

SACRAMENTO COUNTY, CA



2014-2017 ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Sacramento County is an innovative organization dedicated to providing quality services, resulting in amazing places to live, work, play and thrive. This Economic Development Implementation Plan will guide our efforts over the next three years to help create an extraordinary quality of life for our residents, students and businesses.

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CALL TO ACTION BY CEO BRADLEY J. HUDSON

While Sacramento County is already well known as California's government center, its geographic location, diverse and talented workforce, world-class institutions, engaged community and forward-looking leaders have formed a foundation upon which unparalleled economic opportunities can be realized.

Over the past two years, the Board of Supervisors and the County leadership team have been committed to ensuring our long-term financial stability and organizational efficiency and effectiveness. Now, looking towards our bright future, a framework and action plan have been developed that capture the collective insight and vision of our strategic partners and build upon the region's incredible assets. This plan bolsters and mobilizes the County's commitment to economic development programs and services intended to continually increase the quality of life for all Sacramento County residents.

Thank you to the numerous stakeholders, community leaders, Board of Supervisors and staff that took the time to provide invaluable feedback for the development of the 2014-2017 Sacramento County Economic Development Implementation Plan. The success of this Plan will not be possible without your continued collaboration and support.

Sincerely,

BRADLEY J. HUDSON
CHIEF EXECUTIVE OFFICER

PREPARED BY

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Together, creating an extraordinary quality of life.

“THE PEOPLE OF THE SACRAMENTO COUNTY REGION HAVE LONG BEEN INNOVATIVE AND ENERGETIC IN THEIR APPROACH TO BUILDING THE COMMUNITY AND ADVANCING COMMERCE.”

Home to the state capital of the world’s eighth largest economy and located in the heart of California’s Central Valley, Sacramento County has a distinguished history of being a center for discovery, trade, transportation and business.



Sacramento County was formed in 1850 as one of the original 27 counties of the State of California¹. It is now home to over 1.4 million people, the State legislature and the State Capitol. Today, the County and its seven incorporated cities (see right sidebar) boast a diverse mix of stunning landscapes, globally-competitive companies, unparalleled recreation opportunities, world-class universities, an educated workforce, and some of the earth’s most fertile agricultural land ripe for setting new standards in growing methods and technology.



Sacramento County covers nearly 1,000 square miles from the western foothills of the Sierra Nevada Mountains to the lowlands of the Sacramento River Delta. Its ideal climate – warm summers, mild winters and more than 200 sunny days a year – allows residents and visitors alike ample opportunity to scout the area’s many wineries and

microbreweries; visit a modern art museum or tour American history; feast year-round on local farm-to-fork fare; raft, cycle or run along the 32-mile American River Parkway; or boat or waterski through one of the Delta’s sought-after glassy channels and coves.

KEY FACTS & STATS



POPULATION

(CA Dept. of Finance; 2013 estimates)

Sacramento County – 1.45 million
Unincorporated urban & rural area population – 564,657

The balance of residents reside in one of the County’s seven incorporated cities:

Citrus Heights -84,835
Elk Grove – 159,074
Folsom – 72,294
Isleton – 815
Galt – 24,185
Rancho Cordova – 66,927
Sacramento (city) – 473,509

EDUCATED WORKFORCE

Nearly 30% of residents possess a Bachelor’s Degree or higher; 85% have their HS diploma

Major colleges & universities:
UC Davis, Cal State Sacramento, Los Rios Community Colleges, Drexel & McGeorge School of Law

INFRASTRUCTURE

Multi-modal transportation hub includes Sacramento International Airport (SMF), regional airports, deep-water shipping port, rail, light rail & interstate highways

EXAMPLES OF SACRAMENTO COUNTY ACCOLADES

Sacramento was *one of eight US metro areas to be selected to join Global Cities Initiative's new Exchange Network* that will design and implement a regional export plan in 2014. The Global Cities Initiative is a five-year joint project of Brookings and JPMorgan Chase aimed at helping city and metro leaders become more globally fluent. (Nov. 2013)

Sacramento County was recognized by the State of California Governor's Office of Business and Economic Development (GO-Biz) as the first County *Streamlining Superstar* for its two new Building Assistance Centers. This designation recognizes organizations that help ease burdens on businesses. (Oct. 2013)

Sacramento County is a four-time *100 Best* winner by America's Promise Alliance and ING U.S. for serving youth through programs that focus on leadership, helping others and providing support for a successful future. (Sep. 2012)

Sacramento County Department of General Services' Contract and Purchasing Services Division was recognized for *excellence in public procurement* based on national criteria that measure innovation, professional development, eProcurement, productivity and leadership by National Purchasing Institute. (Sept. 2013)

Sacramento International Airport (SMF) was named *4th Best Airport in North America* for customer service by Airports Council International (ACI), the international trade association for commercial airports; SMF was also among the Top 10 *Best Airports for Art* by USA TODAY. (Mar. 2013)

U.S. Environmental Protection Agency (EPA) ranked Sacramento in the *Top 20 U.S. metropolitan areas with the most Energy Star certified buildings*. (Mar. 2013)

We expect similar success throughout the implementation of this plan. Find more ... www.saccounty.net.

As one of the most affordable regions in California, Sacramento offers distinguished housing options for every lifestyle – from urban lofts to suburban family homes, to executive homes to rural homesteads – all within 30 minutes of downtown Sacramento. Sacramento County is unique in that a significant number of residents live in established unincorporated communities and rely on the County to provide municipal services. In fact, the unincorporated population is greater than the combined total of all of its cities, and would be the 5th largest city in California if incorporated.

The Sacramento County Department of Airports serves the region's extensive air transportation needs. This enterprise operation (self-funded) provides the region with passenger aviation at Sacramento International Airport (SMF), and general aviation services at Mather Airport (MHR), Executive (SAC), Franklin (F72), and McClellan Airport. Each of the airports supports the others in the system by having a strategic focus, allowing each to concentrate on developing amenities best suited to their respective facilities, services and customers.

Showcasing the region's ahead-of-the-curve character, in 2013 Clean Edge ranked Sacramento 6th in the nation in its U.S. Clean Energy Tech Leadership Index. That same year, the National Renewable Energy Laboratories (NREL) also ranked the area 6th nationally for installed solar capacity. It's no surprise that the area has one of the highest concentrations of 'green' jobs in the nation (3rd highest percentage in the U.S. – Brookings 2011), and that since 2006 Sacramento County's Business Environmental Resource Center (BERC) has certified 425 businesses in the area as a 'Sustainable Business'.



The Board of Supervisors is the governing body of the County and a number of dependent special districts. Each County Supervisor is elected from one of the five supervisorial districts, and Board members elect their chair and vice chair each year. Within the limits of State law and County charter, the Board is empowered to adopt ordinances, establish policy and programs, levy taxes, appropriate funds, appoint certain officials, and zone property in the unincorporated area. In addition, members

of the Board represent the County on numerous intergovernmental bodies. The County Executive Office, under the direction of the CEO, plans, organizes, directs, controls and coordinates County activities.

While each of the special districts and County departments, divisions and agencies have their own areas of responsibility, collectively they are committed to improving residents' quality of life by providing cost-effective public services while fostering economic health, regional cooperation and stewardship of community assets.

The Plan

OVERVIEW OF 2014-2017 ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

SACRAMENTO COUNTY IS AN INNOVATIVE ORGANIZATION DEDICATED TO PROVIDING QUALITY SERVICES, RESULTING IN AMAZING PLACES TO LIVE, WORK, PLAY AND THRIVE. THIS ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN WILL GUIDE OUR EFFORTS OVER THE NEXT THREE YEARS TO HELP CREATE AN EXTRAORDINARY QUALITY OF LIFE FOR OUR RESIDENTS, STUDENTS AND BUSINESSES.

Sacramento County has been responsible for many successful economic development efforts over the past several years – from the redevelopment and re-use of former military bases, to recruiting and retaining key area employers, to the development of a world-class international airport, and much more. However, the competitive environment for attracting and keeping businesses, jobs and a high quality workforce has changed dramatically over the past decade, prompting a sense of urgency for Sacramento County to amplify its role as a leading organization that drives economic growth and prosperity within the county and its seven cities.

REGIONAL VISION: NEXT ECONOMY

In March 2013, the Next Economy Capital Region Prosperity Plan was adopted as the shared vision for the region, embracing the reality that economic development activities will have a greater, lasting effort if they are 'strategic and synchronized'. This business-led, volunteer-driven endeavor provided a *call to action* for regional leadership to “focus on a set of common strategies and actions to accelerate job creation and new investment in California’s Capital Region with the goals of supporting innovation and entrepreneurship, diversifying the regional economy and improving the business climate for economic growth.”



Sacramento County participated in the development of this plan and endorsed the final vision and goals as shown below:

A Unified Vision:

Within five years, the Capital Region will be widely regarded as a:

- Sought-after place for business growth, investment and entrepreneurship
- Desirable place for a quality workforce and young professionals to live, study, work, play and contribute
- Diverse economy renowned for its core business clusters and driven in large part by export activity

Five Overarching Goals:

1. Foster a strong innovation environment
2. Amplify the Region’s global market transactions
3. Diverse economy through growth and support of core business clusters
4. Grow and maintain a world-class talent base
5. Improve the regional business climate for economic growth

The noted key to realizing this collective vision, however, is the integration of activities aligned with Next Economy by each integral agency and organization throughout the region.

The full report can be found at www.nexteconomycapitalregion.org.

2014-2017 ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Embracing its role and responsibility as a leading agency to drive economic growth in the region, and using the Capital Region Prosperity Plan as an impetus, Sacramento County developed this Economic Development Implementation Plan to provide a **comprehensive, proactive and forward-looking approach** to guide the economic development activity of the County and engage, inspire and promote the efforts of other groups and organizations working towards shared goals.

During September and October 2013, stakeholder interviews were held to gain **insight and ideas from over 37 regional leaders** to develop the key priority areas in which the County should play a leading role. An online survey was also emailed to stakeholder groups as a way to gather additional insight and feedback.

Below are key takeaways that emerged from the 56 survey responses received:

- **80.4%** agree or strongly agree that Sacramento County should take more of a leadership role in government-led economic development, creating 'umbrella' opportunities for city and county economic development staff, fostering a team approach.
- Relationships between the County and its cities, and between the cities themselves have room for improvement; many responded that they currently view themselves more as competitors than partners.
- Many respondents were unfamiliar with the Economic Development incentive programs that the County currently offers; increased outreach and promotion of these quality programs have the potential for near-term economic impact.

	% Not Familiar	% Somewhat Familiar
BERC (Business Environmental Resource Center)	52.7%	29.1%
Building Assistance Center (Goethe Road and Downtown)	54.5%	36.4%
Sewer Credit Incentive	67.3%	14.5%
'Doing Business with the County' Preference Points/ Micro Business Incentive	63.6%	23.6%

- Improving the regulatory climate, investing in aging neighborhoods and business corridors, and increased/more aggressive business attraction efforts were at the top of the priority list.
- Several noteworthy comments and suggestions were provided by respondents and have been incorporated into the Implementation Plan as appropriate. A common sentiment was that people valued the unique assets and opportunities of the county, and wanted a plan built around these character-defining aspects, using streamlined efforts and leveraged resources for maximum efficiency and effectiveness.

