

FINAL REPORT

Western Nevada County Economic Development Strategy

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Executive Summary

Western Nevada County is in transition from a natural resource extraction and manufacturing economy into a service economy that relies on a skilled workforce, innovation and the creative energies of entrepreneurs. This report recommends actions and implementation steps that can help Western Nevada County take advantage of the changing regional economy. In this context, the economic development strategy is intended to achieve the following objectives:

- Expand job opportunities for current and future residents through economic development initiatives intended to sustain long-term job growth and achieve a better balance between jobs and housing. Job creation can help reduce the need for residents to commute to work outside of Nevada County.
- Expand workforce prosperity by attracting target industries and business clusters that pay higher wages and significantly contribute to the County's economy.
- Increase equity among Nevada County households by attracting companies that offer more career ladder opportunities for local residents, which will encourage skilled people to live and work in the area.

Economic Development Action Plan

The report proposes five economic development actions that are intended to achieve these objectives:

- Expand the capacity of Nevada County to engage in business attraction.
- Attract, expand and retain business targets.
- Create a business attraction marketing and branding effort.
- Improve linkages between employer skill needs and workforce training.
- Proactively market business and industrial park sites with infrastructure services in place.

The recommended actions and the rationale for each recommendation are described below.

Recommended Action #1: Expand the Capacity of Nevada County to Engage in Business Attraction

Nevada County's current economic development efforts are currently led by the ERC, which has a business retention and expansion focus. The report advises Nevada County to initiate a business attraction effort, which will complement the existing retention and expansion efforts. However, Nevada County cannot effectively engage in business attraction without adequate resources. Thus, the report recommends that the County's local governments expand the amount committed to economic development funding from its current level of \$95,000 to approximately \$300,000.

The additional funding would increase local capacity and provide the resources needed to engage in business attraction initiatives.¹

In order to provide needed funding for the business attraction effort, the County and its local partners could increase funding from their local resources or alternatively, redirect a portion of existing funding toward business attraction rather than tourism promotion. The recommended funding level would provide sufficient funding to support at least one full time staff person as well as implement a branding effort that includes the design and production of promotional materials.

Western Nevada County's local governments allocated \$204,000 for tourism promotion this past year. If additional resources are unavailable, local governments should consider shifting the tourism promotion funds to the business attraction initiative. Further, the County should consider alternatives for the most effective delivery of economic development activities and expand the current funding and governance model to include an enhanced level of partnership between the public and private sectors.

Documentation and Rationale to Support Action #1

Chapter 6 of the report describes the limited staff capacity and resources currently available to engage in business attraction. Western Nevada County's local governments do not have economic development staff, which limits their ability to be proactive, and the ERC lacks adequate resources to deliver certain essential economic development services such as business attraction. It is simply not possible to engage in effective business attraction without adequate resources.

Recommended Action #2: Attract, Expand and Retain Business Targets

In order to be most effective, Western Nevada County should actively engage in a more comprehensive economic development program and target its business retention, expansion and attraction efforts. Focusing the County's economic development efforts will maximize the returns on limited staff time and funding resources. The County's efforts should focus on industry and business cluster targets that have a strong presence in the region, have expanded faster than the general economy, utilize the skills of knowledge workers, and pay higher than average wages. The target industries and business clusters listed below were selected using the analytical techniques described in the body of the report:

- Construction
- Finance and insurance
- Professional services
- Health care services
- Information services

¹ Nevada County contributes \$75,000, Grass Valley contributes \$17,000 and Nevada City contributes \$3,000 to the ERC.

Western Nevada County's local governments should designate an economic development agency to be the initial contact point for business attraction, expansion and/or retention targets. This agency should refer business prospects to a single local government coordinator in each community who would likely be the Nevada County Housing and Economic Development Coordinator, the Grass Valley Community Development Director, and the Nevada City Manager. The local government coordinators would work with each business prospect to comply with their specific land use planning and urban design guidelines.

Documentation and Rationale to Support Action #2

Currently, the agencies in Nevada County that conduct economic development activities lack the resources to engage in effective and targeted business attraction. Additional resources will be needed to create and undertake an effective business attraction program. In order to be successful, the designated economic development agency must have broad support from the private sector and local government leaders.

Available economic development funding and staff time resources should focus on attracting the target businesses identified in Chapter 3 of the Report. (Chapter 3 also identifies the industries that should not be targeted.) The methodology described in the Appendices includes a description of the methodology used to analyze the industries and detailed data tables that form the foundation of the recommended industry and business cluster targets.

Recommended Action #3: Create a Business Attraction Marketing and Branding Effort

An economic development leadership committee should be organized to review and discuss the goals for a marketing and branding effort to convey a unified message about the attractiveness of Western Nevada County as a business location. The branding message should consider incorporating the area's economic development assets, which are listed below:

- Proximity to the Sacramento Metropolitan Area
- Presence of a skilled high technology workforce
- Presence of companies that are leaders in technology and innovations
- Presence of a General Aviation airport
- Presence of historic downtowns, open space, recreation, and other quality of life assets that can help attract capital investment and entrepreneurial skills

A private consultant could be commissioned to lead the branding effort at a cost of between \$40,000 and \$80,000.

Documentation and Rationale to Support Action #3

Western Nevada County has not been actively promoted and branded as an attractive business location. (See Chapter 2 of the report.) The ERC has not developed a marketing or branding campaign because business attraction is not part of the organizational mission. The Chambers of Commerce have branding campaigns that are focused on visitor attraction, not business attraction.

Recommended Action #4: Improve Linkages Between Employer Skill Needs and Workforce Training

The economic development leadership committee should identify ways to improve the effectiveness of the County's workforce training programs. Sierra College and the WIB need to improve linkages between training offerings and the workforce skills required by Western Nevada County's current and future employers. Regular meetings should be conducted, and the workforce training programs should be retooled to better match employers' needs for knowledge intensive workers.

Documentation and Rationale to Support Action #4

The necessity to recruit skilled workers from outside Nevada County is an indicator that greater efforts are needed to link employers' skill needs with local workforce training programs. (See Chapter 5 for more detailed information about workforce training and employers' skill requirements.) Elsewhere in the United States, universities and colleges are retooling their programs to better link with regional economic development needs. This has not yet happened in Western Nevada County.

Recommended Action #5: Proactively Market Business and Industrial Park Sites with Infrastructure Services in Place

The ERC, in partnership with Nevada County, Grass Valley, Nevada City and local property owners, should market and promote potential business and industrial park sites with adequate infrastructure. The sites listed below have access to sewer, water and other services. Therefore, these sites are ready to be developed and can be proactively marketed to attract new business and industry:

- Nevada City Tech Center
- Grass Valley Infill Sites
- Nevada County Airport Area²
- Loma Rica Industrial Park
- Former Grass Valley Campus at Bitney Springs

² Five parcels exist under the control of the County and the Airport that could be developed for business uses.

Eight additional sites or areas are not yet ready to be marketed or promoted to business prospects because they lack adequate infrastructure systems to support new business development, and they should not be marketed in advance of infrastructure improvements:

- Southhill Village SDA
- Northstar SDA
- Loma Rica SDA
- Loma Rica (North of the Airport Runway)
- Higgins (Highway 49 Frontage)
- Loma Rica/Brunswick Road
- Higgins (Combie Road and Industrial Place)
- Penn Valley³
- North San Juan

More information about the sites and their development conditions and limitations can be found in Chapter 4 of this report.

Documentation and Rationale to Support Action #5

Chapter 4 of the report provides information about the potential business and industrial park sites throughout Western Nevada County. It identifies the economic development opportunity areas or sites that are ready to be developed, and the sites that are constrained by the limitations of funding and financing infrastructure improvements. Chapter 4 also explains that the higher rents and values earned from commercial and residential properties make it more feasible for owners to finance infrastructure improvements for commercial and residential development, rather than for business park or light industrial uses.

Organization and Summary of Report Contents

The detailed action plan and recommendations are described in the final section of the report. The other key components of the report are summarized below.

Business Attraction Strengths and Constraints

An effective business attraction effort will require a marketing effort that capitalizes upon Western Nevada County's strengths and overcomes its constraints as a business location. The area's business attraction strengths and constraints are listed below.

³ In addition, there is a developed site on Highway 20 in Penn Valley that contains existing leased space for business uses.

Business Attraction Strengths

- Proximity to the Sacramento metropolitan area
- Skilled high technology workforce cluster
- Presence of companies with leading technologies and innovations
- Presence of a regional General Aviation airport
- Presence of historic downtowns, open space, recreation and other quality of life assets

Business Attraction Constraints

- No business attraction experience
- Inadequate public funding for business attraction
- No branding or marketing effort
- Poor linkages between employer workforce needs and available training opportunities
- Lack of sites ready for development
- Housing affordability

Industry and Business Cluster Targets

The body of the report identifies the industry and business cluster targets that should be recruited to Western Nevada County (as described in recommended Action #2). The business attraction efforts should first be focused on firms currently located in the Sacramento metropolitan area that have been growing rapidly and may need to expand. These businesses need to be informed that Western Nevada County has available business sites, a trained workforce and a friendly business climate.

Efforts should be made to retain Western Nevada County's manufacturing base because these firms pay good wages and add value to the economy. However, manufacturing is in decline throughout California, and Western Nevada County's manufacturers are under stress from low cost competitors that are located closer to the markets. As manufacturing establishments continue to experience tremendous competitive globalization pressures, Western Nevada County is unlikely to attract new manufacturing companies given its location.

The selection of industry targets also identifies industries and business clusters that should not receive any special public sector funding or staff time investments. Tourism, retail trade and personal service industries are not targets because they primarily generate low wage jobs with few career-building opportunities. Wholesale and warehouse businesses are not targets because Western Nevada County is not in a good geographic position to capture new growth, and these industries have been stagnating, which would not be a good use of Western Nevada County's time and funding resources.

Economic Development Opportunity Areas and Sites

Economic development efforts in Western Nevada County will fail without sites that can be developed for new space. At this time, the Nevada City Tech Center has entitlements to build 250,000 square feet of new business park space without any infrastructure constraints to new development. The Tech Center is the region's only business park with available land, adequate infrastructure services and access to the investment capital needed to finance new business space on the site. The Tech Center and four other opportunity sites were described in the body of the report and included in recommended Action #3 as Western Nevada County's most marketable sites for light industry or business park uses.

Other sites with business park or light industrial zoning are not ready to market and promote because of infrastructure constraints. The constraints may be addressed by receiving Federal and State grants to fund the infrastructure services that will be needed to attract business. However, Federal and State funding for infrastructure is limited. Moreover, many funding sources (CDBG Over the Counter and EDA) require a business commitment to a specific site in advance of the infrastructure grant. Securing this type of commitment is very difficult for businesses that need to make fast decisions and have alternative sites with infrastructure located away from Nevada County.

Accordingly, the use of public/private partnerships is a recommended approach to new light industrial and business park site development. This technique, which is often used in other jurisdictions, encourages private investment by incorporating some level of public financing and/or funding for infrastructure. This would require the County to review and possibly amend its existing land use and debt financing policies to encourage new development with the goal of establishing public infrastructure financing mechanisms with a high degree of financial integrity to protect the interests of the taxpayers.

Given market and site constraints, the extension of infrastructure systems by the private sector alone may take many years, as described in Chapter 4. Due to the relatively low market rents that can be earned from manufacturing and business park tenants, it is not currently feasible for most property owners and developers to privately finance the required infrastructure improvements for industrial sites. This also creates a financial incentive for property owners to convert land use designations to commercial retail or residential space, which improve the feasibility of privately financing the required infrastructure improvements.

Workforce Training and Employment Linkages

Western Nevada County's residents have completed relatively high levels of formal education. However, a significant gap exists between the occupational skills of the current workforce and the occupational skills required by the industry targets. The successful attraction of the business cluster targets will shift the demand for skilled workers away from personal services, sales, production, and transportation occupations, which can be learned on the job.

The targeted business cluster firms will need more skilled people with at least some post secondary education and higher levels of formal, technical training. New employers will expand the demand for occupations engaged in professional and technical services, construction, business administration, management, and financial services.

Western Nevada County needs to be better prepared for this coming transition. Neither the WIB nor Sierra College offers a sufficient number and variety of local training programs to meet the requirements for a larger percentage of knowledge intensive workers. More complete information about workforce training and employment linkages can be found in Chapter 5.

Economic Development Roles and Responsibilities

Nevada County, Grass Valley and Nevada City have limited staff capacity to engage in business attraction, retention or expansion. Consequently, Western Nevada County's local governments contract with the Nevada County Economic Resource Council (ERC), the Sierra Economic Development Corporation (SEDCorp), five Chambers of Commerce, downtown associations, and the Nevada County Winery Association to deliver Western Nevada County's economic development and tourism promotion services. A more thorough explanation of the economic development roles and responsibilities for Western Nevada County's local governments and non-profit organizations is provided in Chapter 6 of the report.

1. Introduction

This report presents a recommended economic development strategy for Western Nevada County that is designed to achieve three basic economic development objectives:

- Expand job opportunities for current and future residents.
- Expand workforce prosperity.
- Increase equity among Nevada County households.

The report presents five economic development actions that are intended to achieve these objectives and document why these actions will help leverage Western Nevada County's strengths and overcome its current constraints. The recommended actions are based on independent research and analysis conducted by Seifel Consulting over the past year to:

- Recommend industry and business clusters identified by comparing the relative strength in employment growth and concentration of all industry sectors in Western Nevada County with the four county region (Nevada, Placer, Yuba and Sacramento) and California.
- Document key development opportunity sites that can be promoted to business prospects seeking business park or light industrial space in Western Nevada County, identified through interviews of local government staff, property owners and business leaders.
- Identify critical workforce training and employment linkages in order to develop the skilled workforce needed by the current and future Western Nevada County employers, documented through interviews of local training providers, business leaders and local businesses, as well as a review of data provided by job training agencies.
- Describe key regional collaborations and partnerships designed to expand the job market, create higher paying jobs and reduce inequities in the marketplace, articulated through interviews with local government staff, business leaders and current providers of economic development services.

The following sections of the report, and accompanying appendices, present the economic development findings and recommendations regarding:

- Business attraction strengths and constraints,
- Industry and business cluster targets,
- Economic development opportunity areas and sites,
- Workforce training and employment linkages,
- Economic development roles and responsibilities, and
- Recommended economic development actions.

2. Business Attraction Strengths and Constraints

Western Nevada County's economic development strengths form a foundation for a future marketing and branding effort. An effective business attraction effort will require a marketing effort that capitalizes upon the area's strengths and overcomes its constraints as a business location. The strengths and constraints are summarized in Figure 1 and described below in more detail.

2.1 Business Attraction Strengths

Western Nevada County has a number of strengths that can be marketed to business prospects, which are described below.

Proximity to the Sacramento Metropolitan Area

Western Nevada County's location adjacent to the Sacramento metropolitan area offers the local economic development leaders a nearby venue to recruit business prospects that are seeking to expand or relocate. Companies can expand or relocate to Western Nevada County while still retaining their current markets and a core set of existing employees. Taking advantage of the area's proximity to the Sacramento Metropolitan area will require a pro-active marketing effort that can inform business prospects about Western Nevada County's locational advantages.

Skilled High Technology Workforce Cluster

Western Nevada County has a cluster of high technology workers that can help attract and stimulate the creation of additional new technology companies. The high technology workforce, with skills producing advanced video products, software and services, has been employed by the Grass Valley Group (now Thompson) and innovative companies such as Nvision, which spun off from the Grass Valley Group.

Presence of Companies That are Leaders in Technology and Innovation

Western Nevada County has a network of innovative technology oriented companies that are successful in the marketplace. These companies contribute to a subculture of entrepreneurship and innovation, which helps support the creation of additional innovative companies.

Presence of a Regional General Aviation Airport

Nevada County has an attractive General Aviation airport, which should be promoted as an economic development asset. A number of Western Nevada County entrepreneurs own general aviation aircraft and integrate this asset into their business operations.

