNCO Radio (830 AM)</b>	1255 E. Main St, Ste A	Grass Valley, CA 95945	(530) 272-3424
<b>KNLF Radio (95.9 FM)</b>	P.O. Box 117	Quincy, CA 95971	(530) 283-4104
<b>KOWL Radio (1490 AM)</b>	2435 Venice Drive	So. Lake Tahoe, CA 96150	(530) 541-6681
<b>KSSJ Radio (94.7 AM)</b>	5345 Madison Ave.	Sacramento, CA 95841	(916) 334-7777
<b>KVMR Radio (89.5 FM)</b>	401 Spring Street	Nevada City, CA 95959	(530) 265-9073

## **FINANCING RESOURCES**

<b>California Capital Financial Development Corporation</b>	926 J Street, Suite 1500, Sacramento, CA 95814	(916) 442-1729
<b>Golden Capital Network</b>	120 W. 2 <sup>nd</sup> Street, #4, Chico, CA 95928	(530) 893-8828
<b>Greater Sacramento Certified Development Corporation</b>	5428 Watt Avenue, Suite 200, North Highlands, CA 95660-4945	(916) 339-1096
<b>Placer County Office of Economic Development</b>	175 Fulweiler Avenue, Auburn, CA 95603	(530) 889-4016
<b>Resource Capital</b>	1050 Iron Point Road, Folsom, CA 95630	(916) 962-3669
<b>Rural Venture Capital Network/ 3Core Economic Development Corp.</b>	3120 Cohasset Road, Ste. 5, Chico, CA 95973	(530) 893-8732
<b>Sierra Economic Development Corporation</b>	560 Wall Street, Suite F, Auburn, CA 95603-3931	(530) 823-4703

## **UNIVERSITIES / COMMUNITY COLLEGE**

### **Los Rios Community College District**

1919 Spanos Court, Sacramento, CA 95825 (916) 568-3041

#### **American River College**

4700 College Oak Drive, Sacramento, CA 95841 (916) 484-8011

#### **Cosumnes River College**

8401 Center Parkway, Sacramento, CA 95823-5799 (916) 691-7344

#### **El Dorado Center**

6699 Campus Drive, Placerville, CA 95667 (530) 642-5643

#### **Folsom Lake Center**

10 College Parkway, Folsom, CA 95630 (916) 608-6500

### **Sierra College**

5000 Rocklin Road, Rocklin, CA 95677 (916) 624-3333

#### **Nevada County Campus**

250 Sierra College Drive, Grass Valley, CA 95945 (530) 274-5300

#### **Roseville Gateway**

Location: 333 Sunrise Avenue, Roseville, CA 95661 (916) 781-6200

Mail to: 5000 Rocklin Road, Rocklin, CA 95677

#### **Tahoe/Truckee Extension Center**

10725 Pioneer Trail, Bldg. A, Truckee, CA 96161 (530) 550-2225

#### **Economic Development Division**

Location: 333 Sunrise Avenue, Ste. 735, Roseville, CA 95661 (916) 781-6245

Mail to: Sierra College, Division of Economic Development  
5000 Rocklin Road, Rocklin, CA 95677

### **Lake Tahoe Community College**

One College Drive, South Lake Tahoe, CA 96150

**Summary background data for each county**

A separate attachment (Appendices) provides summary data for each of the four core counties in the district, as prepared by the U.S. Census Bureau.