In addition to the Next Economy Capital Region Prosperity Plan and the stakeholder input, **many other documents and resources were reviewed and are referenced to provide consistency and reduce duplication** or redundancy. The 2014-2017 Implementation Plan also integrates and synthesizes previous economic development plans of the County such as the 2011 General Plan Economic Development Element. The 2013 Economic Development Action Plan, which was approved by the Board of Supervisors in May 2013, was the foundation for this more detailed, extensive Implementation Plan. To help determine potential

collaborators, lead agencies, as well as gaps in services, a matrix was developed that itemized the various groups and agencies that play a role in furthering the economic development of Sacramento County by their areas of focus and priority initiatives.

Based on these conversations, responses, insight and information, an Implementation Plan was developed that identified **six Key Priorities** for which Sacramento County should play a leadership role in order to have a dramatic and distinctively positive impact on the area's economic vitality and sustainability.

To guide the work, specific economic development activities were outlined across **three functional categories**: Job Retention & Growth; Innovation & Improvement of Business Climate; and Marketing & Branding, incorporating current efforts as well as new initiatives.

In development of both key priorities and activities, the following parameters were considered:

- ❑ The County should not duplicate other successful economic development efforts and should focus on areas where there are gaps, or in which it can have the most impact as a regional government agency;
- ❑ Key Priorities should be aspirational yet achievable, with an inherent goal of improving the overall quality of life and long-term prosperity of the county;
- ❑ Key Priorities and Actions should be clear, convincing and measurable;
- ❑ The Plan should protect the unique character and integrity of Sacramento County; and
- ❑ Key Priorities and Actions should foster collaboration within and throughout the county, leveraging the talents and activities of key partners and leaders working towards shared economic development goals.

And finally, **this Plan is a guiding document intended to be referenced and revisited several times over the next three years.** While the Key Priorities are more static, common yet unknown influences or changes – such as political leadership, state and national policies, market dynamics, etc. – may require the reprioritization or amendment to the recommended Exemplary Actions. A progress dashboard identifying specific indicators for each of these priority areas has been created to assist in this analysis.

More information on this plan and future updates regarding Sacramento County economic development programs and activities can be found at **www.economic.saccounty.net**.

KEY PRIORITIES

OVERARCHING ECONOMIC DEVELOPMENT GOALS FOR 2013-2014

Based on the conversations, responses, insight and information garnered from across public, private, nonprofit and industry groups engaged in economic development in Sacramento County, the following **six Key Priorities** were identified as the goals to which policy and action should be geared in order to provide the foundation on which to flourish. It was also made very clear – almost unanimously – that the implementation and ultimate success in achieving these goals must be a shared effort throughout the various departments of the County, and leveraged by the passion, ingenuity, talent and common interest of its stakeholders and strategic partners.

Over the next three years, Sacramento County is committed to six key priorities:

1. Becoming a Regional Leader for Economic Development Efforts
2. Creating a Business-Minded Permitting & Regulatory Environment
3. Spurring Investment Into Sacramento County
4. Fostering an Ecosystem for Innovation & Entrepreneurs
5. Providing a Full-Range of Lifestyle, Education, Housing & Recreation Amenities for a High-Quality Workforce
6. Protecting & Promoting the Region's Unique, World-Class Agricultural & Farm-to-Fork Resources

Background on each of the six Key Priorities follows, with recommended Exemplary Actions intended to help realize these priorities, as well as the overall vision of the region.

Key Priority #1: Becoming a Regional Leader for the Economic Development Efforts in Sacramento County

Over the next three years, policy decisions and actions will be aimed to help create a ‘hub’ for economic development activity – solidifying the role of the County to be a convener of resources, a central location for information, a liaison for business, and a partner in moving the region forward.

One of the greatest assets of Sacramento County is the passion, fortitude and commitment of its people to making the region a better place. Numerous long-standing successful organizations, as well as fledgling start-up nonprofits or social ventures, are working every day to help strengthen businesses, provide import and export guidance or international trade opportunities, increase the skill level in our workforce, support start-ups and entrepreneurs, promote Sacramento or one of its growing industries, facilitate a new development or business expansion, connect people and goods through efficient and functional transportation modes, protect our natural and agricultural resources, beautify neighborhoods and commercial corridors...the list goes on.

Recognizing that Sacramento County is an integral piece of a larger and extremely dynamic regional economy, its need for an organization to lead and champion economic development efforts is more urgent now than ever.

The challenge – and the opportunity – is that each of these economic development-minded groups is currently working somewhat autonomously. As the primary organization that is responsible for providing the services necessary for people and business in Sacramento County to flourish, and understanding that success in either its cities or unincorporated areas strengthens the region as a whole, it makes sense for the County to serve as a jurisdictional hub for economic development.

“Coordinating efforts will lead to efficiencies by eliminating redundancy and creating a focal point for the whole county and its businesses. The allocation of limited resources can be much more rational across multiple jurisdictions.” – Survey Respondent

“I believe retooling to serve as an umbrella coordinator and facilitator of economic development in the county would be a game changer if you can get cooperation from other agencies and interests. Over time it could benefit everyone.” – Survey Respondent

Sacramento County Advantages

- Pro-business policies, including incentives
- Low utility rates
- Low land, development and labor costs
- Shovel-ready sites
- Sacramento County’s population is expected to grow from 1.43 million in 2011 to 1.68 million in 2021, a 17.6% increase. (SACTO 2012/2013 Regional Report)
- Total nonfarm employment in the region is expected to increase by 20% between 2010 and 2020 (SACTO 2012/2013 Regional Report)
- In July 2013, Sacramento County was leading the nation in home value increases (ZipRealty)
- Two major public universities, CSUS and UC Davis, and numerous private and community educational institutions with high graduation rates, resulting in a well-educated workforce
- Transportation: in addition to a full-range of aviation services, five major highways merge in the downtown area; the West Sacramento deep water shipping port is just across the river from downtown Sacramento; freight and passenger rail stations are located throughout the region; and public transportation systems including bus, light rail and proposed City of Sacramento Intermodal Station are available to provide better access to jobs and services.

Exemplary actions specific to helping Sacramento County become a regional economic development leader (see page 28 for a comprehensive list organized by function):

- 1.1 Identify a **roundtable of 10-15 local business and industry leaders to gather in an annual year-end session** to: bring attention to issues and opportunities that should be addressed through economic development efforts in the upcoming year; brainstorm solutions or new initiatives to aforementioned issues/opportunities; and provide insight and expertise on particular subject matters. The discussions should follow a benchmarking/”check-in” online survey of partners to identify high priority areas.
- 1.2 Facilitate and strengthen partnerships with the cities within Sacramento County by **creating a ‘Team Sac County’** umbrella to provide a more unified and effective approach to economic development, creating County-wide recruitment, retention and possibly even incentive programs that can be promoted as a cohesive menu of services. Examples of how this can be implemented range from having the County host booths at trade shows (e.g. International Council of Shopping Centers - ICSC) that provides the municipalities the opportunity to participate and partner for a significantly smaller investment than having their own booth; or partnering in a national media campaign that touts the County’s advantages to the companies and/or people it wants to attract.
- 1.3 Acknowledging that retail attraction is one area that is not a primary focus for any other organization or agency for the Sacramento County metropolitan areas, **focused retail attraction efforts** should be guided by conversations with local retail brokers and/or site selectors that can provide valuable insight to shaping successful programs. Examples of ongoing initiatives that help shape successful retail attraction include **working with local retail brokers to develop a retail attraction marketing piece** that includes the key retail-oriented tenant or new investment opportunities throughout the county to be used at regional and national trade shows, such as ICSC.
- 1.4 **Actively participate and support the business retention efforts of agencies such as the Sacramento Metro Chamber of Commerce and SACTO**, responding swiftly and proactively to business issues or opportunities wherein the County can play a significant role.
- 1.5 The recent economic recession underscored the value of a diverse business and industry base to a stable and thriving economy. Now more than ever, **Sacramento County should be playing a lead role in working to attract an array of high-quality companies**, especially those within the industries identified in Next Economy, that will strengthen and fuel opportunities for current businesses and residents. Over the next three years, it should be a significant function of the economic development & marketing team of the County to work in partnership with other agencies such as SACTO, SARTA, etc. and the regional universities that understand the supply chain and talent needs within specific targeted industries.
- 1.6 **An overwhelming majority of stakeholders and survey respondents stated a need for a new branding campaign for Sacramento County.** While the area’s history is an undeniable asset, a more contemporary forward-looking image is desired that doesn’t rely on the association with, or proximity to, other regions. Instead, a campaign that coalesces the assets of Sacramento County’s cities and unincorporated areas and sets it apart for its own unique character – its talented and passionate people, natural resources, cutting-edge agriculture and agribusiness, emerging technology,



transportation hub, world-class education and research, recreation, culture, food, location, climate, etc. – is what stakeholders believe will create the sense of place that is currently lacking. While the private sector needs to take the lead role in moving this forward to ensure cross-sector support and buy-in, Sacramento County should plant the seed.

- 1.7 Update the County's marketing plan to **incorporate the regional 'brand'** once it has been developed, and integrate the messaging into a comprehensive campaign that includes:
- a. Brochures (electronic & print), press kits, photos and images, fact sheets, slide show for trade shows and events, videos, etc.
 - b. Increase social media outreach and targeted web advertising and search engine optimization (SEO)
 - c. A Sacramento-based news bureau developed in partnership with local universities and industry groups (e.g. SARTA) to extend media stories to national and global markets
 - d. Increased advertising reach by regularly placing ads in regional, state and national media such as airline magazines and business-related websites and trade publications
 - e. Increased visibility via digital signage, particularly at gateway and airport locations to reach a broader audience

- 1.8 The loss of redevelopment as an economic development tool has forced cities and counties throughout California to find more creative ways to attract and retain companies in today's extremely competitive environment. Sacramento County has several programs that provide real benefits to companies, but increasing the awareness of these programs and services as well as continually looking for new ways to make running, relocating, or starting a business easier will have a lasting impact on the overall health of the region's economy. Over the next three years, the County should **increase the promotion of existing tools**. In addition, **at least one new incentive should be developed and implemented each year** – and, at the end of each program year, **existing incentives should be evaluated for their effectiveness** and changed or abandoned so that their resources can be allocated to other more effective programs.

- 1.9 International trade is a regionally driven economic opportunity, and successful models are based on a committed collaboration of champions that understand their market, products and customers. In addition to Sacramento County's leading role in the new Exchange Network of the Global Cities Initiative (see right), the County should work with its local partners to **develop a foreign trade strategy that positions the region to be a long-term leader in exporting of local products and services, and attracts foreign investments in new business and development**. A sound strategy should take into consideration the region's assets in innovation, transportation, logistics and global talent – which, in Sacramento County's case, points to Mexico, China and

Global Cities Initiative Exchange Network

The Exchange is a network of metropolitan areas committed to establishing actionable competitiveness hosted by the Global Cities Initiative – a joint project of Brookings and JPMorgan Chase. Sacramento was one of eight inaugural metro areas selected after an extensive application process that evaluated regions' readiness and capability to pursue the Exchange's curriculum and commitment to fulfill its goals. As part of its commitment to the program, Sacramento will design and implement a regional export plan in 2014.

"For the Exchange, we selected metro areas that are committed to expanding their global economic reach by working together to identify regional competitive strengths and increase exports," said Brad McDearman, Brookings fellow. "The eight metro areas selected for this round represent a growing group of U.S. Metro areas that understand the need to embrace the global market to remain competitive in the 21st century economy."

Southeast Asia to be prime trade markets. While an overall export plan is needed, specific activity examples of how to achieve this include: supporting and leveraging local efforts to build relationships in these key trade areas; utilizing foreign trade offices established and operated by local partners; and promoting tools such as the EB-5 program (a Federal program that provides permanent US residency in exchange for foreign investment in a commercial enterprise) to attract investors to Sacramento County.