In fact, the demand for private air service has contributed to a proposal to develop high-end residential homes around the airport with attached airplane hangers that could be used for commuting to nearby regional airports.⁴

Presence of Historic Downtowns, Open Space, Recreation, and Other Quality of Life Assets

Western Nevada County offers business executives and entrepreneurs quality of life assets such as the attractive historic districts of Grass Valley and Nevada City, outdoor recreation amenities, a local agriculture and wine industry, and a strong sense of community and social cohesion that brings people of the area together. The quality of life can help attract capital investment and entrepreneurial skills, which makes Western Nevada County a good place to start and expand businesses.

2.2 Business Attraction Constraints

Western Nevada County has the following constraints that limit successful business attraction efforts, as described below.

No Business Attraction Experience

The Economic Resource Council (ERC) and Western Nevada County's local governments lack business attraction experience. Grass Valley, Nevada City and Nevada County do not have dedicated local government staff to lead or help with business attraction or retention efforts. The ERC has focused on helping established businesses to expand rather than recruiting new businesses to the area.

Inadequate Public Funding for Business Attraction

The ERC receives only \$95,000 of funding from the combined sources of Nevada County, Grass Valley and Nevada City. This small amount of public funding partially supports an office, an Executive Director and administrative staff. The lack of public funding constrains the ERC's ability to hire additional staff and dedicate funds for a business attraction effort.

No Branding or Marketing Effort

No plan or branding effort has been created to attract firms to Western Nevada County. The lack of a plan or a branding image is directly related to the absence of business attraction experience, and the ERC's focus on serving existing firms rather than attracting new firms. The lack of a positive branding effort contributes to the business perception that Western Nevada County is an isolated area.

⁴ The proposed development is known as Winds Aloft.

Poor Linkages Between Employer Workforce Needs and Available Training Opportunities

Expanding industries in the region, which offer higher wages and career ladder opportunities, are looking for more creative and knowledge intensive workers and fewer personal service workers. In general, a significant gap exists between the occupational skills required by existing employers and those required by the recommended industry and business cluster targets. Western Nevada County is not well prepared for this coming transition. Neither the WIB or Sierra College offer a sufficient number and variety of local training programs to meet the requirements for the new business targets.

Lack of Sites Ready for Development

Western Nevada County has few available business park sites with adequate infrastructure services. Other sites are constrained by steep topographic conditions and tailings from gold mining waste. The constraints are expensive to overcome, and make the sites challenging to develop.

Housing Affordability

The ability to attract new business to Western Nevada County is constrained by the relationship between the wages earned at local jobs and housing prices. In this context, Western Nevada County's for-sale housing is unaffordable for the majority of employed residents. The average wage paid was less than half the income required to purchase an average home in Nevada County.⁵ Furthermore, the wage/housing price imbalance is greater in Western Nevada County than in the surrounding region.⁶ This fact strengthens the need to focus the business attraction efforts on industries with higher wage rates, which will help employees purchase homes in Western Nevada County.

⁵ See Table 21 of the Grass Valley Economic and Fiscal Conditions Study. This report documents that the average wage in 2003 was \$31,100 and the average home price was \$296,000. A 10 percent down payment would require a \$70,000 income to enter the housing market, which will require 2.2 persons working an average wage job in Western Nevada County in order to afford a home in the community. The imbalance between wages and home prices has become larger since 2003 as Grass Valley housing prices have continued to increase faster than typical wages.

⁶ Roseville and Loomis also have high housing prices as compared to typical wages, but other Placer County communities are relatively more affordable due to relatively higher wage levels. Yuba and Sacramento Counties are more affordable with only 1.6 salaries per household needed to gain housing market entry. While the 2003 data was collected during the beginning of the housing bubble, the ratio between wages earned and housing prices has become more severe, although the softening of the market has recently decreased some of the pressure throughout the region.

Figure 1
Business Attraction Strengths and Constraints
Western Nevada County

Strengths	Constraints
Proximity to the Sacramento Metropolitan Area.	No business attraction experience.
Cluster of skilled high technology workforce.	Inadequate public funding for business attraction.
Presence of companies that are leaders in technology and innovations.	No branding or marketing effort.
Presence of a regional General Aviation airport.	Poor linkages between employer workforce needs and available training opportunities.
Presence of historic downtowns, open space, recreation, and other quality of life assets.	Lack of sites ready for development
	Housing affordability

3. Industry and Business Cluster Targets

Western Nevada County’s economic development leaders should target businesses that will raise incomes and enhance workforce prosperity. This section identifies the industry and business cluster attraction, expansion and retention targets that should receive an investment in staff time and resources, as well as those that should not be emphasized. The methodology and data used to identify the business targets are presented in Appendices A and C.

3.1 Business Attraction and Expansion Targets

The business attraction and expansion targets were selected based on the following criteria:

- Strength of employment growth, analyzed by comparing industry sector growth rates in Western Nevada County as compared to the four county region (Nevada, Placer, Yuba and Sacramento) and California.
- Strength of industry concentration, analyzed by comparing each industry sector’s share of local employment as compared to the four county region and California.
- Higher wage paying businesses, analyzed by comparing typical wage levels among industry sectors.

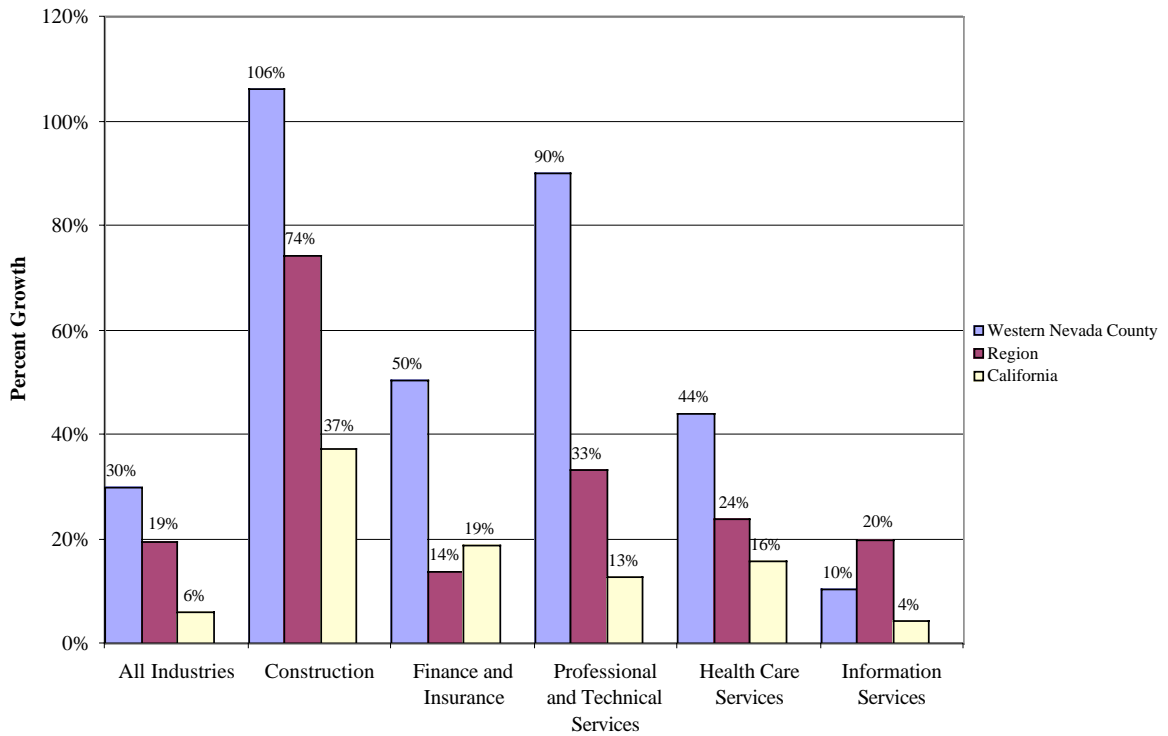
Based on these criteria, five business attraction targets are recommended— construction, finance and insurance, professional services, health care, and information services. The first four have expanded more rapidly in Western Nevada County than in the four county region and throughout California.⁷ (See Figure 2.) While information services has not grown as quickly in Western Nevada County as compared to the region, it has significant potential for employment growth in the future and is among the highest wage payers of all industry sectors.

All of the recommended industry targets pay significantly higher wages than the typical wage of \$28,800 per year paid by Nevada County’s private employers.⁸ (See Figure 3.) Focusing on these industry targets will help elevate the wages earned and likewise improve the living standards of Western Nevada County’s residents.

⁷ See Appendix A for detailed tables used to identify the industry expansion and attraction targets.

⁸ Wage estimates are based on 2003 data provided by the Minnesota Implan Group. Implan is a private data company that provides detailed employment estimates, much of which is not placed in the public domain by the California Employment Development Department due to concerns confidentiality concerns. Implan receives employment records directly from the U.S. Department of Labor and provides detailed employment by industry and wage estimates that are not provided by EDD.

Figure 2
Comparative Growth Rates Among Western Nevada County's Business Expansion Targets
1998 to 2004



Source: U.S. Census Bureau, County Business Patterns; California Employment Development Department, Quarterly Census of Employment and Wages; Seifel Consulting Inc.

Figure 3
Wages Paid by Nevada County Business Expansion and Retention Targets
2004

Industry Sectors	Western Nevada Employment	Nevada County Wages/Job	Percent of All Industries
Total Private Sector Jobs	17,970	\$28,800	
Business Attraction Targets			
Construction	2,150	\$35,300	123%
Finance and Insurance	930	\$49,700	173%
Professional and Technical Services	930	\$40,100	139%
Health Care Services	2,770	\$32,300	112%
Information Services	350	\$32,400	113%
Business Retention Targets			
Manufacturing	1,940	\$45,200	157%

Source: Minnesota Implan Group

Note: Total number of jobs is consistent with 2004 EDD data (See Appendix A, Table A-1)

Wages paid were derived from 2003 Implan data for all of Nevada County.

The characteristics of each business target are described below, followed by a discussion regarding those industry sectors that should not be targeted.

Construction Expansion and Attraction Opportunities (NAICS 23)

Construction is a target for Western Nevada County because it generates strong economic multipliers, pays relatively high wages and has been rapidly expanding in the local area and the four county region. Within the region, construction employment expanded by 74 percent, and added 27,500 new jobs between 1998 and 2004.

Construction has been a key driver of Western Nevada County's economy as indicated by the 1.08 location quotient.⁹ Western Nevada County's construction employment more than doubled between 1998 and 2004. Construction expansion continues to be important because Western Nevada County's 2,150 construction jobs pay an average wage of \$35,300, which is 23 percent higher than Nevada County's average wage of \$28,800. Although construction is cyclical, and the construction business has slowed as a result of the recent housing downturn, construction is still anticipated to be an important part of the local and regional economy as California continues to grow.

Nevada County should attract a network of diverse construction related establishments, including manufacturers, building suppliers and green building companies that can provide for the comprehensive needs of the building industry. Green building companies and contractors can help homeowners and commercial property owners to upgrade their properties by investing in new technologies to save energy and combat carbon monoxide emissions. A focus on green construction and sustainability can soften the impacts from the housing downturn by continuing new investments in green building materials including solar energy. This effort will help ensure that local firms capture the construction related investments, which will maximize the economic benefits of new construction investment.

Finance and Insurance Expansion and Attraction Opportunities (NAICS 52)

The finance and insurance cluster is a business expansion target for Western Nevada County because of its excellent wages, averaging nearly \$50,000 per year, and rapid job growth rates. It has been very successful in Western Nevada County since 1998, with a 50 percent employment growth rate as compared to only a 14 percent growth in the region. However, California's growth rate for this business expansion target was 19 percent, which was higher than the region's 14 percent growth rate.

⁹ See Appendix A, Table 1 for Western Nevada County location quotients. A location quotient greater than 1.0 means that the industry is a stronger component of Western Nevada County's economy than it is of the regional economy. A location quotient less than 1.0 means that the industry is a weaker component of Western Nevada County's economy than it is of the regional economy.

The four-county region contained about 42,500 finance and insurance cluster jobs in 2004. Nearly all of the regional cluster jobs are concentrated among insurance companies (21,200 workers) and credit card processing establishments (16,900 workers). Approximately 5,200 new jobs were added between 1998 and 2004. The new jobs were created among insurance companies (3,500 new jobs) and securities investment firms (1,400 new jobs).

Despite the strong growth, the finance and insurance cluster still has a relatively weak presence in Western Nevada County with only 934 jobs and a 0.71 location quotient. Attracting more finance and insurance cluster employers to the area will require having suitable business park sites and promoting the area's high quality of life to attract a portion of the workforce away from the Sacramento metropolitan area and other parts of California.

Professional and Technical Service Expansion and Attraction Opportunities (NAICS 54)

The professional and technical service cluster is a business expansion target because of the relatively high paying jobs (\$40,100 average wage) and its rapid job growth rate in Western Nevada County. The professional and technical service cluster accounts for 5 percent of jobs in Western Nevada County and 6 percent of regional jobs. Architects, engineers, legal, business and other professional and technical services employ 37,400 people in the region, becoming an even larger component of the regional economy. Approximately 9,300 new jobs were added between 1998 and 2004, as employment expanded by 33 percent.

While only 928 professional and technical jobs were reported in Western Nevada County in 2004, the number of professional and technical jobs nearly doubled between 1998 and 2004, growing by 440 jobs or over 90 percent. Western Nevada County's location quotient also strengthened, increasing to 0.89 in 2004. The ability to attract more professional and technical service firms will require Nevada County to promote its high quality of life. The educational infrastructure should be improved to provide a greater supply of qualified workers that can contribute to professional and technical establishments.

Health Care (NAICS 62) Expansion and Attraction Opportunities

Health care businesses should be attracted to Western Nevada County because they pay relatively well (\$32,300), and health care is one of the fastest growing segments of the California economy. Health care will continue to expand in the future due to California's aging population and new medical technologies.

Nearly 13,000 new health care jobs were created in the four-county region between 1998 and 2004. More than 8,300 new jobs were created in regional hospitals and 2,100 new jobs in nursing establishments. Regional health care employment expanded by 24 percent.

Health care has a strong presence in Nevada County with a location quotient of 1.34. The area has 2,800 employed health care workers, and 850 new health care jobs were created in Western

Nevada County between 1998 and 2004. With a 44 percent growth between 1998 and 2004, the health care cluster expanded more rapidly in Western Nevada County than it did in the region.

Successful efforts to attract more health care establishments to Western Nevada County will need to take advantage of the area's high quality of life. The aging population will need more residential care and an expanded base of private health care practices. An adequately trained workforce of health care professionals needs to be available so that existing residents may enjoy the new jobs created by new employers.

Information Service Expansion and Attraction Opportunities (NAICS 51)

Information services is a business expansion target for Western Nevada County because new information services jobs will increase wages earned by local residents, and regional growth trends indicate that employment will continue to expand. Nearly 20,000 information service jobs are located in the region, including 11,300 telecommunications jobs, 4,000 publishing jobs and 4,500 other information service establishments. The region's information services employment expanded by 20 percent, or 3,300 jobs, between 1998 and 2004. Telecommunications was the dominant growth sector within this time period, with the creation of approximately 2,600 new jobs in the region.

However, information services are underserved in Western Nevada County as indicated by its 0.57 location quotient. As of 2004, Western Nevada County had about 350 information services jobs in 2004. Publishing comprised about 230 jobs, and no telecommunication establishments were located in Western Nevada County, which is rapidly expanding in the region.

The small presence of information services in Western Nevada County combined with the regional growth indicates that more information service jobs can be attracted to the area. Accordingly, Nevada County should proactively attempt to expand information services employment by attracting firms that do not need to be located close to Sacramento to sites within business park settings. However, efforts may be constrained by Western Nevada County's relatively isolated location away from the metropolitan area and lack of suitable sites, which may make it challenging to attract technology-oriented businesses.

3.2 Business Retention Targets

The retention of Western Nevada County's manufacturing establishments is very important to the local economy because manufacturers export products outside the County and attract earnings and investment into the County, which are re-circulated through the local economy to support commercial real estate, retail sales and personal services.

Manufacturers also pay higher than average wages, and they offer a broad variety of jobs to Nevada County residents that have varying educational and work experiences.¹⁰

Manufacturing accounts for approximately 1,900 jobs or 10.8 percent of Western Nevada County's private sector employment. The traditional resource extraction industries based on mining, timber and wood products have virtually disappeared, but approximately 1,000 jobs have been created in firms such as NVision, Thompson Grass Valley, and AJ Video, which manufacture multimedia equipment, software and other products that are on the front end of technology and innovation.

Many of Western Nevada County's manufacturing establishments (including high technology firms) are located in the area because the owners choose to live in the area, primarily for lifestyle reasons. In general, Western Nevada County's manufacturing business owners appreciate the area's lifestyle assets and do not want to relocate out of the county. Continued business owner interest in a Western Nevada County location has helped mitigate the manufacturing job losses experienced in the region, state and nation, and Western Nevada County only lost about 130 manufacturing jobs between 1998 and 2004. During this time period, job losses were experienced among printing, fabricated metals, machinery and miscellaneous manufacturers, while transportation equipment manufacturers gained a small number of jobs.

In comparison, the four county region lost nearly 1,900 computer and electronic products manufacturing jobs, 1,400 chemical manufacturing jobs, 1,300 metals manufacturing jobs, 900 food manufacturing jobs, and 500 printing jobs. The only job gains were among the manufacturers of transportation equipment and fabricated metals.

The regional job losses were part of the global shift of manufacturing jobs to low cost areas of the United States and to offshore locations. Between 1998 and 2004 California lost 355,000 manufacturing jobs, and the region lost 2,500 manufacturing jobs.¹¹ The decline in manufacturing employment is unlikely to reverse because of globalization and the continued investment in labor saving technologies.

Within this context, Western Nevada County's economic development strategy should focus on stabilizing manufacturing employment by encouraging existing business owners to remain in the area and expand their businesses. Given global and statewide manufacturing trends, Nevada County will need to work diligently to retain its existing manufacturing firms and prevent continued job loss within the manufacturing business cluster.

¹⁰Nevada County's manufacturing firms pay an average wage of \$45,200 compared to the \$30,500 average wage paid by all private employers.

¹¹ Data from the California Employment Development Department. See Appendix A, Tables 1 to 3 for more details.

3.3 Businesses Not Targeted for Attraction

The public sector's limited economic development resources should be wisely invested for the maximum benefit to the local economy. Thus, industries and business clusters in Western Nevada County that should not be attraction targets are listed below. These industries should receive relatively less economic development resources because they primarily generate low wage jobs with no upward career building opportunities.

Tourism Cluster

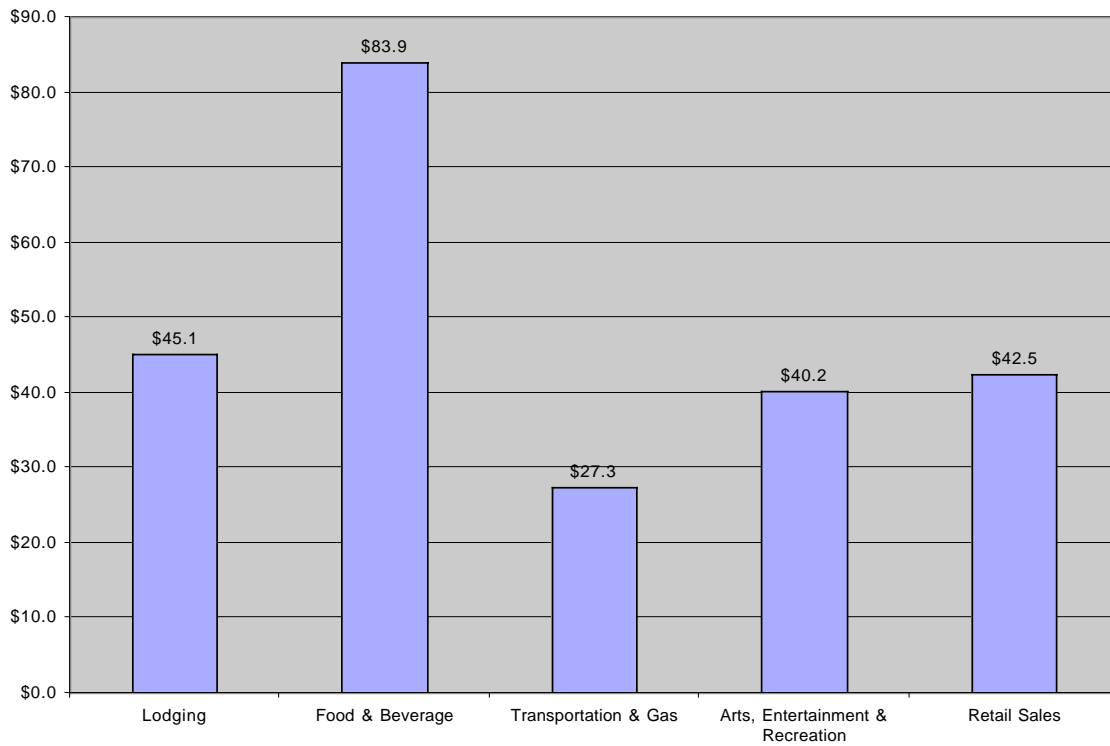
Tourism should not be a business attraction target because the industry cluster pays low wages, and the expansion of tourism will not improve the standard of living among Western Nevada County residents.¹² While having attractive visitor destinations within the County, such as the historic districts and local wineries, is desirable from an overall branding and business attraction standpoint, the County's economic development efforts need to focus on industries that have a greater potential to generate higher wage jobs.

The 2004 Travel Impacts by County report indicates that Nevada County visitor serving establishments captured \$239 million of tourism spending as displayed in Figure 4.¹³ Food and beverage establishments captured \$83.9 million of business expenditures. Lodging establishments captured \$45.1 million, retail establishments captured \$42.1 million, and arts and entertainment establishments captured \$40.2 million of visitor spending. While retailers capture only \$42.5 million of visitor spending overall, certain retail stores in the historic districts of Nevada City and Grass Valley depend on visitor spending for up to 50 percent of their annual sales.

¹² The tourism cluster consists of interrelated personal service and retail establishments. Implan data from 2003 indicates that the tourism cluster pays an average report wage of \$14,800. The tourism cluster includes food services where workers earn tips, which are unreported wages. Therefore, the actual wages are higher, but still well below Nevada County's average wage of \$28,800.

¹³ See California Travel Impacts by County 1992 to 2004, prepared by Dean Runyan Associates for the California Travel and Tourism Commission. The Dean Runyan data is based on visitor surveys and is widely recognized by the State of California and other local tourism promotion agencies as the most accurate estimate of visitor spending within each County. Due to differing methodologies, visitor spending cannot be directly compared with total spending for food services, retail sales, recreation and other sectors within the tourism cluster.

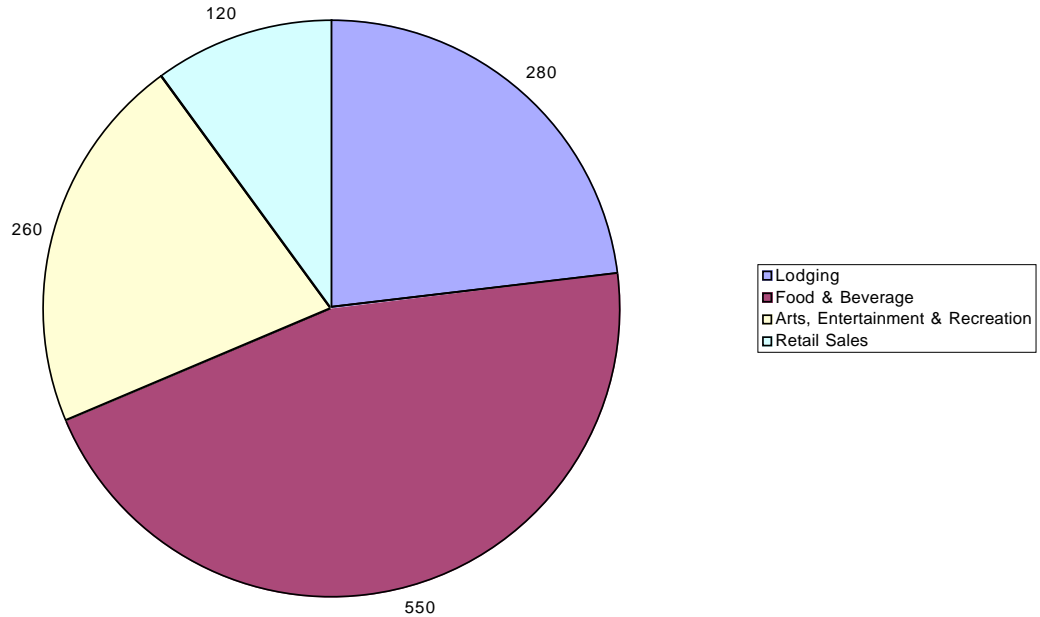
Figure 4
Nevada County Visitor Spending by Commodity Purchased
2004 (\$ millions)



The Dean Runyan report estimates that visitor spending generates 5.8 percent of Nevada County's total employment. Visitor expenditures support an estimated 1,210 jobs, which is less than seven percent of Western Nevada County's private sector jobs. (This estimate adjusts the Dean Runyan data to be consistent with the EDD employment as displayed in Appendix A, Table 1.) Figure 5 shows that nearly half of the jobs (550) are in restaurants and food oriented establishments. Visitor spending generates only 120 retail jobs, 280 lodging sector jobs and 260 arts, entertainment and recreation jobs.¹⁴

¹⁴The Dean Runyan report estimates 54,780 jobs in Nevada County, and 3,200 jobs generated by visitor spending. EDD counts 23,700 private sector jobs in Nevada County, and 18,000 private sector jobs in Western Nevada County. Tourism employment in this report is adjusted to be consistent with EDD. See Appendix A, Table 1 for estimate of Western Nevada County employment details.

Figure 5
Jobs Created by Visitor Spending in Western Nevada County
2004 (Number of jobs)



Wholesale, Transportation and Warehousing Business (NAICS 42 and 48)

This sector pays an average wage of \$34,000 per year, which is well above Nevada County’s industry average. However, market forces will constrain the expansion and attraction of transportation and warehousing establishments to Western Nevada County.

Retail Trade (NAICS 44) and Other Personal Services (NAICS 81)

The retail trade sector pays an average wage of \$24,900, and special financial or staff support is not needed to attract new retail establishments, as the County and cities facilitate proposed retail projects through their normal planning and environmental review process. Other personal services pay an average wage of only \$21,900.

Real Estate Leasing and Business Management (NAICS 53 and 55)

Western Nevada County’s relatively small economy limits the potential success to attract real estate and business management firms. The sector pays well with an average wage of \$35,000

Administrative and Waste Management Services (NAICS 56)

This sector pays an average wage of \$25,600. Thus, there is no need to spend scarce public sector funding or staff resources to establishments in this sector.

4. Economic Development Opportunity Areas and Sites

Economic development efforts in Western Nevada County will fail without sites that can be developed for new space. Nevada County provided Seifel Consulting with an inventory of vacant economic development opportunity areas that are zoned or planned for industrial or business park uses in Western Nevada County. The County's vacant industrial land parcels are concentrated in the Loma Rica, Higgins, Bitney Springs, Penn Valley and North San Juan community plan areas. In addition, the Southhill, Northstar and Loma Rica Special Development Areas (SDAs) are economic development opportunity areas where the owners propose to develop new light industrial and/or business park space. Nevada City and Grass Valley have additional economic development opportunity areas that can accommodate new business start-ups and expansions. Based on this information, Western Nevada County's economic development opportunity areas have been sorted into two categories: sites ready for development and those with significant infrastructure constraints. The opportunities and constraints of each site are described below and summarized in Figure 6 at the end of this chapter.

4.1 Sites Ready for Development

A business attraction effort will only be successful if sites can be quickly developed for new business space. The established business areas such as the Whispering Pines Business Park and the Loma Rica Industrial Park are largely built out, and new locations should be planned and developed for potential business prospects. The sites described below are immediately available and should be promoted to potential business prospects.

Nevada City Tech Center

The Nevada City Tech Center has entitlements in place that will allow the property owner to develop 250,000 square feet of new business park space, office or R&D industrial space. The property has an approved master plan and development agreement, and only a building permit is needed to develop new space for business prospects. A San Francisco based developer has acquired this property and developed a 29,000 square foot speculative building, which is 65 percent occupied by a telecommunications firm. Later in 2007, the owner intends to develop 10,500 square feet of business condominiums that will be subdivided into spaces that range in size between 1,000 and 6,000 square feet. More than 100,000 square feet of new business space may be developed and occupied by the end of 2007. One finished building has space for lease. Other building sites are ready to be acquired and developed for purchase or lease.¹⁵

¹⁵ Information provided by Lock Richards, Sperry Van Ness Commercial Real Estate.

At this point, the Nevada City Tech Center is a huge success, in part because it is the only opportunity area in Western Nevada County that matches the site needs of the business expansion and attraction targets. The lease rates are approximately \$1.55 NNN per square foot, which are comparable to space that is offered in Roseville or other nearby communities.

To date, the marketing of the site has been left up to the developer and the property owner. Marketing will be enhanced by improved signage and off-site traffic improvements.

Grass Valley Infill Sites

The City has approximately 154 acres of vacant infill property that is planned and zoned for either light industrial or business park uses.¹⁶ In 2004, the City completed a study, which reported that only 62 acres of these infill properties are truly “buildable” or not constrained by environmental or physical constraints.

Absorption of the infill sites is anticipated to be slow because they may have a poor location, are burdened by steep terrain and other environmental constraints that make it costly and uneconomical to develop, or have owners that are not motivated to develop the properties. Moreover, the development of some sites may be constrained by the need to complete a formal environmental review. Fortunately, the City has a baseline of data about the location and characteristics of the infill parcels, and can provide key information about every available infill site upon request. However, the infill sites have not been actively marketed and promoted to business prospects and commercial real estate developers.

Nevada County Airport Area

The Nevada County Airport and County control five parcels that can be developed for business uses.¹⁷ The vacant lots are County owned, and they would best be developed for light industrial space due to the lack of wastewater treatment service and the light industrial character of the surrounding area. The availability of the vacant lots are not well known to local commercial real estate brokers and business expansion prospects. The location close to the runway may be attractive to a certain segment of firms that want direct access to the airport or enjoy the aesthetics of the area. Additional industrial lots could be created when and if the County Corporation yard is relocated.¹⁸

¹⁶ Data on commercial infill sites was incorporated into the Grass Valley Fiscal and Economic Conditions Report, 2005.

¹⁷ Five parcels exist under the control of the County and the Airport that could be developed for business uses, including areas below the Airport terminal, the parcels currently occupied by the County's maintenance yard, and parcels on the Airport itself which could be developed for aviation related businesses. See Nevada County Airport Business Plan, 2007.

¹⁸ The parcels currently used by the Public Works Department (maintenance yard and transit operations) and those close to the runway may be attractive to a certain segment of firms.

Loma Rica Industrial Park¹⁹

Fewer than ten vacant parcels remain to be developed within the Loma Rica Industrial Park. The flat properties have all been developed, and the remaining undeveloped parcels are constrained by steep topography, which raises the costs of a finished building product. However, the remaining undeveloped sites could be marketed and promoted to commercial real estate developers and new business prospects.

The Loma Rica Industrial Park is characterized by metal tilt up buildings, a single access road into the area and no sewer service. Manufacturing, construction, transportation and wholesale firms comprise 70 percent of the 96 firms located in the park. More than 40 manufacturing establishments, which employ more than 400 full time workers, are located in the Park.²⁰

The lease rates among the Loma Rica Industrial Park's average quality buildings range between \$.50 and \$.60/square foot, and the newer space rents as high as \$.70/square foot.²¹ This means that the cost of space at Loma Rica is less than half the cost of space at the Nevada City Tech Center.

Former Grass Valley Group Campus at Bitney Springs²²

The former Grass Valley Group campus at Bitney Springs is in a remote location that is obsolete for most of today's potential corporate buyers who want to be located near urban services. The Bitney Springs campus complex currently supports a school and art center, but the vast majority of space remains vacant. To date, the reuse of this site has been left to the current owner and local realtors, and no effort has yet been made to market the property to attract a single user that seeks an isolated campus setting.