- 1.10 An international airport is a tremendous asset to a sound economic development plan; the County needs to **further promote SMF as an economic development tool**. Economic Development should work with airport staff to make them fully aware of economic development opportunities throughout the county so that they can effectively act as ambassadors.
- 1.11 New companies, developers, owners and investors into the Sacramento area can provide convincing testimonials and evidence of the region's economic potential. **Capitalize on recent 'wins' in the region by fostering relationships and creating partnerships with newcomers to create a promotional story and buzz** (e.g. the new Sacramento Kings ownership group and/or Hackman Capital Partners, LLC – the new owners of the Campbell's Soup facility).
- 1.12 To better coordinate business attraction, retention and expansion opportunities, **investigate the cost and effectiveness of lead tracking software** such as Salesforce or Metro Pulse (used by the Sacramento Metro Chamber) to potentially implement an electronic system to manage contacts, identify and assign opportunities, and monitor project flow. This will also enable County staff to establish benchmarks and better measure outreach efforts such as the number of face-to-face contacts made and marketing impact (touch points).
- 1.13 **Develop a business-to-business (B2B) plan** that identifies connections for new and existing companies to other businesses in the county that could be potential suppliers, vendors or contractors, effectively increasing the multiplier impact of new business. The outcome of Exemplary Action 1.12 could be a critical element in the development of a successful B2B operation.
- 1.14 Utilizing the County's Department of Technology (DTech) staff, **build an on-line 'Key Properties' map to provide an easy-to-access database of shovel-ready and other prime available spaces, such as Mather, McClellan Business Park, Capital Commerce Center, and Metro Air Park** to spur investment; **supplement the properties with GIS information** from the County's existing database.
- 1.15 Site-Selectors and commercial real estate professionals often evaluate and eliminate the majority of potential locations for their or their client's companies without ever leaving their office. In addition, the needs and requirements within industry sectors are constantly changing. To be certain Sacramento County is providing the most compelling information to attract companies within the desired industries, **bring in a site-selector from outside of California who works within the industry sector(s) relevant to Sacramento County's business attraction goals, to review the County's approach, services and messaging to provide constructive feedback**. For example, commercial real estate professionals use an organization's website as their first source when researching possible locations for their or their client's company to locate or expand, and have stated that information must be up-to-date (within 90 days) and easy-to-find or they will likely look somewhere else. This evaluation can help to determine what, if anything, may be missing or could be improved from a business attraction standpoint.
- 1.16 As part of a comprehensive marketing and media plan, **include the promotion of key development opportunity sites including Mather, McClellan Business Park, Metro Air Park, Capital Commerce Center and the "New Growth" Areas** as priority sites; consider the benefits of conducting the

research, planning and preparation necessary to deem specific parcels as “shovel-ready” or “certified”, meaning all or most of the necessary planning and due-diligence has been complete and the project can commence as soon as site and building plans are approved.

- 1.17 **Actively engage in key commercial real estate groups on a regional and national level;** these include but are not limited to: NAIOP (National Association of Industrial & Office Properties); IAMC (Industrial Asset Management Council); CoreNet (Corporate Real Estate Network); SIOR (Society of Industrial & Office Realtors). Sacramento County should commit to attending a minimum of three to four trade shows, conferences or events (such as site-selector forums) per year.
- 1.18 In partnership with local property owners and brokers, **host a familiarization (Fam) tour that brings in commercial real estate professionals from outside of the region** to tour key opportunity sites and learn first-hand about the competitive advantages of the area.
- 1.19 Sacramento County should **partner with local organizations such as SMUD (Sacramento Municipal Utility District) on business attraction, marketing, and outreach efforts** including trade shows and special events to help offset costs and amplify reach.
- 1.20 Continue to offer, as well as increase promotion of, the County's **Local Vendor/Small Business Preference Points System**.
- 1.21 Continue to offer, as well as increase promotion of, the **County's Sewer Credit Incentive Program**.
- 1.22 **Provide County departments**, especially those that frequently interact with businesses and the general public, with **key branding messaging for consistent and positive promotion of the County** as an organization, as well as the region.
- 1.23 Increase Sacramento County's electronic marketing and outreach to area businesses by **developing an Economic Development 'Business Blast' e-newsletter** that highlights upcoming events, local business success stories and recent 'wins', as well as educates businesses on available incentives and programs.
- 1.24 Due to the elimination of State enterprise zones, **send the rapid response team** to meet with all businesses that had previously qualified for the enterprise zone employment tax benefits to assess the impacts on their business.
- 1.25 **Continually promote Sacramento County and its business opportunities at events and trade shows** that allow connections and relationships to be built in the targeted industries. In addition to partnerships with SMUD and other regional groups, **engaging and leveraging the resources of Team CA** can help leverage resources when attending national trade shows, or hosting events that attract site-selectors from throughout the US or global markets.
- 1.26 **Meet regularly with city economic development partners**, rotating locations throughout the county to strengthen partnerships and increase collaboration opportunities.

Key Priority #2: Creating a Business-Minded Permitting & Regulatory Environment

Over the next three years, a new overarching regulatory model should be put in place that is based more on proactive education and a new standard of business-like thinking.

In this era of ever-changing building codes, new regulations and complicated policies, a small business owner often spends thousands of dollars and countless hours trying to navigate a simple permit or license. While the natural role of government is to provide the regulatory framework necessary to enforce rules and laws intended to protect people and property, the manner in which this is carried out can have a direct impact on the success or failure of a business.



In 2013, Sacramento County made a significant leap towards making the permitting and plan review process more efficient and customer-friendly. Through the opening of two Building Assistance Centers – one in Downtown Sacramento and the other on Goethe Road, applicants or businesses with general questions can access various departments, agencies

and resources in one central location. Although word is still getting out about these new service centers, the initial feedback has been overwhelmingly positive – in fact, in October 2013, Sacramento County was the first county in California to be recognized as a “Streamlining Superstar” by GO-Biz, the Governor’s Office of Business and Economic Development, because of its new Building Assistance Centers.



In addition, by aligning the economic development team with the planning, building & safety, engineering and code enforcement divisions through the restructuring of the Community Development Department, Sacramento County now has built-in cross-functional teams that can review, facilitate and troubleshoot projects from both a regulatory and private sector perspective.

Even with the progress made by the County in 2013, the regulatory environment was still the number one issue identified by stakeholders. Continuing to train County employees – especially those that frequently interact with businesses, residents or contractors – to understand the importance of having a customer-minded, solutions-oriented approach could provide a tremendous indirect economic impact to the region.

Exemplary actions specific to helping Sacramento County create a business-minded permitting & regulatory environment (see page 28 for a comprehensive list organized by function):

- 2.1 Form an **Economic Development Taskforce** that includes key County staff from across all departments that play a significant role in facilitating economic development projects. This taskforce should be charged with implementing the organization’s economic development goals, as well as promoting the County brand and messaging throughout its normal area of responsibility.
- 2.2 Host an **open forum that includes all business advocacy groups** (chambers of commerce, commercial real estate organizations, etc.), state and county officials, leadership staff from the Building Assistance Centers, etc. to have a productive dialogue about ways in which said parties can work in concert to improve the Sacramento County business climate.

- 2.3 **Include a bi-annual Economic Development 101 or similar training** for all County employees so that they understand the overwhelming challenges a business owner faces, and the role that they can play (even if they are a ‘regulator’) in helping to further economic development in the region. Provide web-based tutorial and/or printed materials for ongoing reference.
- 2.4 Adopt a **‘Fast Track’ or streamlined development/permit review policy** for highly desired development projects.
- 2.5 **Continue to develop and implement technology by phasing in all development departments in order to allow county businesses and residents to interact with County permitting, licensing and plan check services online**, saving customers valuable time by eliminating the need for in-person visits for common and/or routine questions or review.
- 2.6 **Create or designate a position for a development and/or business liaison** to serve as single-point of contact and facilitator for complicated or challenging development projects.
- 2.7 The Business Environmental Resource Center (BERC) was established in 1993 as a one-stop non-regulatory permit assistance center to help businesses understand and comply with federal, state and local environmental regulations. From free and confidential compliance consultations to business liaison services to environmental practices education and outreach, BERC could be one of the most beneficial services available to small and large businesses in the region. However, it has flown under the radar and according to the Economic Development Implementation Plan Survey, only 18% of respondents were very familiar with the program (52.7% were not aware of the program at all). **Increasing the awareness of BERC services, as well as its success stories, can have a dramatic impact on the environmental compliance rate of companies without significant costs** (or saving them money by reducing energy costs and avoiding future fines or penalties). In addition, there is added benefit to the region by further bolstering the perception that Sacramento County and its businesses embrace and implement ‘green’ practices.
- 2.8 **Move forward with the County of Sacramento Zoning Code Update** that is intended to streamline the entitlement process, thereby reducing processing times, simplifying entitlements, and promoting economic development while setting higher standards for the quality of the built environment. In addition, it will create a more business and user-friendly Code with clearer standards but greater flexibility, while incorporating policies that promote sustainable development practices (e.g., low impact development guidelines for parking areas and landscaping requirements).
- 2.9 Continue to **promote the County’s Building Assistance Centers**, and periodically review the programs and services offered at each location to ensure the changing and/or unique needs of Sacramento County residents and businesses are effectively being addressed.

Key Priority #3: Spurring Investment Into Sacramento County Commercial Corridors & Neighborhoods

Over the next three years, Sacramento County will work in partnership with its neighborhood groups, business associations, Improvement Districts and other public and private entities to spark increased investment and reinvestment into Sacramento County’s neighborhood and commercial corridors.

Nearly 600,000 Sacramento County residents live in distinctive neighborhoods outside of the seven incorporated cities. From densely populated urban neighborhoods to farms and rural estates, each is unique but has certain challenges. Relevant to Sacramento County’s economic development planning, much of the future residential growth will occur in the “New Growth” areas, also located within the unincorporated area.

While these communities and neighborhoods may not have their own governing agency, they are identified as individual areas, or “Census Designated Places”, and share similar service needs as cities. For example, several of the older, established neighborhoods need infrastructure and safety improvements. Agricultural areas need to be protected while increasing flexibility for intrinsic economic development opportunities, i.e. accommodating vintners, bed & breakfast establishments and agritourism.

Most counties do not have to provide the municipal services typically provided by cities. Sacramento County is in a unique position (if incorporated, it would be California’s 5th largest city!) and needs to have a strategy and funding plan in place to maintain and improve its residential and commercial areas. Programs such as the Neighborhood Livability Initiative have already been launched in areas of the unincorporated county that have suffered from a high number of foreclosed homes, devaluation of commercial corridors and neighborhoods, and increased crime.

This multi-agency approach includes Code Enforcement, Probation and Sheriff teams and focuses on property and criminal elements. The intention is to remove illegal and unwanted elements to increase the level of pride in properties and neighborhoods, encouraging further improvement and beautification.

What is a Census Designated Place (CDP)?

CDPs are the statistical counterparts of incorporated places such as cities or towns, and are delineated to provide data for settled concentrations of population that are identifiable by name but are not legally incorporated under the laws of the state in which they are located.

In addition to its seven incorporated cities, Sacramento County has 27 Census Designated Places.

A map showing all Sacramento County cities and CDPs is provided on page 45.