The site may be attractive to Federal agencies, such as Homeland Security, or military contractors that could use the campus as a research/development and training site. The right corporate user may also be attracted to this pristine, rural setting with no surrounding services. The former campus is especially attractive because the property has its own sewage and water treatment facilities.

¹⁹ See Appendix B for map of Loma Rica Industrial Park and surrounding areas.

²⁰ See Loma Rica Road Area Economic Development/Redevelopment Study, prepared by the Sierra Economic Development District, September 2005.

²¹ Interview with Bill Litchfield at Litchfield Construction.

²² See Appendix B for map of Bitney Springs.

4.2 Sites with Significant Infrastructure Constraints

Other sites with business park or light industrial zoning are not ready to market and promote because of infrastructure constraints. The constraints may be addressed by receiving Federal and State grants to fund the infrastructure services that will be needed to attract business. However, Federal and State funding to fund infrastructure is limited. Moreover, many funding sources (CDBG Over the Counter and EDA) require a business commitment to a specific site in advance of the infrastructure grant. Securing this type of commitment is difficult for businesses that need to make fast decisions and have alternative sites with infrastructure located away from Nevada County.

The County General Plan encourages property owners and developers to privately finance the required infrastructure improvements. However, a recommended, alternative approach is to explore the use of public/private partnerships to encourage private investment by providing some level of public funding and/or financing for infrastructure. This would require the County to review, and possibly amend, its existing land use and fiscal policies with the goal of establishing public infrastructure financing mechanisms with a high degree of financial integrity to protect the interests of the taxpayers.

In the absence of a change in County policies, property owners will continue to have a financial incentive to convert industrial lands to commercial retail or residential uses, which typically earn higher rents and land sales and thereby improving the developer's ability to privately finance the required infrastructure improvements.²³ Consequently, the light industrial and business park zoning simply retains industrially zoned areas into long-term open space, which will change only if infrastructure improvements are supported by public funding, or if rents can increase sufficiently to improve the feasibility of private financing. Accordingly, the information below describes the area and sites that are planned and zoned for light industrial and business park uses, but currently have no access to wastewater treatment and other infrastructure improvements, which are required as a condition of approval for light industrial or business park uses.

Southhill Village Special Development Area (SDA)

Southhill Village is a 66-acre site that has been designated by Nevada County and the City of Grass Valley as a Special Development Area (SDA), which is a term given to four Master Plan areas that are currently located in the County and are seeking to be annexed into Grass Valley. At this time, Southhill Village is not available for any business prospects because the Master Plan and annexation may not be approved until 2011, and additional time will be needed to actually develop the property and attract business tenants.

²³ Manufacturing and business park tenants pay between \$0.50 and \$0.80 per square foot according to data collected in 2004 and reported in the Higgins Marketplace Jobs/Housing Balance and Fiscal Impact Analysis, prepared for FHK Companies, November 2004. The same report shows that commercial retail tenants pay \$1.50 per square foot.

Southhill Village has submitted a Master Plan to develop a mix of commercial shopping, business park and residential space. The property owners propose to develop 16 improved lots, which can support around 192,000 square feet of business space on 18 acres of the Master Plan development. The property owner and developer will privately finance connections to the City's wastewater treatment system.

Northstar and Loma Rica SDAs

The Northstar and Loma Rica SDAs may also submit Master Plan proposals that include new business park and light industrial space.²⁴ However, it may take a decade to approve the Master Plans for these properties. Therefore, these two SDAs cannot be promoted as viable business sites until their Master Plans have been approved, and development agreements are in place.

Loma Rica (North of Runway)²⁵

The area located between the Airport runway and Idaho-Maryland Road is currently undeveloped and zoned for business park uses. Some industrial businesses might be interested in this setting. However, the area lacks wastewater treatment services and an access road. The potential rents that can be earned by business park or light industrial users are currently not sufficient to privately finance a connection to the wastewater treatment system and a roadway connection to the rest of the community.

In fact, the property owners have proposed to change the north of the runway zoning to low-density residential use, which is opposed by the business tenants in the Loma Rica Industrial Park who are concerned about residential and industrial land use conflicts. The Winds Aloft project would develop high-end residential units with airplane parking lots north of the runway, and the proposed residential uses could support the private financing of the required infrastructure improvements.

Higgins (Highway 49 Frontage)²⁶

The area located along Highway 49, immediately south of the Longs Drug Store shopping center is zoned for business park uses. The potential development of a business park in this area could attract workers from Auburn and other nearby Placer County communities. However, wastewater treatment services are required in advance of developing this area, and rents are not currently high enough to support private financing to extend wastewater treatment and other required infrastructure improvements associated with a business park development.

²⁴ Northstar is a 762-acre site, and Loma Rica is a 452-acre site.

²⁵ See Loma Rica map in Appendix B.

²⁶ See Higgins Corner map in Appendix B.

Establishment of a package treatment plant is also not currently a viable solution because of long-term operational issues. The State of California typically does not support large septic treatment systems for multiple users, and regulations affecting sewage treatment facilities tend to become more restrictive, causing costs to rise steeply over time.

In fact, a developer has requested Nevada County to change the proposed land uses to allow for the development of a supermarket anchored commercial shopping center (known as the Higgins Marketplace). The shopping center would share the privately managed package treatment plant that is currently used by the Higgins Corner project (Long's Drug Store anchor). The Higgins Corner project and Higgins Marketplace (if approved) will be required to hook into the main sewer line when it is extended down Combie Road. According to the developer, the higher rents earned by commercial retail tenants will support the private financing of the required infrastructure improvements needed to support the proposed development.²⁷

Loma Rica/Brunswick Road²⁸

A large area of undeveloped land zoned for light industrial uses is located along Brunswick Road. This area does not connect to the sewer, and current rents earned from the allowed land uses are not currently sufficient to support the private financing of infrastructure improvements.

Higgins (Combie Road and Industrial Place)²⁹

The undeveloped land located along Combie Road and Industrial Place is zoned for professional office space and light industrial uses, but this area is located away from Highway 49 and other nearby services. The extension of wastewater treatment services to this area is costly and not financially feasible private sector development of new business park or light industrial development at this time.

Penn Valley³⁰

The unincorporated community of Penn Valley has undeveloped land adjacent to a school that is zoned for business park uses. In general, Penn Valley is an isolated area that lacks nearby commercial or business support services.³¹ Moreover, development of the site will require wastewater treatment and other infrastructure services to support new light industrial space.

²⁷ For more information about the proposed uses on this site see Higgins Marketplace Jobs/Housing Balance and Fiscal Impact Analysis, prepared for FHK Companies, November 2004. Accordingly, the rents recorded in this report were based on 2004 data.

²⁸ See Loma Rica map in Appendix B.

²⁹ See Higgins Corner map in Appendix B.

³⁰ See Appendix B for map of Penn Valley and surrounding areas.

³¹ According to County staff, there is a developed site on Highway 20 in Penn Valley that contains existing leased space for business uses.

North San Juan³²

The unincorporated community of North San Juan has undeveloped land that is zoned for light industrial uses. North San Juan is an historic community that is isolated away from Western Nevada County's population center making it difficult to attract companies and workers. Moreover, development of the site will require wastewater treatment and other infrastructure services to support new light industrial space.

³² See Appendix B for map of North San Juan and surrounding areas.

Figure 6
Economic Development Site Assets and Constraints
Western Nevada County Economic Opportunity Areas

		Sites Ready For Development					
		Nevada City Tech Center	Grass Valley Infill	Nevada County Airport Area	Loma Rica Industrial Park	Former Grass Valley Group Campus at Bitney Springs	
Economic Development Assets	Developer has entitlements to build 250,000 S.F. of new office/business park space.	72 vacant lots that are zoned for office or light industrial space.	Location next to the airport is attractive to a certain segment of firms.	Vibrant light industrial area that includes 96 businesses and more than 700 full time jobs.	Campus complex was the original site of the Grass Valley Group.		
	Market is strong enough to attract investors to build spec buildings.	Sites have access to sewer and other services.	Potential relocation of County Corporation Yard could open up new industrial sites.	Land and available space costs are relatively inexpensive.	Site has its own sewer and water treatment facilities.		
	Prices are competitive with Roseville.			Business owners like the location because of close proximity to home.	Site continues to be maintained, and is partially reused for schools and private business.		
Constraints	Marketing and promotion of the site has relied on the efforts of the property owner and developer.	Only 15 to 60 percent of each lot is buildable due to steep terrain.	Properties must be leased. Land sales are not allowed near airport operations.	Fewer than 10 undeveloped parcels remain to be developed.	Site is isolated and lacks nearby services.		
	Marketing the site would benefit from off site traffic improvements.	Some sites have undesirable locations.	Federal Aviation regulations may constrain the development of new buildings next to the airport.	Lack of sewer will not allow a significant expansion of new business space.	Isolated sites are out of favor by corporate users.		
		Information about the infill sites and the property owners is not systematically conveyed to developers and business prospects.	Limited number of lots available for development.	Existing industrial metal tilt up buildings constrain investment in higher end business park space.	Lack of clarity about the property owner's intentions to reuse the site.		
			Some available lots are too steep and difficult to develop.	A single access road to and from the industrial area constrains additional growth.			

Figure 6 (Continued)
 Economic Development Site Assets and Constraints
 Western Nevada County Economic Opportunity Areas

Sites With Significant Infrastructure Constraints			
Assets and Constraints	Southhill SDA	Northstar and Loma Rica SDA	Higgins (Highway 49 Frontage)
Economic Development Assets	Master Plan will include 18 acres of business park space that should be approved by the City of Grass Valley.	Northstar and Loma Rica SDA's could submit Master Plans with new business park space.	Area can attract a workforce from Western Nevada County and the nearby Placer County/Auburn area.
	Private developer will finance the infrastructure improvements.	Sewer and other infrastructure services could be funded through new private investment.	Location adjacent to an existing retail center may attract private investment for new business park space.
	Good location should be attractive to business park users.		
Constraints	Master Plan is unlikely to be approved before 2011.	Property ownership and development intentions are unclear.	The development of a business park will require waste water disposal services which are currently absent.
		Approval of Master Plans for these SDAs may take a decade.	Property owner wants to build a new commercial shopping center and not a business park on this site. The proposed retail development will fund sewer extension to this area.
		Relatively high elevation and winter snow conditions constrain the demand for business park space in this area.	
		Property owners want to develop high end residential and not a business park on this site (Winds Aloft).	

Figure 6 (Continued)
 Economic Development Assets and Constraints
 Western Nevada County Economic Opportunity Areas

		Sites With Significant Infrastructure Constraints		
Assets and Constraints	Loma Rica/Brunswick Road	Higgins (Combie Road and Industrial Place)	Penn Valley	North San Juan
Economic Development Assets	Industrially zoned land is near Loma Rica Industrial Park.	Area can attract a workforce from Western Nevada County and the nearby Placer County/Auburn area.	Attractive physical location next to a school and a low density residential area.	Isolated location may attract unique tenants.
	Site is adjacent to Brunswick Road.	Attractive physical location next to a school and a low density residential area.	New commercial building has been developed and available for business tenants	Historic community may attract unique tenants.
Constraints	Weak demand for space in this area.	The development of office space will require waste water disposal services which are currently absent.	The development of a business park will require waste water disposal services which are currently absent.	Isolated site located away from other population centers.
	Lack of sewer.	Isolated site that lacks nearby amenities needed to attract professional office users.	Isolated site that lacks nearby amenities needed to attract business park users.	No infrastructure and difficult transportation access.
	Motivation by owners to develop this property are unknown.	Unclear if County will allow light industrial development to proceed without connecting to sewer.	Will be difficult to attract a workforce to this location.	
	Traffic concerns along New Brunswick Road may constrain the development of new business space in this area.			

5. Workforce Training and Employment Linkages

Western Nevada County has an inventory of approximately 1,400 unemployed workers, and a relatively low unemployment rate of 4.4 percent.³³ The unemployed workers are an underutilized resource and an asset that can help expand Western Nevada County's economy. However, the skills and experience of available workers need to be better matched with existing and future business workforce requirements. Accordingly, the Community College and the other job training providers funded by the Workforce Investment Board (WIB) should address the needs of three segments of potential workers that can make a greater contribution to the local economy:

- Workers that currently hold or have held low wage jobs and need access to job training and career ladder employment opportunities in order to improve their earning power.
- Unemployed workers that have been dislocated from industries may need new workforce skills to adjust to the requirements of new and expanding industries.
- Unemployed workers that have been unable to gain access to the job market and may need basic workforce preparedness and life management skills training.

Accordingly, the key education and workforce training factors that affect Nevada County's ability to attract the industry targets are described below.

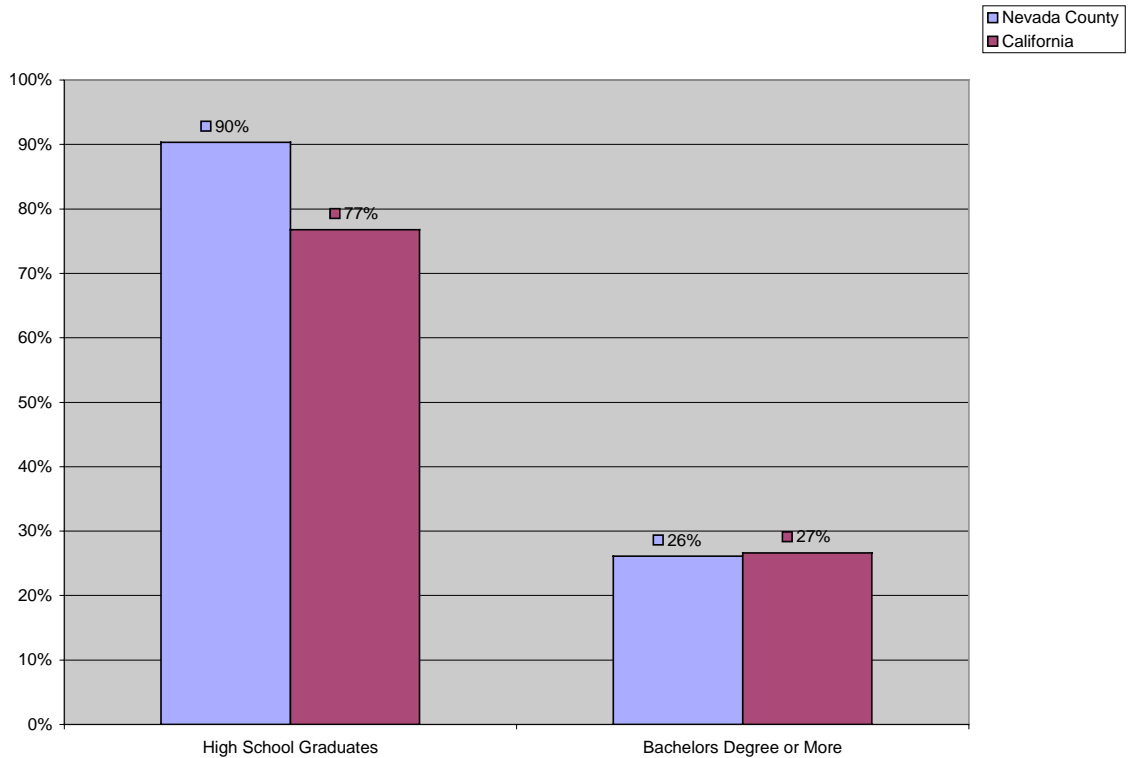
5.1 Formal Education Completed

Ninety percent of Nevada County's adult population has completed High School, which is much higher than California's High School graduation rate. (See Figure 7.) In addition, the post secondary educational achievements among Nevada County's adults are similar to higher education achievements throughout California.³⁴ Twenty-six percent of Nevada County's adult population has earned a Bachelor's degree or higher, and 66 percent have some college education. Although educational levels are not the same as workforce skills, they indicate the preparedness of Nevada County's workforce for higher skilled jobs. These facts can help promote Western Nevada County as a desirable business location.

³³ As of May 2007, Nevada County's unemployment rate is lower than California's unemployment rate of 4.9 percent. EDD reports that Nevada County has 2,300 unemployed workers. The regional unemployment estimate assumes that 60 percent of Nevada County's unemployed workers live in Western Nevada County, which is consistent with the geographic distribution of Nevada County's population.

³⁴ Educational attainment data is for adults aged 25 years and older according to Census 2000 data for California and Nevada County.

Figure 7
 Formal Education Completed by Adults Age 25+ in Nevada County and California
 2000



5.2 Current Occupational Skills Compared to Target Industry Requirement Skills

The successful attraction of the business cluster targets, as described in Chapter 3, will change the demand for occupational skills. The demand for more skilled people with at least some post secondary education and higher levels of formal training will expand as the industry targets are attracted to the area. Figure 8 compares the occupational skills of the existing workforce with the occupational skills that will be required by the industry targets.³⁵

³⁵ Figure 8 compares the current occupational distribution for 17,970 private sector jobs with the occupational requirements of the business cluster targets assuming that Western Nevada County attracts 200 jobs from each of the following industry clusters: construction, finance and insurance, professional and technical services, health care services, and information services.

Declining Occupational Skills

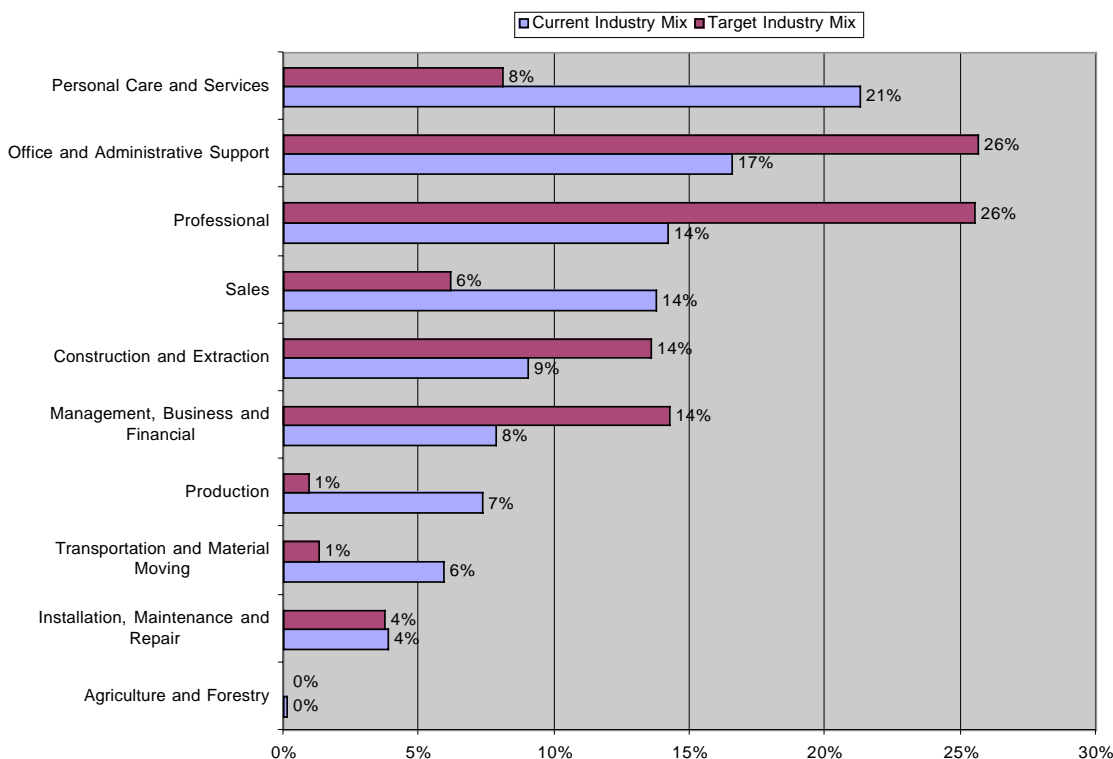
- Personal care and service occupations account for only 8 percent of the targeted business cluster workforce, which is a reduction from 21 percent of Western Nevada County's current workforce.³⁶
- Sales occupations account for only 6 percent of the targeted business cluster workforce, which is a reduction from 14 percent of Western Nevada County's current workforce.
- Production, transportation, and material moving occupations account for only 1 percent of the targeted business cluster workforce, which is a reduction from 7 and 6 percent of Western Nevada County's current workforce.

Expanding Occupational Skills

- Office and administrative support workers will account for 26 percent of targeted business cluster workforce. In comparison, office and administrative support workers account for 17 percent Western Nevada County's current workforce.
- Professional and technical occupations will account for another 26 percent of the business cluster target workforce. These occupational skills account for only 14 percent of Western Nevada County's current workforce.
- Construction and extraction occupations will account for 14 percent of occupational skills needed by the business cluster targets. The demand for construction related occupations will become a larger component of Western Nevada County's future workforce.
- Finally, management, business and financial occupations will also account for 14 percent of the occupational skills needed by the business cluster targets. Western Nevada County's demand for management related occupational skills will expand if the business cluster targets are successfully attracted to the area.

³⁶ See Appendix A, Table 4 for detailed industry by occupation matrix.

Figure 8
Western Nevada County Occupations
Current Industry Target Mix Compared to Industry Target Mix



5.3 Review of Workforce Training Programs

Area residents have access to limited local job training resources within Nevada County. The Sierra College Grass Valley branch campus offers general education opportunities and specific employment skill training in business, technology, health, and fire services.³⁷ The only other locally available employment training services are offered through the local school district adult education programs and the ROP programs.³⁸ The Workforce Investment Board funds additional job training programs, but Western Nevada County residents must travel to Placer County or other neighboring communities to take advantage of the job training courses. The workforce training programs offered to Western Nevada County residents are described below.

³⁷ The Grass Valley campus of Sierra College offers classes in five divisions: business and technology, health and physical education, fire and health sciences, liberal arts, and science and mathematics.

³⁸ A detailed analysis of the school district adult education and the ROP programs are beyond the scope of work for this report, and an analysis of their programs are not included in this report.

Sierra College Grass Valley Campus

Sierra College has an attractive 105-acre campus in Grass Valley that offers general education classes, where students can earn a two-year associate degree. Students also have the option of attending the main Sierra College campus in Rocklin (Placer County), which offers a larger range of programs and job training services. The two-year program provides an opportunity for students to transfer to a four-year College or University. However, the Grass Valley campus offers a limited amount of training opportunities to match the expanding occupations in demand by the business cluster targets.

The College manages a Career Center, which has an electronic job referral bulletin board, and trains students how to prepare a resume, practice interviews and complete other job seeking skills.

Golden Sierra Job Training Agency

Nevada County residents have access to job training services that are delivered by 47 non-profit organizations, funded by the Workforce Investment Board (WIB) and administered by the Golden Sierra Job Training Agency (GSJTA).³⁹ However, the WIB funded training providers and programs are located outside of Nevada County, which limits the effectiveness of the job training efforts available to Western Nevada County residents. Moreover, only a few occupational training programs funded by the WIB will provide the target industry employers with the required workforce skills.

The GSJTA funds the Workforce Connection One-Stop Center in Nevada City, which brings various state and regional employment services together within a single facility, and provides employers and job seekers easy access to non-duplicative, no fee services. Employers get access to potential employee resumes, and job seekers learn about job opportunities, job hunting strategies and skills training. Unfortunately, the one stop center is located about five miles from the Sierra College Career Center, and the two employment centers are unable to take advantage of their shared mission and the knowledge gained by the operators of each facility. The inability to place the Sierra College Career Center and the One Stop Center in a single location causes an inefficient use of scarce resources, and fails to capitalize on the potential synergies of a single employment assistance center.

³⁹ See Appendix A, Table 5 for list of training providers and occupational training funded by the Golden Sierra Job Training Agency, which serves the Counties of Placer, El Dorado, Nevada, Alpine and Sierra.

6. Economic Development Roles and Responsibilities

Nevada County, Grass Valley and Nevada City have limited staff capacity to engage in business attraction, retention or expansion. Consequently, Western Nevada County's local governments contract with the Nevada County Economic Resource Council (ERC), the Sierra Economic Development Corporation (SEDCorp), five Chambers of Commerce and the Nevada County Winery Association to deliver economic development and tourism promotion services. The local government funding of economic development efforts are summarized in Figure 9 and described below in more detail.

Figure 9
Economic Development Funding in Western Nevada County
Fiscal Year 2006/07

	Nevada County	City of Grass Valley	Nevada City
ECONOMIC DEVELOPMENT ORGANIZATIONS FUNDED BY WESTERN NEVADA COUNTY'S LOCAL GOVERNMENTS			
Nevada County Economic Resource Council	Provided \$75,000 for marketing and outreach to the business community	Provided \$15,000 for economic development services	Provided \$3,000 for economic development services
Sierra Economic Development Corporation	Provided \$17,000 for regional planning and small business loan fund management	Provided funding to manage the City's revolving loan fund	No funding allocated from any of the cities in the SEDD region.
TOURISM PROMOTION ORGANIZATIONS FUNDED BY WESTERN NEVADA COUNTY'S LOCAL GOVERNMENTS			
Chambers of Commerce	Provided \$115,000 for a variety of services: fielding visitor/business inquiries, distributing information, producing brochures and collateral materials, and supporting special events. (Funding distributed among all five Chambers.)	Provided \$25,000 to the Grass Valley/Nevada County Chamber for tourism promotion	Provided \$32,000 to the Nevada City Chamber + free space for tourism promotion.
Downtown Associations	No funding allocated.	Provided \$25,000 to the Grass Valley downtown association to promote the downtown and special events.	No funding allocated.
Nevada County Winery Association	Made an FY 06/07 contribution of \$36,000 to promote area wineries and committed \$29,000 for FY 07/08.	No funding allocated	No funding allocated

Source: Interviews with County and City officials conducted by Seifel Consulting Inc.

6.1 Nevada County's Economic Development Efforts

Nevada County funds its non-profit economic development partners to implement business retention, expansion and attraction efforts, and to promote the area for tourism. Figure 10 shows that the County's economic development and tourism promotion funding expanded from approximately \$140,000 during FY 2002/03 to approximately \$225,600 by FY 2006/07. However, 67 percent of the County's funding is allocated to the Chambers and the Winery Association for tourism promotion. Only \$75,000 of funding was provided to the ERC to implement economic development activities.

The County currently does not have a dedicated economic development staff person. The staff person that is assigned to represent the County on economic development is located within the special projects and housing division of the Planning Department within the Community Development Department and must accomplish other tasks in addition to the economic development functions. Thus, the effectiveness of the economic development staff person's efforts is limited by their position in County government, as well as the lack of staffing, funding and other resources.

Figure 10
Trends in Funding Economic Development Promotional Services by Nevada County
Fiscal Year 02/03 to Fiscal Year 06/07

Non-Profits Funded	FY 02/03	FY 03/04	FY 04/05	FY 05/06	FY 06/07	Total
Joint Chambers of Commerce (COC)	\$95,000	\$95,000	\$110,000	\$105,000	\$115,000	\$520,000
Economic Resource Council (ERC)	\$44,100	\$44,100	\$44,100	\$59,100	\$75,000	\$266,400
Nevada County Winery Association					\$35,600	\$35,600
South County Chamber				\$6,000		\$6,000
Start up North San Juan Chamber				\$2,000		\$2,000
Total Economic Partners	\$139,100	\$139,100	\$154,100	\$172,100	\$225,600	\$830,000

Source: Nevada County

6.2 Grass Valley's Economic Development Efforts

The City of Grass Valley allocates \$65,000 for tourism promotion and economic development. Seventy-five percent (\$50,000) of the City's funding was for tourism promotion during FY 2007/08. Half of the tourism promotion funding went to the Grass Valley-Nevada County Chamber and the other half went to the Grass Valley Downtown Association for downtown and related special event promotions.⁴⁰

⁴⁰ Funding information was provided by the City of Grass Valley.

Grass Valley contributes only \$15,000 to the ERC, and this level of funding is small, particularly given the City’s 2020 General Plan goal for Grass Valley to be the “economic hub” of Western Nevada County.

The City Council adopts yearly goals and objectives that seek to further its role as the “economic hub” through the pursuit of State or Federal grants, initiating special planning efforts for distressed areas or installing infrastructure in key areas of the community. However, business attraction, retention, and entrepreneurship development were not specifically mentioned in the 2007 City Council goals.⁴¹ Nevertheless, the City can point to a number of successful business expansion outcomes.⁴²

The City maintains a Business Loan Program that is administered by SEDD. The City’s Redevelopment Agency has funded past infrastructure improvements and purchased key properties for redevelopment. City staff also works with any developer or business that is looking to locate within the community, but the City relies on the ERC for proactive outreach efforts.

As for staffing of economic development functions, the Community Development Director is responsible for implementing economic development priorities of the City Council, and that staff person reports directly to the City Administrator. The Redevelopment Agency retains one full-time Housing/Economic Specialist who is assigned various affordable housing and economic development tasks.

During the past few years, the City’s leadership and staff have spent time and energy responding to developer requests to approve Specific and/or Master Plans for the Special Development Areas (SDA’s) along with annexation schedules that would expand the City’s inventory of available residential and industrial land. The City is beginning to process the SDA’s, and development of one or two of the SDA’s is anticipated to occur over the next few years. The City currently only has infill properties available for new business development until new business space can be developed.⁴³

6.3 Nevada City’s Economic Development Efforts

Nevada City also funds tourism promotion and economic development services. However, the Nevada City Chamber of Commerce uses more than 90 percent of the City’s funding (\$32,000) for tourism promotion.

⁴¹ The 2007 City Council goals are as follows: (1) exceptional public safety, (2) modern public infrastructure, (3) prudent financial management, (4) balanced economic growth and development, (5) planned community development (6) inclusive community involvement and leadership, and (7) use of technology, training and productive workforce.

⁴² Weaver Automotive, Hills Flat Lumber, Moule’s Paint and Glass, DeMartini RV Sales and Service, and the Briarpatch Market.

⁴³ The City has collected information about the infill properties that could be developed for new business space, and this information is conveyed to potential investors that want to develop new business space within the City limits.

This leaves only \$3,000 for the ERC to help attract firms to the Nevada City Tech Center site. Consequently, business expansion efforts are not well funded, and Nevada City is not taking advantage of the real estate asset that has been created by new private investment at the Nevada City Tech Center site.

In terms of day-to-day activities, the City Manager represents Nevada City on economic development efforts, with assistance from a City Planner. The small staff must accomplish multiple tasks in addition to the economic development functions. Given the small staff, the City may best leverage its resources through contracting with an outside its economic development provider.

6.4 Nevada County Economic Resource Council (ERC)

The Nevada County ERC manages a local economic development web site, and sponsors events that educate business and government leaders about local and regional economic conditions. The ERC Board has directed staff to focus on expanding established businesses rather than recruiting new business to the area. Consequently, the ERC functions as a manufacturing Chamber of Commerce engaged in outreach to existing businesses through formal monthly surveys, recruitment of skilled workers to be placed in the area's established technology companies, small businesses financing and advocacy and trade show attendance.

Nevada County relies on the ERC to deliver economic development services. However, the working relationships with County staff are sometimes unclear, as the ERC lacks a clear direction about its role and responsibilities for working with business prospects that are seeking to expand or locate in the area. This lack of clarity and definition about how the ERC should work with local government staff has handicapped the economic development implementation effort. Consequently, business prospects have not been effectively managed.

6.5 Sierra Economic Development Corporation⁴⁴

The Sierra Economic Development Corporation (SEDCorp) is an EDA-designated regional economic development organization funded by a combination of federal, state, county and private sources located in Auburn (Placer County). SEDCorp received a \$17,000 allocation from Nevada County to promote economic development in the four counties of Nevada, Placer, El Dorado, and Sierra. The organization serves a large region, which is fundamentally different from the role provided by the ERC or the Chambers of Commerce. The organization has planning skills, which are utilized to facilitate the North San Juan Community Action Plan and the Loma Rica Drive Infrastructure Master Plan.