“If you plant a flower in your front yard, you may inspire your neighbor to do the same.” – Stakeholder Interview

In addition to the County’s eclectic mix of neighborhoods, commercial corridors have also developed throughout the county to provide services and amenities to these residential areas. A few of these have become regional shopping destinations, such as Fair Oaks Boulevard for higher-end retail and Fulton Avenue for auto sales, shopping and dining. Unfortunately, most of the commercial areas in Sacramento County are in need of a renaissance of sorts. Attracting new investment and reinvestment into the commercial corridors and shopping centers to modernize both the infrastructure and aesthetics, as well as reconnecting the shopping, dining and lifestyle amenities and job centers with the surrounding areas needs to be a top priority.

With the loss of redevelopment in 2011, cities and counties in California lost their most effective community reinvestment tool. Finding new funding approaches, or increasing the role and capacity for other existing programs or resources, also needs to be a focus for the County. PBIDs (property-based business improvement districts) are one example of a program that has proven to be successful in helping businesses within these commercial

- Survey-suggested areas to consider new PBIDs (ranked in order of most suggested):
- Fair Oaks Blvd
 - Watt Ave
 - Stockton Blvd
 - Carmichael

corridors come together to dynamically change the overall vitality of an area. Funded through a self-imposed tax, money is reinvested into the district for improvements such as landscaping, sidewalk repairs, new lighting, cohesive signage, or to host events or marketing campaigns to promote and draw visitors to the area.

Over the next several years, it will be critical for the County to help facilitate self-investment strategies for neighborhoods and commercial corridors in

the urban unincorporated areas, as well as lead the way through public infrastructure upgrades and improvements. Prioritization of the areas should be based on immediate safety concerns, as well as the potential for near-term matched investment from the private sector.

Exemplary actions specific to helping Sacramento County spur investment into its urban commercial corridors and neighborhoods (see page 28 for a comprehensive list organized by function):

- 3.1 **Continuing the public improvement plan for increasing the repair, maintenance and infrastructure upgrades** into the older residential areas; immediate attention should be paid to areas where a lack of infrastructure creates safety concerns, such as a lack of street lighting.
- 3.2 **Promote the County’s Infill Home Plan Program**, as well as the inventory of available lots to encourage new investment into existing neighborhoods.
- 3.3 **Continue the ‘Neighborhood Livability’ Initiative** and build capacity by **recruiting other partner agencies to support and supplement the County’s efforts**. In partnership with the local Chambers of Commerce or PBIDs, garner support for the Neighborhood Livability Initiative to manage neighborhood blight and graffiti cleanup programs.
- 3.4 Coordinate with the local Chambers of Commerce to **host PBID academies within County business corridors**; consider funding strategies that leverage these private real estate assessment/taxes with public improvement dollars and other funding sources such as development impact fees, Community Reinvestment Act (CRA) dollars, grants, etc.
- 3.5 **Investigate possible funding mechanisms to leverage or encourage reinvestment and/or redevelopment projects that improve significantly distressed commercial or neighborhood**

**PBID Success Story:
Fulton Ave Association**



Developed by a coalition of property and business owners, the Fulton Avenue Association is a Property Based Assessment District (PBID) formed nearly 15 years ago to improve the commercial area of Fulton Avenue. The District includes a landscape and streetscape improvement plan, an economic development program, a security program, and provides marketing and promotion services. Additionally, the Association provides business interest advocacy services, above and beyond those currently provided by the County of

properties, especially for those that provide both job creation and revitalization. Examples of options to explore include the New Market Tax Credit program that provides individuals and corporate investors federal income tax credits of up to 39% of their original equity investment into a special Community Development Entity (see: cdfifund.gov/nmtc for more info). Or, consider leveraging grants, multi-jurisdictional or private investment with a portion of the net increase in County-wide sales tax revenue to be reinvested into public improvements within the targeted commercial and neighborhood areas versus a direct incentive to the businesses.

3.6 Use the Sacramento Metro Chamber Business Walks as an opportunity to provide face-to-face outreach to local businesses, educating them on the County's many programs and services as well as garnering insight into the overall business climate of a particular area.

3.7 Develop and/or strengthen codes and policies that help to reduce and eliminate blight while increasing the county's ability to attract businesses, employees and customers.

Key Priority #4: Fostering an Ecosystem for Innovation & Entrepreneurs

Its unique character and diverse array of assets provide Sacramento County with the perfect climate in which to grow a startup ecosystem. Understanding the dramatic economic growth and job creation that can occur as a result of successful entrepreneurial ventures, Sacramento County is committed to supporting and strengthening this sector.

As a lower-cost and less earthquake prone alternative to Silicon Valley, the technology and entrepreneurial community is an increasingly bright spot in the regional economy. The Sacramento Area Regional Technology Alliance (SARTA), a 501(c)3 aimed at fueling the growth of the technology sector in the Sacramento region, reports over 500 tech companies growing and thriving in the nine-county area it serves.

While UC Davis and Sac State provide a flow of new companies and entrepreneurs emerging from their world-class research and business and technology programs, a well-rounded, healthy and sustainable startup ecosystem requires a community of committed, engaged and connected people. Brad Feld, a serial entrepreneur, technology investor and author of several books including *Startup Communities: Building an Entrepreneurial Ecosystem in Your City*, describes four basic ingredients to a successful “nimble, networked community of the future”

- It has to be led by entrepreneurs
- There has to be a long-term commitment
- The area fosters a philosophy of inclusiveness
- The entire entrepreneurial stack (including government, investors, educators/universities, business, etc.) must be engaged

Coworking spaces, incubators and hacker and maker labs often serve as more than a workplace for many entrepreneurs and startups. Instead, these facilities provide the community of innovation and like-minded, yet professionally diverse professionals that cultivates a spirit of innovation and ingenuity. Although this ‘un-office’ model has only been around since 2008, a handful of these non-

“IT’S NOT ABOUT HAVING A SILICON VALLEY ATTITUDE—IT’S ABOUT HAVING AN ENTREPRENEURIAL ATTITUDE. IT’S ABOUT PARTNERING WITH OTHER ORGANIZATIONS IN AND AROUND YOUR AREA. IT’S ABOUT THINKING BIG WITH ENTREPRENEURS THAT SIT NEXT TO YOU IN YOUR COWORKING SPACE. IT’S ABOUT COLLABORATING WITH TECH GURUS, SOCIAL MEDIA WIZARDS AND COMMUNITY LEADERS AT COOL BUSINESS EVENTS. IT’S THE PEOPLE THAT MAKE A COMMUNITY AN ENTREPRENEURIAL ONE—NOT THE LOCATION—AND IT’S UP TO YOU TO CONTRIBUTE.”

— BRAD FELD, AUTHOR OF *STARTUP COMMUNITIES: BUILDING AN ENTREPRENEURIAL ECOSYSTEM IN YOUR CITY*



Photo source: Hackerlab.org

traditional yet increasingly popular workspaces have sprung up throughout the county over the past several years.

One example, Hacker Lab in Sacramento, CA, has been incredibly successful since opening its doors in February 2012. Co-Founder Gina Lujan describes the blended coworking-maker-hacker space as ‘ground-zero for tech startup’. They have seen many scale their businesses out of the space in a short time. Currently hosting over 20 tech or startup-related ‘meetups’ per month, Lujan sees an increasing demand and potential for more of these types spaces in Sacramento County. Not to mention, the Hacker Lab community is committed to educating and mentoring underprivileged youth on coding techniques to provide real job experience and business opportunities for an otherwise at-risk population.

“All cities need a Hacker Lab,” Lujan said in a Jan 2013 Intel Free Press article. “There’s been no better time. Product development is so obtainable right now. Having a space with the tools and collaboration to build products and software is vital to a city. It gives the region a school, an innovation campus with R&D and connections under one roof. It’s a new type of institution, a new paradigm to our society.”

Recognizing the synergistic impact that a flourishing creative economy can provide both to long-term prosperity and increased quality of life, the Next Economy Capital Region Prosperity Plan places a historically high level of interest and value on increasing the region’s capacity for technology and innovation. However, as Feld clearly states, the growth of this particular industry has to be led by the entrepreneurs and supported by the stakeholders – government, education, investors and business.

As a regional leader, Sacramento County is committed to providing support and helping to build capacity for entrepreneurs and startup businesses.

Exemplary actions specific to helping Sacramento County foster an ecosystem for innovation and entrepreneurs (see page 28 for a comprehensive list organized by function):

- 4.1 Enhance the County’s partnership with the tech community by **designating an ombudsman within the Department of Technology (DTech)** to ensure Sacramento County efforts are aligned with the region’s goals and initiatives for a thriving technology sector.
- 4.2 In partnership with DTech, **create a “Pipeline of Spaces” inventory customized for technology companies** to be provided to SARTA, as well as the leadership teams of coworking or similar spaces in Sacramento County.
- 4.3 **Assemble a technology ‘think tank’ to include County Economic Development and DTech staff**, as well as representatives from Hacker Lab, Sacramento Venture Lab, SARTA and others that could provide insight and industry expertise to help the County plan for and facilitate the infrastructure improvements and policy changes necessary to grow technology companies in Sacramento County.
- 4.4 The image and perception of Sacramento County is a significant factor in the area’s ability to attract and grow the creative economy; when the County **reviews and updates its current brand, it should utilize the private sector to provide the look, feel and messaging to create impressions and imagery that evokes a shared sense of pride and opportunity**. Partnering with the private sector on this particular initiative will help ensure the campaign is embraced and promoted by the broader

community and local media (i.e. avoid a 'government' look and feel; also noted in Key Priority #1, 1.6).

- 4.5 **Support and promote the capacity-building social ventures of the technology community** (e.g. Hacker Labs outreach to at-risk youth) to provide technology career opportunities to segments of Sacramento County's population that may not otherwise consider college or other post-secondary education. This could be done by helping to identify grant opportunities for the sponsor organization, or giving private development projects that incorporate social ventures and job skills training a higher priority in the consideration of incentives through future potential public financing strategies (see: 3.6).

Key Priority #5: Providing a Full-Range of Lifestyle, Education, Housing & Recreation Amenities for a High-Quality Workforce

Over the next three years, Sacramento County will work in partnership with its cities, schools, businesses and partner stakeholder organizations to increase the quality of life for its current and future residents by protecting the amenities that make the County unique, while increasing opportunities for housing choices, lifelong learning, shopping, dining, arts, culture and entertainment.

In modern economic development, a region's quality of life is the primary driver for long-term prosperity. Education, access to health care, diverse people and cultures, recreation, entertainment, natural resources, and sustainable practices meld together synergistically to create a place that attracts talented, innovative people and in which residents want to work, live, invest and promote. In turn, a highly-skilled workforce attracts the desirable jobs and business that sustain an economy.

Sacramento County is fortunate to have extraordinary assets and amenities that serve as this foundation where sought-after employees want to live and raise their families, and where quality companies want to locate. These include:

- Unparalleled natural resources, including the Sacramento-San Joaquin River Delta and the American River Parkway – a 23 mile, 4,600 acre regional park offering land and water recreation in a protected corridor that runs through the heart of the County from Folsom Lake to the Sacramento River.
- Sacramento County offers a housing type for nearly any preference – from high density urban to suburban areas such as Fair Oaks, Orangevale or Carmichael to the rural areas of the Delta – and each has its own unique charm and character.
- Sixteen school districts serve nearly 240,000 K-12 students; Elk Grove Unified, Natomas Unified, River Delta Joint Unified, Sacramento City Unified and San Juan Unified each have California Distinguished Schools; several others have been acknowledged for significantly increasing the state API and APY scores year-over-year². In addition, the area is served by several award-winning K-12 private schools.
- Public-private partnerships throughout the region are working to increase the educational attainment of Sacramento County's youth; an example is Project Lead the Way (PLTW) – led by NextED (the employer-education partnership in the six county Capital Region) that provides project-



based engineering and bio-science curriculum in a network of 40 schools which was made possible by a partnership that included Intel, Aerojet, SMUD and others.

- Sacramento County is a four-time '100 Best Communities for Young People' winner, honored for serving youth through programs that focus on leadership, helping others and providing support for a successful future; Sacramento County was one of only eight communities in California to be recognized in 2012³.

- The Sacramento County area is rich with world-class higher education that currently serves nearly 100,000 college students, providing a pipeline of talent and an integrated, collaborative resource for business, technology, research and innovation



- The established and successful workforce development program, SETA (Sacramento Employment and Training Agency), works to increase opportunities for area residents, as well as provide resources for businesses to conduct training and skill development for current and future employees
- Fans of nearly every sport can find a professional, amateur or little league team or athlete to cheer on, or a venue where they can swing a bat or club, kick or throw a ball, swim a lap, dive in or pedal faster; in addition to the Sacramento Kings (NBA), signature events such as the USGA Senior Open (Golf) and Amgen Tour of California (Professional Cycling) have selected Sacramento County as venues for 2014 and 2015.
- The iconic Crocker Art Museum, Aerospace Museum of California, Discovery Museum Science & Space Center, Sacramento Railroad Museum, Sojourner Truth Multi-Cultural Art Museum, and Sutter's Fort State Historic Park are just a few of the dozens of arts and culture venues available to residents and visitors throughout the county.
- The Sacramento region is home to some of the most fertile agriculture land in the world, thus residents and visitors are able to enjoy year-round fresh fare paired with wine or beer produced from locally-grown grapes and hops; products are accessible directly from the source, at area farmer's markets, or served at the many farm-to-fork restaurants.
- Area residents benefit from access to quality healthcare facilities, including UC Davis Health System, Dignity Health, Kaiser Permanente and Sutter Health.
- As a national leader for green and sustainable practices, the cutting-edge, proactive programs that have been and will continue to be implemented will help protect the region's quality of life for future generations.



Building upon these amenities that make Sacramento County a great place to live, special attention needs to be paid to three key areas that were hit especially hard during the recent national recession and state budget woes – housing, services and education. As much as the County has to offer its current and future residents, to build a stronger economy, the quality of lifelong learning opportunities for all residents will need to remain a top priority. In addition, the majority of development opportunities to meet future housing demand lies within the unincorporated areas. Sacramento County needs to continue to take the lead role in planning its “New Growth” Areas (see page 44 for map).

Exemplary actions specific to helping Sacramento County continue to provide a full-range of lifestyle, education, housing and recreation amenities necessary to keep and attract a high-quality workforce (see page 28 for a comprehensive list organized by function):

- 5.1 When evaluating plans for “New Growth” areas, such as the Jackson Highway Master Plan and Natomas Joint Vision area, **ensure ample opportunities for a variety of housing options can be accommodated**, including subdivisions that can accommodate higher-end housing tracts with amenities that are attractive to executives who grow quality companies and jobs.
- 5.2 While several of the schools in the region may be faring well, **the County should partner with and/or support efforts of NextEd**, the education affiliate of the Sacramento Metro Chamber of Commerce comprised of business leaders and education officials working to ‘shape the region’s workforce and business leaders of tomorrow’ (NextEconomy).
- 5.3 **Ensure retail attraction efforts consider the needs of local neighborhoods** when identifying specific business targets through feedback provided through outreach activities such as the Sacramento Metro Chamber Business Walks, or from insight from localized entities such as PBIDs, business associations and neighborhood groups.
- 5.4 Annually **review Sacramento County’s public transportation services to ensure the job centers are provided the necessary connections** to the growing residential areas.
- 5.5 **Support the Sacramento Employment and Training Agency’s (SETA) efforts to develop strong industry partnerships** that engage local businesses from across the county to inform, invest, and support workforce pipeline development efforts, specifically in the NextEconomy desired industry sectors
- 5.6 **Promote and connect SETA with new and existing companies** for workforce recruitment and training services through the regular outreach of the economic development and marketing team, as well as through the County staff that interact with businesses on a regular basis, such as staff at the Building Assistance Centers.
- 5.7 **Work to increase the talent pipeline within Sacramento County** by growing the region’s world-class colleges and universities, as well as attracting new institutions that provide additional, complementary training grounds for resident and workforce higher education needs.

Key Priority #6: Protecting & Promoting the Region’s Unique, World-Class Agricultural & Farm-to-Fork Resources

Over the next three years, Sacramento County will continue to protect its unique and significant agricultural resources while encouraging the development of sustainable growing methods, promoting the burgeoning farm-to-fork industry, and creating new business opportunities through policy, planning and economic development activities.

Sacramento’s Mediterranean climate, fresh water supply and natural geologic and topographic features have created a niche economic asset that other regions around the world envy – prime agricultural land and a year-round growing season.

The Sacramento-San Joaquin Delta covers most of the southern ‘leg’ of Sacramento County and contains over a half million acres of rich fertile soils made up of a mixture of organic and mineral materials that make a perfect soil for growing a wide range of vegetables, grains, fruit crops and permanent crops.

In addition to an array of farms and ranches, the Sacramento region also contains 7,000 to 8,000 acres of ethnic and boutique farms that provide locally grown products to over 50 regional farmers markets, including California’s largest “Certified Farmers’ Market.”⁴ Another increasing trend is the number of growers or residents of Sacramento County’s rural areas that are tapping into economic opportunities provided through agritourism. They draw visitors to their farms through tours, farm stands or shops, on-farm classes, or hosting events such as weddings, festivals, special dinners, dances, etc. Others are creating new business ventures such as bed & breakfasts, wineries and microbreweries.



“You need only look out the window of the plane, train, or automobile you are traveling in as you approach or move around the region to realize that the Greater Sacramento Area is surrounded by fields of crops, differing with each season and each year. Our location in the heart of the Great Central Valley of California, also referred to as the breadbasket of the world, is something that is tremendously valuable. The agriculture and food cluster comprise 21 economic activities in the Sacramento Region, supporting 37,000 jobs and producing \$3.7 billion in output as the products grown, produced, and packaged here are shipped all over the world. The cluster itself has a large proportion of economic base activities and high employment multiplier effects. New agricultural technologies and shifts in consumer behavior demanding higher value products, i.e., seasoned nuts or specialized varieties of wines, have led to increased wealth and value for the region and industry.”

– Barbara Hayes, SACTO President & CEO (9/20/13 - sacto.org blog post)

The County's Agricultural Commissioner plays a critical role in helping to protect the integrity and longevity of the region's farm and ranch lands. However, development pressures and policy changes at the state and national level pose constant threats to the resources necessary for sustaining the agriculture economy of Sacramento County. In addition to the promotion and facilitation of economic opportunities provided by agriculture and agritourism, constant monitoring of legislation and federal regulations needs to be a priority for the County.

Exemplary actions specific to helping Sacramento County protect and promote the region's unique world-class agriculture and farm-to-fork resources (see page 28 for a comprehensive list organized by function):

- 6.1 The Sacramento County Economic Development and Marketing team should work with the Agricultural Commissioner, Sacramento County Farm Bureau and Sacramento Convention and Visitors Bureau to **promote the region as an agritourism destination** – from farm-to-fork fare at local restaurants to farmers' markets held throughout the County to on-farm tours and events. Local growers provide a unique but regionally significant economic impact.
- 6.2 **Continue to promote and connect residents and farmers of the County's rural areas with the University of California Cooperative Extension (UCCE) Small Farm Program⁵.** These farm advisors extend useful, technical, and research-based information to producers in their counties. They provide leadership on local subject matter and expertise in assigned areas to determine and evaluate clientele problems. Major issues small farm advisors consider are: improvement of production practices, resource management, pest management, food safety, worker safety, postharvest handling, alternative crops, enterprise and market analysis, and agricultural education to the public.
- 6.3 County legislative staff and the appropriate County Supervisor should work with regional agriculture advocacy groups, such as the Farm Bureau or Restore the Delta, to **closely monitor legislative and regulatory activity, and quickly respond** and inform those parties that could be positively or adversely affected.
- 6.4 **Work with the Agricultural Commissioner and Farm Bureau** to provide proactive education and promotion of Sacramento County's agricultural resources and economic impacts, as well as necessary permits and approvals required for the sale and/or exporting of agricultural products (e.g. Phytosanitary Certifications).
- 6.5 In addition to promoting agritourism (6.1), the Sacramento County Economic Development and Marketing team should also work with the Agricultural Commissioner and Sacramento Convention and Visitors Bureau to develop a program that **promotes the economic opportunities of agritourism-related business to local growers and entrepreneurs**, in an effort to create jobs and new investment into Sacramento County's agricultural base.
- 6.6 Support and encourage programs, policies and legislation that **preserves water rights and increase agribusiness opportunities and investment** throughout the County.

Summary of Exemplary Activities

The 2013 Economic Development Action Plan was organized by three main categories: Job Retention & Growth; Innovation & Improvement of Business Climate; and Marketing & Branding. Below is a summary of all of the exemplary actions identified under Key Priorities 1-6 organized by economic development function. Sacramento County Economic Development & Marketing staff will be using a more detailed version of this summary to manage and track the following activities, as well as any others that are added or amended as implementation of the plan occurs.

JOB RETENTION & GROWTH

Business Attraction	Lead	Year
<p>1.3 Acknowledging that retail attraction is one area that is not a primary focus for any other organization or agency for the Sacramento County metropolitan areas, focused retail attraction efforts should be guided by conversations with local retail brokers and/or site selectors that can provide valuable insight to shaping successful programs. Examples of ongoing initiatives that help shape successful retail attraction include working with local retail brokers to development of a retail attraction marketing piece that includes the key retail-oriented tenant or new investment opportunities throughout the County to be used at regional and national trade shows, such as ICSC.</p>	<p>Economic Development & Marketing</p>	<p>Q4 2014</p>
<p>1.5 The recent economic recession underscored the value of a diverse business and industry base to a stable and thriving economy. Now more than ever, Sacramento County should be playing a lead role in working to attract an array of high-quality companies, especially those within the industries identified in Next Economy, that will strengthen and fuel opportunities for current businesses and residents. Over the next three years, it should be a significant function of the economic development & marketing team of the County to work in partnership with other agencies such as SACTO, SARTA, etc. and the regional universities that understand the supply chain and talent needs within specific targeted industries.</p>	<p>Economic Development & Marketing; Cities</p>	<p>Ongoing</p>
<p>1.12 To better coordinate business attraction, retention and expansion opportunities, investigate the cost and effectiveness of lead tracking software such as Salesforce or Executive Pulse (used by the Sacramento Metro Chamber) to potentially implement an electronic system to manage contacts, identify and assign opportunities, and project flow.</p>	<p>Economic Development & Marketing; DTech</p>	<p>Q2 2014</p>