⁴⁴ This organization recently changed its name, and was formerly known as the Sierra Economic Development District.

SEDCorp also partners with the Sierra College Small Business Development Center (SBDC), making space available to SBDC counselors in SEDCorp's office for counseling and training. SEDCorp provides small business technical assistance by hosting workshops for local bankers to familiarize them with SEDC's loan programs and other financial resources available to complement programs that are operated by commercial lenders. SEDCorp also has a contract with Nevada County to manage and operate the Microenterprise Assistance Program (MAP), and Grass Valley contracts with the SEDCorp to manage its revolving loan program.⁴⁵

6.6 Non-Profits That Deliver Tourism Promotion Services

Five Chambers of Commerce, two Downtown Associations, and the Winery Association promote Western Nevada County as a visitor destination. Each organization has developed a branding effort for their geography or industry, but no single effort yet exists to brand the Western Nevada County region. For example, the Nevada City Chamber of Commerce has done an excellent job promoting Nevada City as a destination, but its web site does not promote other visitor destinations and events outside of Nevada City. The tourism promotion efforts of each type of organization are described below.

Chambers of Commerce

Nevada City and Grass Valley have professionally managed Chambers of Commerce that are funded by the County and their respective cities to operate a visitor's center, host an informational web site and produce collateral materials for each area. The County also funds membership Chambers to promote tourism in South County, Penn Valley and Rough and Ready. The three small communities are nice places to live, but they lack destinations and/or visitor attractions. Moreover, the three small Chambers have no professional staff, and no money to engage in effective tourism promotion. Consequently, the County's support of the three member Chambers does not effectively promote tourism, because the small communities lack destinations and places that will attract new visitors

Downtown Associations

Both Nevada City and Grass Valley have historic downtowns that attract visitors to Western Nevada County. Downtown associations have been organized in each City. The Grass Valley Downtown Association (GVDA) was originally established in 1979 as a volunteer association and a spin off from the Chamber of Commerce.

⁴⁵ The Microenterprise Business Development Program provides training for small business owners and start up entrepreneurs seeking more information about the fundamentals of business planning and development. The training includes 32 hours of classes on the components of a business plan.

A Business Improvement District (BID) was established in the 1990s, which has helped support a part time GVDA staff person, and a web site to promote downtown Grass Valley and related special events. The BID has also succeeded in funding more than \$3 million of improvement projects that has made downtown a desirable business location.

The Nevada City downtown association (NCDA) is a relatively new BID with limited funding. At this time, the NCDA is a membership organization that relies on volunteer efforts to implement beautification projects. The NCDA does not receive financial support from the City and must solely rely on BID revenues to fund improvements.

Nevada County Winery Association

The Nevada County Winery Association includes 14 wineries that have organized to promote the region's wine industry. The Wine Association's promotional efforts are primarily self-funded, and their efforts are targeted to attract day visitors from the Sacramento metropolitan area. However, revenues are limited by the few wineries that are in the area, and Nevada County's \$36,000 contribution is an important component of the total budget.

Quality wines and the rural ambience of Western Nevada County are promoted as an experience. Wine as a destination creates another reason to attract visitors to the area. To date, the effort has been successful, as wine tourism has expanded.

7. Economic Development Action Plan

The economic development action plan presents a direction on how Nevada County can capitalize upon unrealized opportunities and adjust to globalization, which will shape Western Nevada County's economic future. The recommended actions and implementation steps are summarized in Figure 11, included at the end of this section and described below. The linkages between the recommended actions and the body of the report are also included as a subsection of each recommendation.

7.1 Recommended Action #1: Expand the Capacity of Nevada County to Engage in Business Attraction

Nevada County's current economic development efforts are currently led by non-profit organizations that provide economic development and tourism promotion services.⁴⁶ Western Nevada County local governments need to complement their existing activities by funding a business attraction effort and expanding the economic development funding from its current level of \$95,000 to approximately \$300,000. The additional resources could help fund additional staff, travel and collateral materials focused on business attraction and expansion efforts.

Implementation of Action #1

A dedicated source of public funding should be committed to the business attraction efforts. If no additional sources of local revenues are available, then Western Nevada County's local governments should consider redirecting a portion of the \$204,000 that is allocated for tourism promotion. Further, the County should consider alternatives for the most effective delivery of economic development activities and expand the current funding and governance model to include an enhanced level of partnership between the public and private sectors.

County's Implementation Role

Nevada County, Grass Valley and Nevada City are economic development partners. Thus, the long-term funding of a business attraction effort has to be addressed by all three local governments. The County should study funding options to be sure that an adequate amount of money can be raised.

⁴⁶ Nevada County contributes \$75,000; Grass Valley contributes \$17,000 and Nevada City contributes \$3,000 to the ERC for business retention and expansion services. Local governments also allocate \$204,000 for tourism promotion services, which are delivered by the Chambers of Commerce, the Downtown Associations and the Nevada County Winery Association.

Documentation and Rationale to Support Action #1

Chapter 6 describes the limited staff capacity and resources available to engage in business attraction. No coordinated business attraction effort currently exists, and additional funding is needed to will support dedicated staff, travel and the collateral materials needed to launch an effective business attraction effort.

7.2 Recommended Action #2: Attract, Expand and Retain Business Targets

Targeting industry and business clusters in the Sacramento Metropolitan area that may need new space will maximize the returns on limited staff time and funding resources. In order to be most effective, Western Nevada County should actively engage in a more comprehensive economic development program and target its business retention, expansion and attraction efforts. Focusing the County's economic development efforts will maximize the returns on limited staff time and funding resources. A targeted economic development effort should focus on industry and business cluster targets that have a strong presence in the region, have expanded faster than the general economy, utilize the skills of knowledge workers, and pay higher than average wages. The target industries and business clusters listed below were selected using the analytical techniques described in Chapter 3 of the report:

- Construction
- Finance and insurance
- Professional services
- Health care services
- Information services

Implementation of Action #2

Western Nevada County's local governments should designate an economic development agency to be the initial contact point for business attraction, expansion and/or retention prospects. This agency should refer business prospects to a single local government coordinator in each community who would likely be the Nevada County Housing and Economic Development Coordinator, the Grass Valley Community Development Director, and the Nevada City Manager. The local government coordinators would work with each business prospect to comply with their specific land use planning and urban design guidelines.

The agencies in Nevada County that conduct economic development activities currently lack the resources to engage in effective and targeted business attraction. Additional funding will be needed to create and undertake an effective business attraction program. In order to be successful, the designated economic development agency must have broad support from the private sector and local government leaders.

County's Implementation Role

Nevada County can play a significant role by expanding the amount of funding available for business retention, expansion and attraction efforts. The implementation actions of the non-profit, economic development service delivery organizations can be influenced by focusing County funds on business attraction efforts and requiring regular performance measures reports to County staff and the Board of Supervisors.

Documentation and Rationale for Action #2

The recommended business targets have significant business expansion potential, utilize the skills of knowledge workers, and in turn, will raise the level of wages paid by Nevada County's private employers. The recommended business retention, expansion and attraction efforts will take advantage of the changing regional economy and expand the number of higher paying jobs, thus helping to reduce the need for workers to commute out of the County. The detailed tables of data that form the foundation of the recommended industry and business cluster targets are presented in Appendix A, and the methodology used to select the industry targets is described in Appendix C.

7.3 Recommended Action #3: Create a Business Attraction Marketing and Branding Effort

A marketing and branding campaign should be initiated to convey a unified message about the attractiveness of Western Nevada County as a business location. The branding message should consider incorporating the area's economic development assets, which are listed below.

- Proximity to the Sacramento Metropolitan Area
- Presence of a skilled high technology workforce
- Presence of companies that are leaders in technology and innovations
- Presence of a General Aviation airport
- Presence of historic downtowns, open space, recreation, and other quality of life assets that can help attract capital investment and entrepreneurial skills

Implementation of Action #3

An economic development leadership committee should be organized to review and discuss this report, and the economic development marketing and branding effort. The leadership committee should include Nevada County's local governments and the non-profit economic development service delivery organizations. A marketing and branding consultant may be needed to facilitate the message conveyed and prepare effective promotional materials. A private consultant could be commissioned to lead the branding effort at a cost of between \$40,000 and \$80,000.

County's Implementation Role

Nevada County can have an important leadership role in implementing an economic development marketing and branding campaign. County leaders can declare their desire to initiate and fund such an effort, encourage other local governments to fund the effort and help form public/private partnership that can lead the implementation.

Documentation and Rationale to Support Action #3

Western Nevada County's has numerous business attraction strengths, which could form the foundation of a marketing and branding campaign. (See Chapter 2.) To date, Western Nevada County's local governments and the non-profit economic development service delivery organizations have not engaged in business attraction, and therefore, the County has not developed a marketing or branding campaign. See the "Training Manual for Economic Development Marketing," which the International Economic Development Council publishes for more information about the components of a marketing and branding effort.

7.4 Recommended Action #4: Improve Linkages Between Employer Skill Needs and Workforce Training

Western Nevada County's economic development leadership committee should identify ways to improve the workforce training programs to better match the needs of existing and future employers. Sierra College and the WIB should be guided to improve linkages between training and the workforce skills required by Western Nevada County's current and future employers.

Implementation of Action #4

The economic development leadership committee formed to implement Action #3 should be continued to implement this recommendation. Sierra College and the WIB should be guided to better serve the economic development needs of Western Nevada County. Regular meetings should be conducted and the workforce training programs should be retooled to better match employer's needs for knowledge intensive workers.

County's Implementation Role

Nevada County can lead the implementation of the need to improve linkages between employer skills needs and workforce training by convening a meeting of economic development and workforce leaders, and engaging in a series of discussions about how to improve the linkages. The implementation of this action step should become a part of Sierra College and the WIB's organizational mission.

Documentation and Rationale to Support Action #4

The poor linkages between employer skill needs and the workforce training programs available to Western Nevada County residents are evidenced by the necessity to recruit skilled workers from outside the County. Elsewhere in the United States, universities and colleges are retooling their programs to better link with regional economic development needs. This has not yet happened in Western Nevada County. For more information about the importance of having a prepared workforce see the “People and the Competitive Advantages of Plan.”⁴⁷

7.5 Recommended Action #5: Proactively Market Business and Industrial Park Sites with Infrastructure Services in Place.

The five areas listed below are described in the body of the report as having adequate sewer, water and other infrastructure services to accommodate and support new business development. Therefore, the sites listed below can be proactively marketed to attract new business and industry:

- Nevada City Tech Center (250,000 square feet of potential buildable space)
- Grass Valley Infill Sites (62 buildable acres)
- Nevada County Airport Area (Five parcels)
- Loma Rica Industrial Park (Approximately 10 vacant undeveloped parcels)
- Former Grass Valley Campus at Bitney Springs (Reuse of the existing site)

Implementation of Action #5

Marketing and promoting the five priority economic development sites needs to be integrated with the general branding and business attraction effort. Private owners and developers need to be included in the outreach effort. Specific ways that the business attraction effort can help market the available sites are summarized below.

Nevada City Tech Center.

The Tech Center should be featured on a Western Nevada County business attraction web site. Collateral promotional materials have been prepared by the real estate broker and property owner, which should be distributed by the region’s local governments and non-profit economic development service delivery organizations. The property owner and real estate broker should receive assistance in marketing this important site. Nevada City should work with the property owner to finance and fund roadway, signage and design improvements to the site.

⁴⁷ Report was written in 2005 by Shari Garmise, which can be purchased from the International Economic Development Council.

Grass Valley Infill Sites.

The ERC and the City of Grass Valley should collaborate to produce a map of the available infill sites for distribution to potential business prospects, which should be integrated into the ERC web site. The map could be linked to a database that includes the property size, assessor parcel number, property ownership, realtor contacts, topography and other environmental constraints.

Nevada County Airport Area

The Nevada County, Airport Authority and the ERC should collaborate to prepare collateral materials about the available vacant parcels and include the information in the ERC web site. Nevada County can help solve specific site development constraints, and new sites can be made available if the County relocates its Corporation Yard.

Loma Rica Industrial Park.

Nevada County should collaborate with the ERC to document the location and characteristics of vacant spaces, and the few remaining developable sites within the Loma Rica Industrial Park. Placing vacant sites and buildings on the ERC web site could help attract potential prospects to the available properties.

Former Grass Valley Campus at Bitney Springs

Nevada County can help market the Bitney Springs site by collaborating with the owner to place the property on the ERC web site for potential reuse. The Bitney Springs campus could be marketed to Federal and State agencies that may be looking for a built campus in a remote and secure location.

County's Implementation Role

Nevada County has land use jurisdiction over Bitney Springs, the Loma Rica Industrial Park and the Nevada County Airport sites. These areas are ready to be promoted for new business, but the amount of new business space that can be developed in the County is limited. Other sites with business park or light industrial zoning are not ready to market and promote because of infrastructure constraints. Thus, the County should review and possibly amend its existing land use and debt financing policies with the goal of establishing public infrastructure financing mechanisms with a high degree of financial integrity to protect the interests of the taxpayers.

Documentation and Rationale for Action #5

Chapter 4 identifies business sites that with adequate infrastructure and sites that lack adequate infrastructure, which should not be promoted for business attraction. The section also explains that rents and land values earned from commercial and residential properties are an incentive to change the zoning for some business park and light industrial properties because it is more financially feasible to privately finance infrastructure improvements for commercial and residential development.

Figure 11
Summary of Recommended Economic Development Actions in Western Nevada County

Recommended Actions	Implementation Actions	County's Role	Rationale
Expand the capacity of Nevada County to engage in business attraction	Dedicate up to \$300,000 for business attraction. Identify and recognize a single organization to lead the business attraction effort.	Partner with other Grass Valley and Nevada City to address expanding the business attraction funding and implementation efforts.	Adequate resources are needed to engage in effective business attraction.
Attract, expand and retain business targets	Focus economic development efforts on business attraction, expansion and retention targets. Identify a single organization to coordinate these efforts.	Expand funding for business retention, expansion and attraction efforts. Recognize a single organization to lead these efforts	The recommended industry targets have a strong presence in the region, expanded faster than the general economy, utilize the skills of knowledge workers, and may raise the level of wages paid by Nevada County's private employers.
Create a business attraction marketing and branding effort	Form a leadership committee to initiate a marketing and branding effort.	Initiate and fund a branding effort, in partnership with other local governments and the private sector.	A significant body of literature demonstrates the benefits of a marketing and branding effort.
Improve linkages between employer skill needs and workforce training	Form a leadership committee to address employer skill needs and workforce training programs.	Convene a meeting of economic development and workforce leaders to improve linkages.	Communities throughout the United States are making better efforts to link economic development and workforce skills programs.
Proactively market business and industrial park sites with infrastructure services in place	Produce collateral materials and information to market five opportunity areas/sites: <ul style="list-style-type: none"> - Nevada City Tech Center - Grass Valley Infill Sites - Nevada County Airport Area - Loma Rica Industrial Park - Former Grass Valley Group Campus at Bitney Springs 	Expand the number of sites available for light industrial and business park uses by reviewing and possibly amending existing land use and public funding/financing policies.	Western Nevada County should only market sites with infrastructure services because it would be counter productive to promote sites with no infrastructure funding plan in place.