1.14	Utilizing the County's Department of Technology (DTech) staff, build an on-line 'Key Properties' map to provide an easy-to-access database of shovel-ready and other prime available spaces, such as Mather, McClellan, California Capital Center, and Metro Air Park to spur investment; supplement the properties with GIS information from the County's existing database.	Economic Development & Marketing; DTech	Q2 2015
1.15	To be certain Sacramento County is providing the most compelling information to attract companies within the desired industries, bring in a site-selector from outside of California that works within the industry sector(s) relevant to Sacramento County's business attraction goals, to review the County's approach, services and messaging to provide constructive feedback.	Economic Development & Marketing;	Q4 2014
1.16	As part of a comprehensive marketing and media plan, include the promotion of key development opportunity sites including Mather, McClellan, Metro Air Park, California Capital Center and the "New Growth" Areas as priority sites; consider the benefits of conducting the research, planning and preparation necessary to deem specific parcels as "shovel-ready" or "certified".	Economic Development & Marketing;	Q3 2014
1.17	Actively engage in key commercial real estate groups on a regional and national level; these include but are not limited to: NAIOP (National Association of Industrial & Office Properties); IAMC (Industrial Asset Management Council); CoreNet (Corporate Real Estate Network); SIOR (Society of Industrial & Office Realtors). Sacramento County should commit to attending a minimum three to four trade shows, conference or events (such as site-selector forums) per year.	Economic Development & Marketing; SMUD; Team CA; SACTO; SARTA	Ongoing
1.18	In partnership with local property owners and brokers, host a familiarization (Fam) tour that brings in commercial real estate professionals from outside of the region to tour key opportunity sites and learn first-hand about the competitive advantages of the area.	Economic Development & Marketing; SMUD	Q1 2015
1.19	Sacramento County should partner with local organizations such as SMUD (Sacramento Municipal Utility District) on business attraction, marketing, and outreach efforts including trade shows and special events when possible to help offset costs and amplify reach.	Economic Development & Marketing; SMUD	Q1 2015

1.25	Continually promote Sacramento County and its business opportunities at events and trade shows that allow connections and relationships to be built in the targeted industries. In addition to the partnerships with SMUD and other regional groups, engaging and leveraging the resources of Team CA (or similar) can help leverage resources when attending national trade shows, or hosting events that attract site-selectors from throughout the US or global markets.	Economic Development & Marketing; Team CA; SACTO; SARTA; Nor Cal World Trade Center	Ongoing
5.1	When evaluating plans for “New Growth” areas, such as the Jackson Highway Master Plan area, ensure ample opportunities for a variety of housing options can be accommodated, including subdivisions that can accommodate executive housing and higher-end tracts attractive to executives who grow quality companies and jobs.	Community Development	Ongoing

JOB RETENTION & GROWTH

Business Support & Advocacy	Lead	Year
<p>1.1 Identify a roundtable of 10-15 local business and industry leaders to gather in an annual year-end session to: bring attention to issues and opportunities that should be addressed through economic development efforts in the upcoming year; brainstorm solutions or new initiatives to aforementioned issues/opportunities; and provide insight and expertise on particular subject matters. The discussions should follow a benchmarking/online survey of partners to identify high priority areas.</p>	<p>Economic Development & Marketing</p>	<p>Q4 2014 Q4 2015 Q4 2016</p>
<p>1.2 Facilitate and strengthen partnerships with the cities within Sacramento County by creating a 'Team Sac County' umbrella to provide a more unified and effective approach to economic development, creating County-wide recruitment, retention and possibly even incentive programs that can be promoted as a cohesive menu of services.</p>	<p>Economic Development & Marketing; Cities</p>	<p>Ongoing; Meet every six months</p>
<p>1.4 Actively participate and support the business retention efforts of agencies such as the Sacramento Metro Chamber of Commerce and SACTO, responding swiftly and proactively to business issues or opportunities wherein the County can play a significant role.</p>	<p>Economic Development & Marketing; Chamber</p>	<p>Ongoing</p>
<p>1.13 Develop a business-to-business (B2B) plan that identifies connections for new and existing companies to other businesses in the county that could be potential suppliers, vendors or contractors, effectively increasing the multiplier impact of new business.</p>	<p>Chamber; SARTA; Economic Development & Marketing</p>	<p>Q4 2014</p>
<p>1.24 Due to the elimination of State enterprise zones, form a rapid response team to meet with all businesses that had previously qualified for the enterprise zone employment tax benefits to assess the impacts on their business.</p>	<p>Economic Development & Marketing; SETA</p>	<p>Q3 2014</p>
<p>1.26 Meet regularly with city economic development partners, rotating locations throughout the county to strengthen partnerships and increase collaboration opportunities.</p>	<p>Economic Development & Marketing</p>	<p>Ongoing – (4) times per year</p>
<p>3.6 Use the Sacramento Metro Chamber Business Walks as an</p>	<p>Economic</p>	<p>Ongoing – (2)</p>

	opportunity to provide face-to-face outreach to local businesses, educating them on the County's many programs and services as well as garnering insight into the overall business climate of a particular area.	Development & Marketing; Chamber	times per year
6.2	Continue to promote and connect residents and farmers of the County's rural areas with the University of California Cooperative Extension (UCCE) Small Farm Program as these farm advisors extend useful, technical, and research-based information to producers in their counties.	Ag Comm.; CVB; Economic Development & Marketing	Ongoing
6.3	County legislative staff should work with regional agriculture advocacy groups, such as the Farm Bureau or Restore the Delta, to closely monitor legislative and regulatory activity, and quickly respond and inform those parties that could be positively or adversely affected.	Economic Development & Marketing; CEO; Ag Comm.	Q1 2014 Q1 2015 Q1 2016 and Ongoing
6.5	In addition to promoting agritourism (6.1), the Sacramento County Economic Development and Marketing team should also work with the Agricultural Commissioner and Sacramento Convention and Visitors Bureau to develop a program that promotes the economic opportunities of agritourism-related business to local growers and entrepreneurs, in an effort to create jobs and new investment into Sacramento County's agricultural base.	Ag Comm.; CVB Economic Development & Marketing	Q4 2014 and Ongoing

INNOVATION & IMPROVEMENT OF BUSINESS CLIMATE

Removing Barriers to Business	Lead	Year
<p>2.1 Form an Economic Development Taskforce that includes key County staff from across departments that play a significant role in facilitating economic development projects. This taskforce should be charged with implementing the organization's economic development goals, as well as promoting the County brand and messaging throughout its normal area of responsibility.</p>	<p>Economic Development & Marketing; CEO; County Depts</p>	<p>Q1 2014 and Ongoing</p>
<p>2.2 Host an open forum that includes all business advocacy groups (chambers of commerce, commercial real estate organizations, etc.), state and county officials, leadership staff from the Building Assistance Centers, etc. to have a productive dialogue about ways in which said parties can work in concert to improve the Sacramento County business climate.</p>	<p>Economic Development & Marketing; Chambers; Cities</p>	<p>Q3 2014 Q3 2015 Q3 2016</p>
<p>2.3 Include a bi-annual Economic Development 101 or similar training for all County employees so that they understand the overwhelming challenges a business owner faces, and the role that they can play (even if they are a 'regulator') in helping to further economic development in the region. Provide web-based tutorial and/or printed materials for ongoing reference.</p>	<p>Economic Development & Marketing; Personnel Services; DTech</p>	<p>Q3 2014</p>
<p>2.4 Adopt a 'Fast Track' or streamlined development/permit review policy for highly desired development projects.</p>	<p>Economic Development & Marketing</p>	<p>Q1 2014</p>
<p>2.6 Create or designate a position for a development and/or business liaison to serve as single-point of contact and facilitator for complicated or challenging development projects.</p>	<p>Economic Development & Marketing</p>	<p>Q1 2014</p>
<p>2.8 Move forward with the County of Sacramento Zoning Code Update that is intended to streamline the entitlement process, thereby reducing processing times, simplifying entitlements, and promoting economic development while setting higher standards for the quality of the built environment. In addition, it will create a more business and user-friendly Code with clearer standards but greater flexibility, while incorporating policies that promote sustainable development practices (e.g., low impact development guidelines for parking areas and landscaping requirements).</p>	<p>Community Development</p>	<p>Q3 2014</p>

INNOVATION & IMPROVEMENT OF BUSINESS CLIMATE

Neighborhood & Business Corridor Revitalization	Lead	Year
<p>3.1 Continuing the public improvement plan for increasing the repair, maintenance and infrastructure upgrades into the older residential areas; immediate attention should be paid to areas where a lack of infrastructure creates safety concerns, such as a lack of street lighting.</p>	<p>Community Development; DOT</p>	<p>Ongoing</p>
<p>3.2 Promote the County's Infill Home Plan Program, as well as the inventory of available lots to encourage new investment into existing neighborhoods.</p>	<p>Community Development</p>	<p>Ongoing</p>
<p>3.3 Continue the 'Neighborhood Livability' Initiative and build capacity by recruiting other partner agencies to support and supplement the County's efforts. In partnership with the local Chamber of Commerce or PBID's, garner support for the Neighborhood Livability Initiative to manage neighborhood blight and graffiti cleanup programs.</p>	<p>Community Development; WM&R; DOT; CPACS; Probation; SSD</p>	<p>Ongoing</p>
<p>3.4 Coordinate with the local Chambers of Commerce to host PBID academies within County business corridors; consider funding strategies that leverage these private real estate assessment/taxes with public improvement dollars and other funding sources such as development impact fees, Community Reinvestment Act (CRA) dollars, grants, etc.</p>	<p>Economic Development & Marketing; Chamber</p>	<p>Q4 2014</p>
<p>3.5 Investigate possible funding mechanisms to leverage or encourage reinvestment and/or redevelopment projects that improve significantly distressed commercial or neighborhood properties, especially for those that provide both job creation and revitalization.</p>	<p>Economic Development & Marketing; CEO</p>	<p>Q4 2014</p>
<p>3.7 Develop and/or strengthen codes and policies that help to reduce and eliminate blight while increasing an area's ability to attract business, employees and customers.</p>	<p>Community Development</p>	<p>Q2 2014 and Ongoing</p>
<p>5.3 Ensure retail attraction efforts consider the needs of local neighborhoods when identifying specific business targets through feedback provided through outreach activities such as the Sacramento Metro Chamber Business Walks, or from insight from localized entities such as PBIDs, business associations and neighborhood groups.</p>	<p>Economic Development & Marketing; Cities Chambers; CPACS</p>	<p>Q4 2015 and Ongoing</p>

INNOVATION & IMPROVEMENT OF BUSINESS CLIMATE

Creative & Technology Sector Ecosystem		Lead	Year
4.1	Enhance the County's partnership with the tech community by designating an ombudsman within the Department of Technology (DTech) to ensure Sacramento County efforts are aligned with the region's goals and initiatives for a thriving technology sector.	Economic Development & Marketing; DTech; SARTA	Q3 2014
4.2	In partnership with DTech, create a "Pipeline of Spaces" inventory customized for technology companies to be provided to SARTA, as well as the leadership teams of coworking or similar spaces in Sacramento County.	DTech; Economic Development & Marketing; SARTA	Q4 2014
4.3	Assemble a technology 'think tank' to include County Economic Development and DTech staff, as well as representatives from Hacker Lab, Sacramento Venture Lab, SARTA and others that could provide insight and industry expertise to help the County plan for and facilitate the infrastructure improvements and policy changes necessary to grow technology companies in Sacramento County.	Economic Development & Marketing; Hacker Lab; DTech; SARTA	Q2 2014

INNOVATION & IMPROVEMENT OF BUSINESS CLIMATE

International Trade, Exporting & Foreign Direct Investment (FDI)		Lead	Year
1.9	Work with local partners to develop a foreign trade strategy that positions the region to be a long-term leader in the exporting of local products and services, and attracts foreign investments in new business and development.	Economic Development & Marketing; Nor Cal World Trade Center; Chambers	Q4 2014
1.10	An international airport is a tremendous asset to a sound economic development plan; the County needs to further promote SMF as an economic development tool. Economic Development should work with airport staff to make them fully aware of economic development opportunities throughout the county so that they can effectively act as ambassadors.	Economic Development & Marketing; County Airports	Q2 2014 and ongoing