Appendix A: Supplemental Tables

**Appendix A Table 1
Private Sector Employment by Industry within Western Nevada County^a
1998 and 2004**

NAICS	Industry	1998 ^b	2004 ^b	% of Total (2004)	% Growth 1998-2004	Location Quotient (1998)	Location Quotient (2004)
11	Agriculture, forestry, fishing and hunting	269	154	0.9%	N/A	1.48	1.03
21	Mining	34	40	0.2%	N/A	3.72	3.13
22	Utilities	82	79	0.4%	N/A	3.23	1.95
23	Construction	1,042	2,150	12.0%	106.3%	0.99	1.08
31	Manufacturing	2,070	1,939	10.8%	-6.3%	1.60	1.46
311	Food manufacturing	88	68	0.4%	-22.8%	0.61	0.52
312	Beverage and tobacco product manufacturing	0	23	0.1%	N/A	0.00	0.79
321	Wood product manufacturing	69	87	0.5%	27.2%	0.65	0.75
323	Printing and related support activities	200	81	0.5%	-59.4%	2.79	1.31
325	Chemical manufacturing	0	23	0.1%	N/A	0.00	0.79
327	Nonmetallic mineral product manufacturing	0	114	0.6%	N/A	0.00	1.57
332	Fabricated metal product manufacturing	288	205	1.1%	-28.9%	3.78	2.18
333	Machinery manufacturing	122	41	0.2%	-66.4%	3.16	1.26
334	Computer and electronic product manufacturing	881	848	4.7%	-3.7%	1.94	1.95
336	Transportation equipment manufacturing	65	161	0.9%	149.7%	2.04	1.86
337	Furniture and related product manufacturing	166	182	1.0%	9.8%	2.33	2.19
339	Miscellaneous manufacturing	193	107	0.6%	-44.6%	3.95	2.16
44	Retail trade	2,782	3,248	18.1%	16.7%	1.32	1.16
42, 48	Wholesale trade, Transportation and warehousing	519	604	3.4%	16.4%	0.60	0.58
51	Information	316	349	1.9%	10.5%	0.67	0.57
511	Publishing industries, except Internet	244	228	1.3%	-6.4%	2.27	1.85
512	Motion picture and sound recording industries	72	0	0.0%	-100.0%	2.34	0.00
515	Broadcasting, except Internet	0	97	0.5%	N/A	0.00	1.59
516	Internet publishing and broadcasting	0	0	0.0%	N/A	N/A	N/A
517	Telecommunications	0	0	0.0%	N/A	0.00	0.00
518	ISPs, search portals, and data processing	0	23	0.1%	N/A	0.00	0.67
519	Other information services	0	0	0.0%	N/A	N/A	N/A
52	Finance and insurance	621	934	5.2%	50.3%	0.59	0.71
522	Credit intermediation and related activities	400	555	3.1%	38.7%	0.87	1.06
523	Securities, commodity contracts, investments	0	0	0.0%	N/A	0.00	0.00
524	Insurance carriers and related activities	221	379	2.1%	71.4%	0.44	0.58
525	Funds, trusts, and other financial vehicles	0	0	0.0%	N/A	0.00	0.00
53	Real estate and rental and leasing	328	380	2.1%	15.7%	1.00	0.93
54	Professional and technical services	488	928	5.2%	90.1%	0.61	0.80
55	Management of companies and enterprises	0	46	0.3%	N/A	0.00	0.22
56	Administrative and waste services	1,173	1,098	6.1%	-6.3%	1.00	0.85
61	Educational services	183	308	1.7%	68.8%	1.02	0.93
62	Health care and social assistance	1,921	2,767	15.4%	44.0%	1.25	1.34
621	Ambulatory health care services	1,212	1,801	10.0%	48.6%	1.71	2.25
622	Hospitals	0	0	0.0%	N/A	0.00	0.00
623	Nursing and residential care facilities	709	966	5.4%	36.2%	3.15	3.13
624	Social assistance	0	0	0.0%	N/A	0.00	0.00
71	Arts, entertainment, and recreation	167	470	2.6%	181.4%	0.64	1.37
72	Accommodation and food services	1,034	1,408	7.8%	36.2%	0.74	0.77
721	Accommodations	n/a	279				
722	Food Services	n/a	1,129				
81, 92, 99	Other services, Public administration and Unclassified	791	1,069	5.9%	35.1%	1.03	1.01
Total Private Employment (Western Nevada County)		13,820	17,971	100.0%	30.0%	1.00	1.00
Total Private Employment (Nevada County Region)		485,939	580,686		19.5%		

a. Western Nevada County includes zip codes 95949, 95945, 95959, 95975, and 95946.

b. Two-digit NAICS code data from the U.S. Census Bureau County Business Patterns. Employment at the three-digit NAICS code level benchmarked to the two-digit level, using a distribution factor consistent with employment from Nevada County at the three-digit NAICS code level.

Source: U.S. Census Bureau, County Business Patterns; California Employment Development Department, Quarterly Census of Employment and Wages; Seifel Consulting Inc.

**Appendix A Table 2
Private Sector Employment by Industry within Four County Region^a
1998 and 2004**

NAICS	Industry	1998 ^b	2004 ^b	% of Total (2004)	% Growth 1998-2004	Location Quotient (1998)	Location Quotient (2004)
11	Agriculture, forestry, fishing and hunting	6,381	4,831	0.8%	-24.3%	0.38	0.28
21	Mining	317	408	0.1%	28.7%	0.31	0.42
22	Utilities	893	1,311	0.2%	46.8%	0.38	0.51
23	Construction	36,982	64,446	11.1%	74.3%	1.47	1.65
31	Manufacturing	45,407	42,886	7.4%	-5.6%	0.59	0.61
311	Food manufacturing	5,095	4,246	0.7%	-16.7%	0.78	0.69
312	Beverage and tobacco product manufacturing	733	927	0.2%	26.4%	0.57	0.55
313	Textile mills	58	25	0.0%	-56.7%	0.08	0.04
314	Textile product mills	620	855	0.1%	37.9%	0.75	1.14
315	Apparel manufacturing	466	82	0.0%	-82.3%	0.09	0.02
316	Leather and allied product manufacturing	0	4	0.0%	N/A	0.00	0.02
321	Wood product manufacturing	3,724	3,741	0.6%	0.5%	2.13	2.05
322	Paper manufacturing	709	500	0.1%	-29.4%	0.47	0.38
323	Printing and related support activities	2,524	2,004	0.3%	-20.6%	0.74	0.69
324	Petroleum and coal products manufacturing	46	37	0.0%	-19.2%	0.06	0.05
325	Chemical manufacturing	2,280	921	0.2%	-59.6%	0.69	0.24
326	Plastics and rubber products manufacturing	683	989	0.2%	44.7%	0.23	0.37
327	Nonmetallic mineral product manufacturing	1,069	2,342	0.4%	119.1%	0.58	1.10
331	Primary metal manufacturing	1,377	203	0.0%	-85.3%	1.09	0.17
332	Fabricated metal product manufacturing	2,680	3,031	0.5%	13.1%	0.38	0.46
333	Machinery manufacturing	1,360	1,051	0.2%	-22.7%	0.30	0.28
334	Computer and electronic product manufacturing	15,921	14,036	2.4%	-11.8%	0.90	0.94
335	Electrical equipment and appliance mfg.	730	813	0.1%	11.3%	0.43	0.53
336	Transportation equipment manufacturing	1,112	2,796	0.5%	151.3%	0.16	0.46
337	Furniture and related product manufacturing	2,501	2,682	0.5%	7.3%	0.85	0.93
339	Miscellaneous manufacturing	1,718	1,600	0.3%	-6.9%	0.42	0.39
44	Retail trade	74,105	90,174	15.5%	21.7%	1.23	1.21
42,48	Wholesale trade, transportation and warehousing	30,577	33,481	5.8%	9.5%	0.72	0.69
51	Information	16,483	19,775	3.4%	20.0%	0.87	0.89
511	Publishing industries, except Internet	3,781	3,977	0.7%	5.2%	0.88	0.84
512	Motion picture and sound recording industries	1,076	1,378	0.2%	28.2%	0.18	0.19
515	Broadcasting, except Internet	1,615	1,970	0.3%	22.0%	1.05	0.94
517	Telecommunications	8,689	11,336	2.0%	30.5%	1.64	2.08
518	ISPs, search portals, and data processing	1,321	1,113	0.2%	-15.8%	0.80	0.51
519	Other information services	0	0	0.0%	N/A	0.00	0.00
52	Finance and insurance	37,339	42,529	7.3%	13.9%	1.75	1.49
521	Monetary authorities - central bank	0	0	0.0%	N/A	N/A	0.00
522	Credit intermediation and related activities	16,244	16,852	2.9%	3.7%	1.62	1.21
523	Securities, commodity contracts, investments	1,563	2,935	0.5%	87.8%	0.54	0.76
524	Insurance carriers and related activities	17,685	21,225	3.7%	20.0%	2.20	2.08
525	Funds, trusts, and other financial vehicles	1,847	1,517	0.3%	-17.9%	5.26	3.43
53	Real estate and rental and leasing	11,563	13,126	2.3%	13.5%	1.11	1.03
54	Professional and technical services	28,053	37,363	6.4%	33.2%	0.85	0.89
55	Management of companies and enterprises	11,112	6,805	1.2%	-38.8%	0.85	0.63
56	Administrative and waste services	41,264	41,744	7.2%	1.2%	1.10	0.97
61	Educational services	6,278	10,754	1.9%	71.3%	0.85	1.00
62	Health care and social assistance	54,054	66,924	11.5%	23.8%	1.19	1.13
621	Ambulatory health care services	24,881	25,889	4.5%	4.1%	1.36	1.11
622	Hospitals	11,876	20,212	3.5%	70.2%	0.92	1.19
623	Nursing and residential care facilities	7,926	9,990	1.7%	26.0%	0.99	0.97
624	Social assistance	9,371	10,833	1.9%	15.6%	1.53	1.28
71	Arts, entertainment, and recreation	9,114	11,054	1.9%	21.3%	1.06	1.01
72	Accommodation and food services	49,068	58,926	10.1%	20.1%	1.13	1.07
81, 92, 99	Other services, Public administration and Unclassified	26,949	34,149	5.9%	26.7%	1.22	1.03
Total Private Employment (Four-County Region)		485,939	580,686	100.0%	19.5%	1.00	1.00
Total Private Employment (California State)		11,889,447	12,609,942		6.1%		

a. The Nevada County Region is defined as the Counties of Nevada, Placer, Yuba, and Sacramento.

b. Employment at the three-digit NAICS code level is benchmarked to be consistent with the two-digit NAICS code level data as published by the California Employment Development Department.

Source: California Employment Development Department, Quarterly Census of Employment and Wages; Seifel Consulting Inc.

Appendix A Table 3
Private Sector Employment by Industry within California State, 1998 and 2004

NAICS	Industry	1998 ^a	2004 ^a	% Growth 1998-2004
11	Agriculture, forestry, fishing and hunting	406,933	369,951	-9.1%
21	Mining	25,076	21,239	-15.3%
22	Utilities	57,936	55,960	-3.4%
23	Construction	616,081	845,747	37.3%
31	Manufacturing	1,872,759	1,517,533	-19.0%
311	Food manufacturing	159,225	134,263	-15.7%
312	Beverage and tobacco product manufacturing	31,285	36,885	17.9%
313	Textile mills	17,157	13,869	-19.2%
314	Textile product mills	20,149	16,223	-19.5%
315	Apparel manufacturing	129,904	86,762	-33.2%
316	Leather and allied product manufacturing	7,589	4,413	N/A
321	Wood product manufacturing	42,851	39,683	-7.4%
322	Paper manufacturing	37,147	28,700	-22.7%
323	Printing and related support activities	83,414	62,828	-24.7%
324	Petroleum and coal products manufacturing	20,075	15,726	-21.7%
325	Chemical manufacturing	80,957	81,810	1.1%
326	Plastics and rubber products manufacturing	71,191	58,508	-17.8%
327	Nonmetallic mineral product manufacturing	44,932	46,229	2.9%
331	Primary metal manufacturing	30,966	25,388	-18.0%
332	Fabricated metal product manufacturing	172,494	142,017	-17.7%
333	Machinery manufacturing	109,530	82,088	-25.1%
334	Computer and electronic product manufacturing	431,884	325,205	-24.7%
335	Electrical equipment and appliance mfg.	41,893	33,426	-20.2%
336	Transportation equipment manufacturing	167,069	131,072	-21.5%
337	Furniture and related product manufacturing	71,801	62,434	-13.0%
339	Miscellaneous manufacturing	101,248	90,005	-11.1%
44	Retail trade	1,478,384	1,613,395	9.1%
42, 48	Wholesale trade, transportation and warehousing	1,043,238	1,059,917	1.6%
51	Information	462,337	482,608	4.4%
511	Publishing industries, except Internet	105,556	102,354	-3.0%
512	Motion picture and sound recording industries	143,927	160,541	11.5%
515	Broadcasting, except Internet	37,641	45,482	20.8%
516	Internet publishing and broadcasting	3,331	5,808	74.4%
517	Telecommunications	129,462	118,333	-8.6%
518	ISPs, search portals, and data processing	40,400	47,243	16.9%
519	Other information services	2,020	2,847	40.9%
52	Finance and insurance	521,965	619,396	18.7%
521	Monetary authorities - central bank	0	1,186	N/A
522	Credit intermediation and related activities	245,405	303,139	23.5%
523	Securities, commodity contracts, investments	71,052	83,518	17.5%
524	Insurance carriers and related activities	196,922	221,950	12.7%
525	Funds, trusts, and other financial vehicles	8,586	9,603	11.8%
53	Real estate and rental and leasing	254,454	276,460	8.6%
54	Professional and technical services	808,543	911,684	12.8%
55	Management of companies and enterprises	319,344	233,847	-26.8%
56	Administrative and waste services	920,602	936,818	1.8%
61	Educational services	180,792	232,470	28.6%
62	Health care and social assistance	1,109,583	1,284,158	15.7%
621	Ambulatory health care services	446,134	507,224	13.7%
622	Hospitals	316,650	370,138	16.9%
623	Nursing and residential care facilities	196,791	223,520	13.6%
624	Social assistance	150,009	183,276	22.2%
71	Arts, entertainment, and recreation	209,433	236,527	12.9%
72	Accommodation and food services	1,062,664	1,193,122	12.3%
721	Accommodation	191,656	197,036	2.8%
722	Food services and drinking places	871,008	996,086	14.4%
81, 92, 99	Other services, Public administration and Unclassified	539,323	719,110	33.3%
Total Private Employment		11,889,447	12,609,942	6.1%

a. Employment at the three-digit NAICS code level is benchmarked to be consistent with the two-digit NAICS code level data as published by the California Employment Development Department.

Source: California Employment Development Department, Quarterly Census of Employment and Wages; Scifel Consulting Inc.

Appendix A Table 4
 Distribution of Occupations By NAICS Codes
 Nevada County, 2004

Occupations	NAICS Codes (Refer to Appendix A Table 1 for Industry Correspondence)																Total	Percent
	11, 21	22, 23	31	44	42, 48	51	52	53	54	55	56	61, 62	71	72	73	74		
Management, business, and financial occupations	17	173	159	123	46	41	264	54	173	14	64	154	85	48	1,413	7.9%		
Professional and related occupations	39	29	184	124	23	112	73	9	408	9	69	1,302	167	4	2,553	14.2%		
Service occupations	37	18	22	177	15	14	6	54	22	2	341	1,006	913	1,201	3,825	21.3%		
Sales and related occupations	20	44	56	1,729	93	43	111	88	40	3	68	10	121	50	2,476	13.8%		
Office and administrative support occupations	34	213	191	533	132	83	478	87	246	14	241	526	144	53	2,976	16.6%		
Farming, fishing, and forestry occupations	0	0	5	6	3	0	0	0	1	0	5	0	5	0	25	0.1%		
Construction and extraction occupations	9	1,487	37	12	3	0	0	6	8	0	42	3	8	1	1,617	9.0%		
Installation, maintenance, and repair occupations	8	151	99	176	42	34	2	54	9	1	25	23	56	12	690	3.8%		
Production occupations	15	30	1,000	99	26	3	1	2	14	1	89	24	5	11	1,321	7.4%		
Transportation and material moving occupations	14	84	187	269	222	3	1	26	9	2	154	27	35	29	1,061	5.9%		
Total Jobs	194	2,229	1,939	3,248	604	349	934	380	928	46	1,098	3,075	1,539	1,408	17,971	100.0%		

Source: US Bureau of Labor Statistics Occupation and Employment by Industry Surveys, 2004. Western Nevada County's employment by industry mix is consistent with data presented in Appendix A, Table 1. Seifel Consulting Inc.