INNOVATION & IMPROVEMENT OF BUSINESS CLIMATE

Economic Development Toolbox	Lead	Year
<p>1.8 Increase the promotion of existing tools, and develop and implement at least one new incentive each year – and, at the end of each program year, existing incentives should be evaluated for their effectiveness and changed or abandoned so that their resources can be allocated to other more effective programs.</p>	<p>Economic Development & Marketing</p>	<p>ONGOING</p>
<p>1.20 Continue to offer, as well as increase promotion of, the County's Local Vendor/Small Business Preference Points System.</p>	<p>Finance; Econ Dev & Marketing</p>	<p>ONGOING</p>
<p>1.21 Continue to offer, as well as increase promotion of, the County's Sewer Credit Incentive Program.</p>	<p>Community Development</p>	<p>ONGOING</p>
<p>2.5 Develop and implement technology to allow county businesses and residents to interact with County permitting, licensing and plan check services online, saving customers valuable time by eliminating the need for in-person visits for common and/or routine questions or review.</p>	<p>Finance; DTech; Community Development</p>	<p>Q1 2014 and ongoing</p>
<p>2.7 Increasing the awareness of BEREC services as well as its success stories to increase the environmental compliance rate of companies without significant costs (or increasing savings by reducing energy costs and avoiding future fines or penalties). Not to mention the added benefit to the region by further bolstering the perception that Sacramento County and its businesses embrace and implement 'green' practices.</p>	<p>WM&R; BEREC; Economic Development & Marketing</p>	<p>Q4 2014</p>
<p>2.9 Continue to promote the County's Building Assistance Centers, and periodically review the programs and services offered at each location to ensure the changing and/or unique needs of Sacramento County residents and businesses are effectively being addressed.</p>	<p>Community Development</p>	<p>Q2 2014 and Ongoing</p>
<p>5.6 Promote and connect SETA with new and existing companies for workforce recruitment and training services through the regular outreach of the economic development and marketing team, as well as through the County staff that interact with businesses on a regular basis, such as staff at the Building Assistance Centers.</p>	<p>SETA; Community Development</p>	<p>Q2 2014 and Ongoing</p>

INNOVATION & IMPROVEMENT OF BUSINESS CLIMATE

Education & Workforce Development	Lead	Year
<p>4.5 Support and promote the capacity-building social ventures of the technology community (e.g. Hacker Labs outreach to at-risk youth) to provide technology career opportunities to segments of Sacramento County's population that may not otherwise consider college or other post-secondary education. This could be done by helping to identify grant opportunities for the sponsor organization, or giving private development projects that incorporate social ventures and job skills training a higher priority in the consideration of incentives through future potential public financing strategies (see: 3.6).</p>	<p>Hacker Lab; DTech; Economic Development & Marketing; Community Colleges</p>	<p>Q2 2015</p>
<p>5.2 While several of the schools in the region may be faring well, the County should partner with and/or support efforts of NextEd, the education affiliate of the Sacramento Metro Chamber of Commerce comprised of business leaders and education officials working to 'shape the region's workforce and business leaders of tomorrow' (NextEconomy).</p>	<p>Chamber; Economic Development & Marketing</p>	<p>Q1 2015</p>
<p>5.4 Annually review Sacramento County's public transportation services to ensure the job centers are provided the necessary connections to the growing residential areas.</p>	<p>RTA; DOT; BOS; Community Development</p>	<p>Q2 2014 Q2 2015 Q2 2016</p>
<p>5.5 Support the Sacramento Employment and Training Agency's (SETA) efforts to develop strong industry partnerships that engage local businesses from across the county to inform, invest, and support workforce pipeline development efforts, specifically in the NextEconomy desired industry sectors.</p>	<p>SETA; Economic Development & Marketing</p>	<p>Q4 2014 and Ongoing</p>
<p>5.7 Work to increase the talent pipeline within Sacramento County by growing the region's world-class colleges and universities, as well as attracting new institutions that provide additional, complementary training grounds for resident and workforce higher education needs.</p>	<p>SETA; Economic Development & Marketing; Community Development</p>	<p>Q2 2014 and Ongoing</p>

MARKETING & BRANDING

Regional Branding Efforts	Lead	Year
<p>1.6 Encourage and support the development of a more contemporary forward-looking image is desired that doesn't rely on the association with, or proximity to, other regions. Instead, a campaign that coalesces the assets of Sacramento County's cities and unincorporated areas and sets it apart for its own unique character – its talented and passionate people, natural resources, cutting-edge agriculture and agribusiness, emerging technology, transportation hub, world-class education and research, recreation, culture, food, location, climate, etc.</p>	Economic Development & Marketing	Q2 2014
<p>1.11 New companies, developers, owners and investors into the Sacramento area can provide convincing testimonials and evidence of the region's economic potential. Capitalize on recent 'wins' in the region by fostering relationships and creating partnerships with newcomers to create a promotional story and buzz (e.g. the new Sacramento Kings ownership group, Hackman Capital Partners, LLC - the new owners of the Campbell's Soup facility, etc.).</p>	Economic Development & Marketing	Ongoing
<p>4.4 The image and perception of Sacramento County is a significant factor in the area's ability to attract and grow the creative economy; when the County reviews and updates its current brand, it should utilize the private sector to provide the look, feel and messaging to create impressions and imagery that evokes a shared sense of pride and opportunity. Partnering with the private sector on this particular initiative will help ensure the campaign is embraced and promoted by the broader community and local media (i.e. avoid a 'government' look and feel; also noted in Key Priority #1, 1.6).</p>	Economic Development & Marketing	Q1 2014
<p>6.1 The Sacramento County Economic Development and Marketing team should work with the Agricultural Commissioner, Sacramento County Farm Bureau and Sacramento Convention and Visitors Bureau to promote the region as an agritourism destination - from farm-to-fork fare at local restaurants to farmers' markets held throughout the County to on-farm tours and events. Local growers provide a unique but regionally significant economic impact.</p>	Ag Comm.; CVB; Economic Development & Marketing	Q1 2014

MARKETING & BRANDING

Sacramento County Marketing/Branding Efforts	Lead	Year
1.7 Update the County's marketing plan to incorporate the regional 'brand' once it has been developed, and integrate the messaging into a comprehensive campaign	Economic Development & Marketing	Q1 2015
1.22 Provide County departments, especially those that frequently interact with businesses and the general public, with key branding messaging for consistent and positive promotion of the County as an organization, as well as the region.	Economic Development & Marketing	Q1 2015 or when available
1.23 Increase Sacramento County's electronic marketing and outreach to area businesses by developing an Economic Development 'Business Blast' e-newsletter that highlights upcoming events, local business success stories and recent 'wins', as well as educates businesses on available incentives and programs.	Economic Development & Marketing	Q1 2014
6.4 Work with the Agricultural Commissioner to provide proactive education and promotion of Sacramento County's agricultural resources and economic impacts.	Ag Comm.; Economic Development & Marketing	Q2 2015

Measuring Progress

EVALUATING THE IMPACT OF ECONOMIC DEVELOPMENT ACTIVITY

To help monitor the status and progress being made within each of the six Key Priority Areas, the following **quantitative** (data-driven) and **qualitative** (perception-based) measures will be monitoring on an ongoing or as-available basis. This will be integrated into a Monitoring Dashboard to provide a quick snapshot for use in evaluating programs and indicating where success in being made, and where adjustments in projects and initiatives may need to be made.

<p style="text-align: center;">Becoming a Regional Leader for the Economic Development Efforts in Sacramento County</p> <p>Quan. Metric 1: Jobs in Targeted Industries</p> <p>Quan. Metric 2: Commercial Absorption Rates</p> <p>Qual. Metric 1: Awareness of Econ. Dev. Programs</p> <p>Qual. Metric 2: Perception of Overall Business Climate</p>	<p style="text-align: center;">Creating a Business-Minded Permitting & Regulatory Environment</p> <p>Quan. Metric 1: Number of Permits per Year</p> <p>Quan. Metric 2: Building Service Center Traffic (Customers)</p> <p>Quan. Metric 3: Avg. Time from Permit Application to Approval</p> <p>Qual. Metric 1: Perception of Sac County as 'Business-Friendly'</p>
<p style="text-align: center;">Spurring Investment Into Sacramento County Commercial Corridors & Neighborhoods</p> <p>Quan. Metric 1: Median Home Prices</p> <p>Quan. Metric 2: Vacancy Rates (Residential & Commercial)</p> <p>Quan. Metric 3: Pub/Private Investments</p> <p>Qual. Metric 1: Perception of Sac County as a Desirable Place to Live, Flourish</p>	<p style="text-align: center;">Fostering an Ecosystem for Innovation & Entrepreneurs</p> <p>Quan. Metric 1: Number of Startups/Entrepreneurs</p> <p>Quan. Metric 2: Number of Patents Filed</p> <p>Qual. Metric 1: Perception of Sac County as Good Place for Entrepreneurs and Creative Sectors</p>
<p style="text-align: center;">Providing a Full-Range of Lifestyle, Education, Housing & Recreation Amenities for a High-Quality Workforce</p> <p>Quan. Metric 1: Retail Sales</p> <p>Quan. Metric 2: Annual TOT or Hotel Stays</p> <p>Quan. Metric 3: Median Household Income</p> <p>Qual. Metric 1: Perception of Quality and Availability of Lifestyle Amenities</p>	<p style="text-align: center;">Protecting & Promoting the Region's Unique, World-Class Agriculture & Farm-to-Fork Resources</p> <p>Quan. Metric 1: Number of Ag or Agritourism Businesses</p> <p>Quan. Metric 2: Agricultural Exports</p> <p>Quan. Metric 3: Number of Ag or Farm-related Jobs</p> <p>Qual. Metric 1: Perception of Sac County's Ag, Agritourism or Farm-to-Fork Economic Potential</p>

Appendix

List of Stakeholder Groups Interviewed

Integrated Economic Development Activities

Sacramento County “New Growth” Areas

Communities in Sacramento County (Map)

Commercial Corridor Planning Areas (Map)

LIST OF STAKEHOLDER GROUPS INTERVIEWED

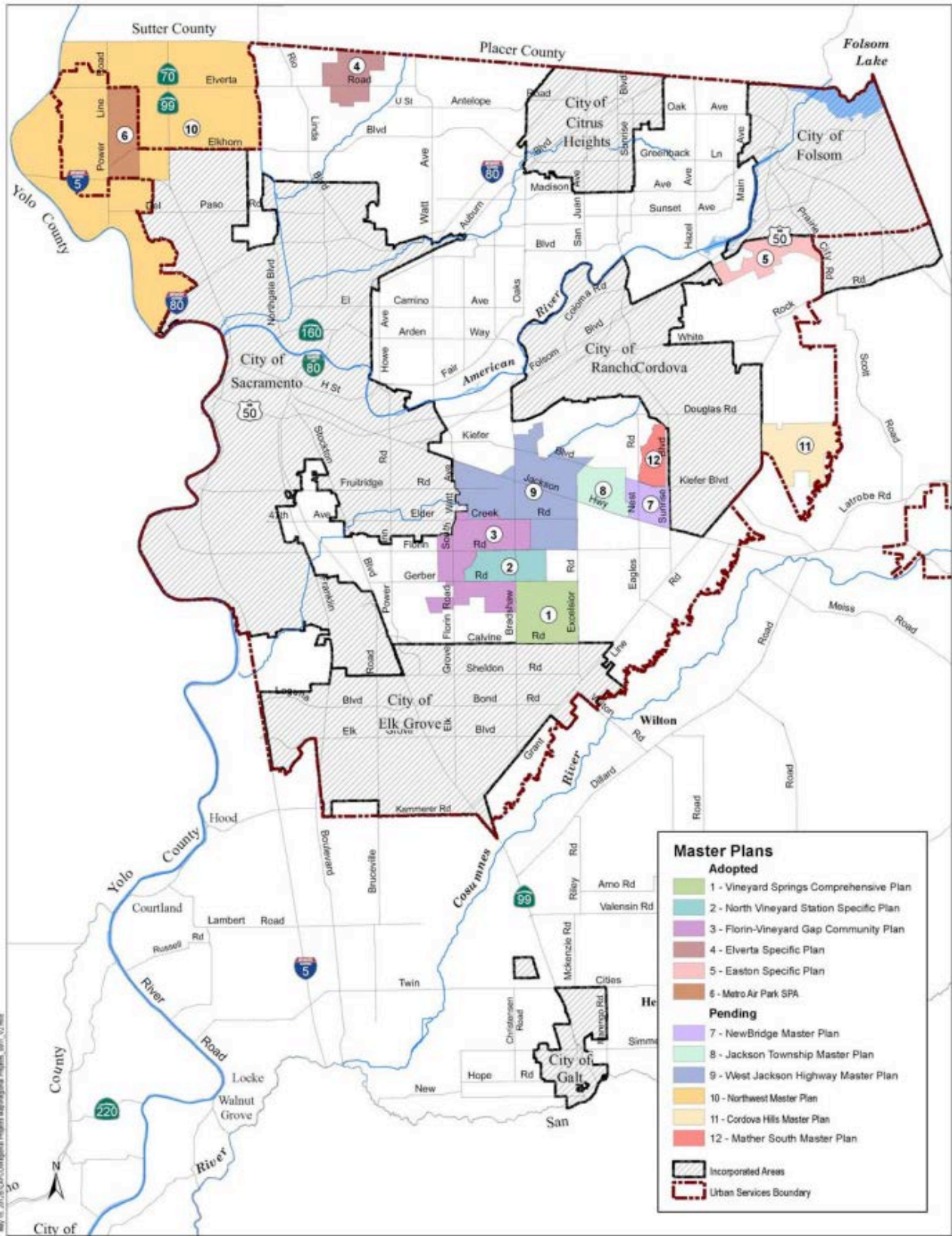
Agricultural Commissioner
Business Environmental Resource Center (BERC)
CBRE – Commercial Real Estate
Citrus Heights Chamber of Commerce
Donahue Schriber
Fulton Avenue Association
Hacker Lab
Los Rios Community College/SBDC
McClellan Business Park
Nor Cal World Trade Center
Private Developers
Sacramento Asian Pacific Chamber of Commerce
Sacramento Black Chamber of Commerce
Sacramento Convention & Visitors Bureau
Sacramento County – Various Departments
Sacramento County Board of Supervisors
Sacramento County Executive Office
Sacramento International Airport (SMF)
Sacramento Employment & Training Agency (SETA)
Sacramento Hispanic Chamber of Commerce
Sacramento Metro Chamber of Commerce
Sacramento Municipal Utility District (SMUD)
Sacramento Regional Technology Alliance (SARTA)
Sacramento Area Commerce & Trade Organization (SACTO)
University of California, Davis

INTEGRATED ECONOMIC DEVELOPMENT ACTIVITIES

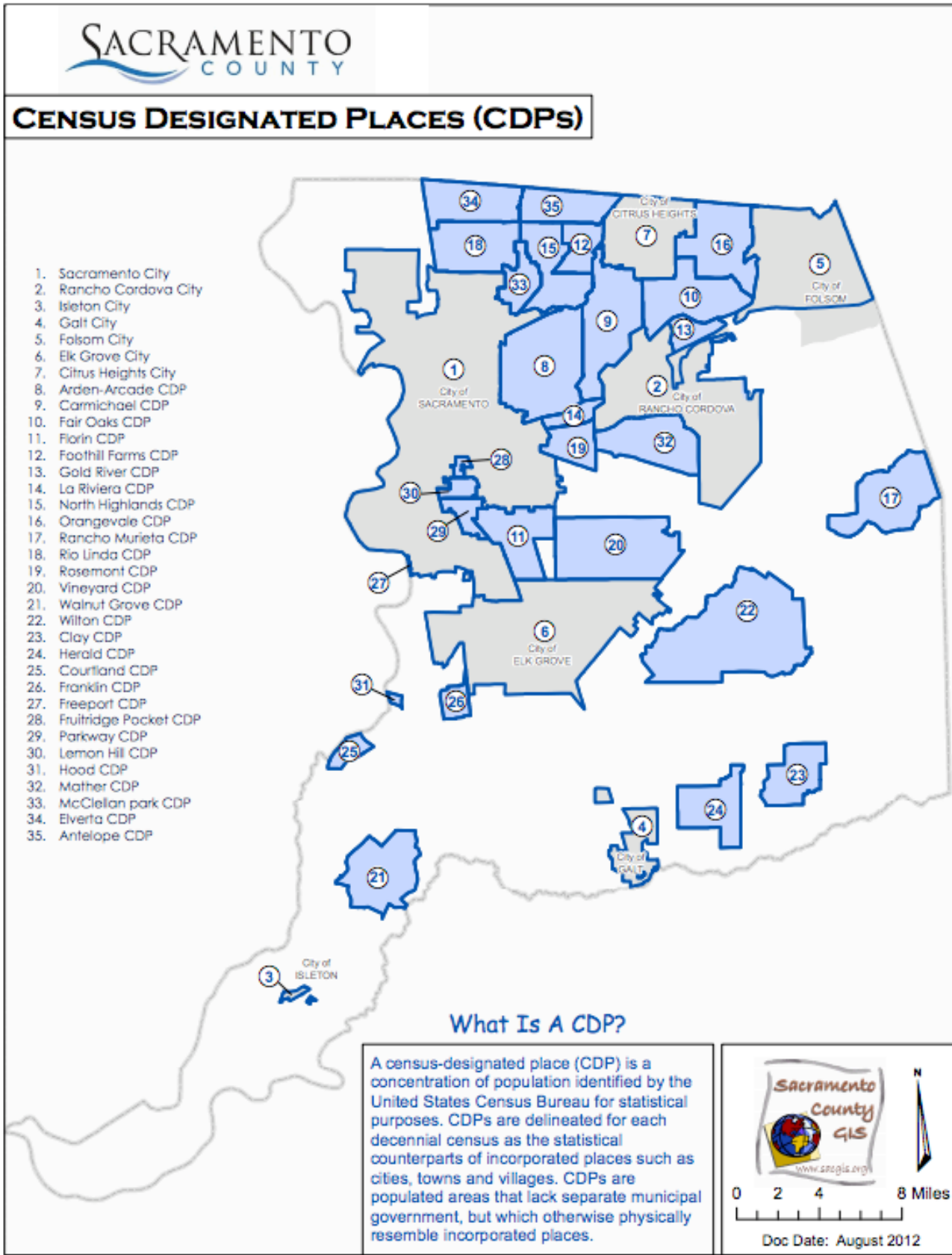
Sacramento County works in collaboration with dozens of stakeholder groups/partners to enhance the region's quality of life and long-term prosperity.



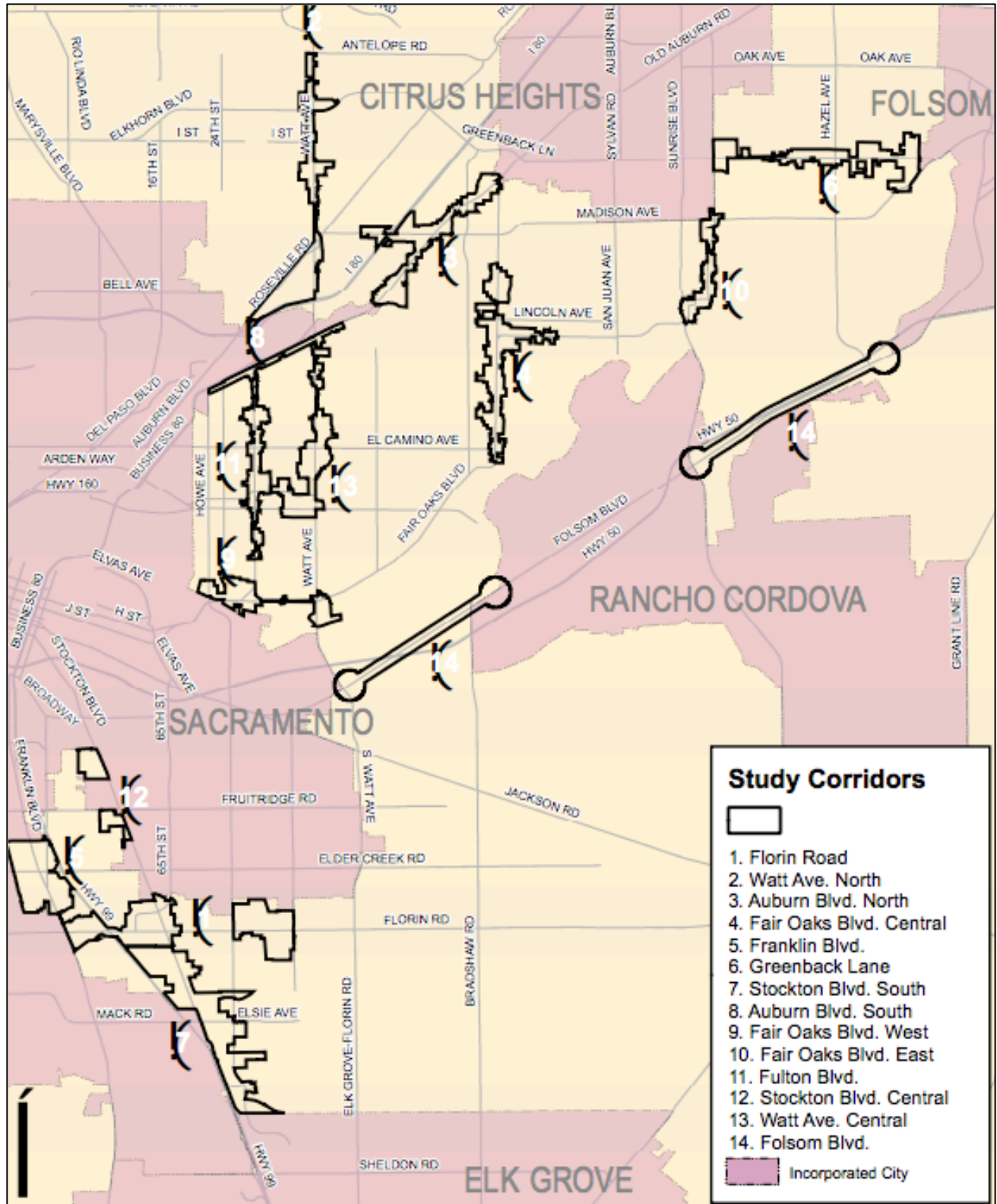
SACRAMENTO COUNTY "NEW GROWTH" AREAS



COMMUNITIES IN SACRAMENTO COUNTY



SACRAMENTO COUNTY COMMERCIAL CORRIDOR PLANS



CITED RESOURCES

- ¹ California State Association of Counties, www.csac.counties.org/pod/original-27-counties
- ² California Department of Education, California Distinguished Schools Program, www.cde.ca.gov
- ³ America's Promise Alliance, 100 Best Communities for Young People – 2012 Competition Winners, www.americaspromise.org
- ⁴ America's Farm-to-Fork Capital, Why Sacramento?, www.farmtoforkcapital.com
- ⁵ UCCE Small Farm Program, <http://sfp.ucdavis.edu>