Appendix A Table 5
Non-Profit Job Training Providers and Training Programs Funded by the Golden Sierra Job Training Agency

School Name	Occupation 1	Occupation 2
ALLIED BUSINESS SCHOOLS, INC.	SALES AGENT, REAL ESTATE	MEDICAL RECORD TECHNICIAN
ANIMAL BEHAVIOR COLLEGE	ANIMAL TRAINER	
ANTHONY SCHOOLS	REAL-ESTATE CLERK	
AUTOMOTIVE TRAINING SCHOOLS	AUTOMOTV TECHN EXHAUST EMISSIN	
BAUMAN COLLEGE (FORMERLY IET)	WEIGHT-REDUCTION SPECIALIST	
BREINING INSTITUTE	SUBSTANCE ABUSE COUNSELOR	
CALIF SCHOOL OF GARDEN DESIGN	LANDSCAPE ARCHITECT	
CALIF SECURITY TRAINING ACAD	MERCHANT PATROLLER	
CALIFORNIA ALARM & LOCK INSTIT	LOCKSMITH APPRENTICE	
CALIFORNIA CAREER COLLEGE	LOAN OFFICER	PARALEGAL
CAREER COLLEGE OF NORTHERN NEV	MEDICAL SECRETARY	
CAREERS IN CONSTRUCTION	CONSTRUCTION INSPECTOR	
CHAPMAN UNIVERSITY	MANAGEMENT ANALYST	
CITRUS HEIGHTS BEAUTY COLLEGE	COSMETOLOGIST	
COLLEGE OF AUTOMOTIVE MANAGEME	MANAGER, AUTOMOTIVE SERVICES	
COLLEGE OF CAREER TRAINING	RADIOLOGIC TECHNOLOGIST	
COLLEGE OF OCEANEERING	DIVER	
FAIR OAKS MASSAGE INSTITUTE	MASSEUR/MASSEUSE	
HEALD COLLEGE	CRIMINALIST	
HEAVY EQUIPMENT OPERATOR SCHOOL	OPERATING ENGINEER	
HIGH-TECH INSTITUTE	PHARMACIST ASSISTANT	
HORIZON COMMERCIAL TRUCK SCHOO	TRUCK DRIVER, HEAVY	
INSTITUTE OF TECHNOLOGY, INC.	CHEF	HEATING-AIR-COND INSTALR-SERVR
K & S AVIATION SERVICES	LOAN OFFICER	
LP2A TRAINING INSTITUTE	BUILDING INSPECTOR	
MTI COLLEGE	PARALEGAL	MEDICAL ASSISTANT
NATIONAL CAREER EDUCATION	LABORATORY ASSISTANT	
NO CA TEAMSTERS APPRENTICE TRA	TRUCK DRIVER, HEAVY	
OSC COMPUTER TRAINING	BOOKKEEPER	INSURANCE CLERK
PACIFIC COAST HORSESHOEING SCHOOL	HORSESHOER	
PAN AM INTL FLIGHT ACADEMY	AIRPLANE PILOT	
PRECISION TECHNICAL INSTITUTE	DRAFTER, CIVIL	
RENO TAHOE JOB TRNG AGENCY	GAMBLING DEALER	
SAC CITY USD-OLD MARSHALL	COOK	
SAN JOAQUIN VALLEY COLLEGE	CORRECTION OFFICER	
TECH SKILLS	PHARMACY TECHNICIAN	CHIEF, COMPUTER PROGRAMMER
TRUCK DRIVING ACADEMY	TRUCK DRIVER, HEAVY	
Truck Driving Academy	TRUCK DRIVER, HEAVY	
TRUCKEE TAHOE TRAINING	COMPUTER OPERATOR	ACCOUNTING CLERK
UC DAVIS EXTENSION	PROGRAM MANAGER	MANAGER, RETAIL STORE
WESTERN CAREER COLLEGE	NURSE, LICENSED PRACTICAL	
WESTERN PACIFIC TRUCK SCHOOL	TRUCK DRIVER, HEAVY	
WILRICK INSTITUTE OF TECHNOLOGY	CONSTRUCTION INSPECTOR	

Source: Golden Sierra Job Training Agency.

Appendix B: Site Maps

Loma Rica Industrial Park Area

Bitney Springs Business Park Area

Higgins Corner Area

Penn Valley Area

North San Juan Area

Loma Rica Industrial Park

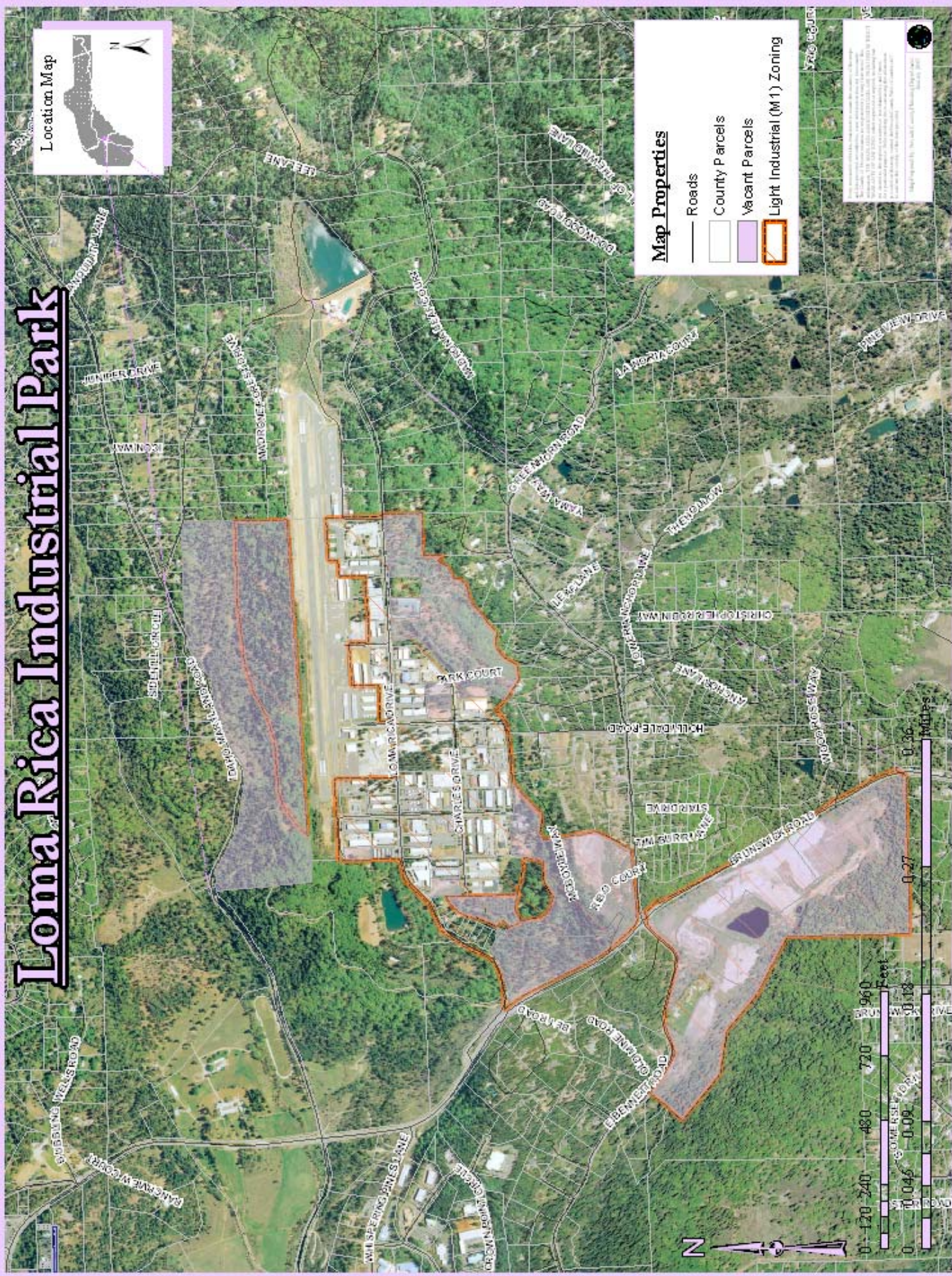
Location Map



Map Properties

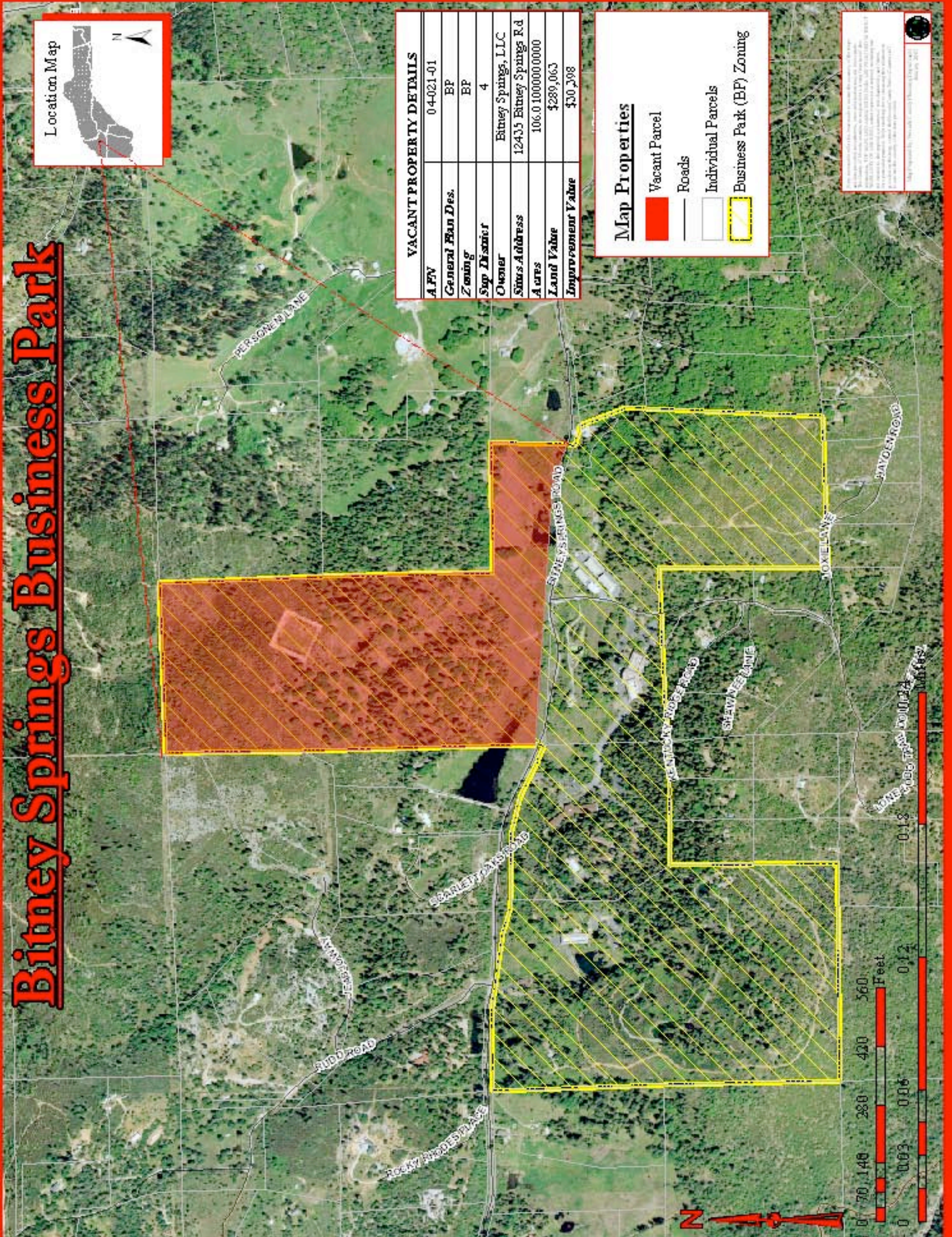
- Roads
- County Parcels
- Vacant Parcels
- Light Industrial (M1) Zoning

Map prepared by: The South Carolina Planning Commission
 Date: 08/2014
 Scale: 1" = 1000 feet
 Source: Aerial Imagery, County Parcel Data, Zoning Data
 Copyright: © 2014 The South Carolina Planning Commission



Bitney Springs Business Park

Location Map



VACANT PROPERTY DETAILS

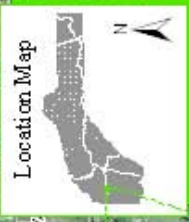
APN	044021-01
General Plan Des.	EP
Zoning	EP
Sup District	4
Owner	Bitney Springs, LLC
Site Address	12435 Bitney Springs Rd
Acres	106.0 100000 0000
Land Value	\$289,063
Improvement Value	\$30,398

Map Properties

- Vacant Parcel
- Roads
- Individual Parcels
- Business Park (BP) Zoning

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Penn Valley Area



Map Properties

- Roads
- County Parcels
- Light Industrial (M1) Zoning
- Office Professional (OP) Zoning
- Business Park (BP) Zoning
- Vacant Parcels

Map Data: 2010
 Map Date: 2010
 Map Scale: 1:50,000
 Map Projection: NAD 83
 Map Author: Penn Valley Planning Commission
 Map Contact: 717-338-1234



North San Juan

Location Map



Map Properties

- Roads
- County Parcels
- Vacant Parcels
- Office Professional (OP) Zoning
- Business Park (BP) Zoning

This information was prepared by the North San Juan Planning Commission. The County of Nevada reserves the right to amend this information at any time without notice. The County of Nevada is not responsible for any errors or omissions in this information. The County of Nevada is not responsible for any damages or losses resulting from the use of this information. The County of Nevada is not responsible for any actions taken based on this information. The County of Nevada is not responsible for any actions taken based on this information. The County of Nevada is not responsible for any actions taken based on this information.



Appendix C: Project Methodologies

Four interrelated methods were used to prepare Western Nevada County's economic development strategy, as described below.

Business Expansion and Retention Targets

The methodology used to select the business expansion and retention targets utilizes shift-share analysis to compare the growth rates of industry sectors in Western Nevada County with the growth rates of the same industry sectors in the four county region and California between 1998 and 2004. Location quotients allowed for a comparison of the size and concentration of Western Nevada County industries with the four-county region and California. The comparative analysis identified the key drivers of the regional and local economy. Wages paid by the key drivers of the economy were compiled, and industry targets were selected to achieve the recommended objectives and strategies that were described above.⁴⁸

Economic Development Opportunity Areas/Sites

The areas that are zoned for light industry and business park uses were evaluated for their potential to attract private real estate investment and new business tenants.⁴⁹ The list of the unincorporated County economic development opportunity areas were supplemented with additional areas located within the Grass Valley and Nevada City limits. The suitability of the opportunity sites in the county and the cities were determined from interviews with local government staff, property owners and business leaders. The economic development potential of the opportunity sites have also been discussed with the County planning staff.

Workforce Training and Employment Linkages

The gaps between the current workforce occupational skills and the occupational skills required by the industry targets utilized 2004 industry and occupational surveys produced by the U.S. Department of Labor. The relevant tables are included in Appendix A. The linkages between the employer's needs for skilled labor and the workforce training programs were also identified through interviews with the Golden Sierra Job Training Agency and Sierra College Staff, and by reviewing data about job training programs funded by the Workforce Investment Board. Additional programs managed by the School Districts were not considered part of the consulting scope of work, and they were not evaluated for their potential to match employer's training needs.

⁴⁸ The methods also reviewed the outcomes of the recently completed regional industry cluster report, SEDD Regional Industry Cluster Analysis, prepared for the Sierra Economic Development District by the CED/SBDC Partnership. California State University, Chico. May 2006.

⁴⁹ County Staff provided the consulting team with a list of sites and areas that are zoned for either light industry or business park uses. Maps of these areas are included in Appendix B.

The Regional Occupational Programs (ROP) and the Adult Education programs offered through the Superintendent of Schools were not interviewed or evaluated.

Action Plan

The action plan was prepared by analyzing the industry targets, determining the suitability of the opportunity sites to attract the industry targets, and utilizing key informant interviews and the consulting team's existing knowledge of Western Nevada County's economic development initiatives. The action plan identifies the key collaborations and partnerships that Western Nevada County should nurture to expand the job market, create higher paying jobs and reduce inequities in the marketplace. Western Nevada County's leaders will need to work collaboratively across community and jurisdictional boundaries in order for the strategy to successfully accomplish common goals and solve competitive challenges.