



Action Plan 2024-26



Committed to coordinated actions with our partners to build a resilient, diversified economy that leverages our unique cultural and natural resources, embraces innovation, entrepreneurship and small businesses, and maintains a high quality of life for all.



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New

# Nevada County Economic Development Action Plan

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City of Grass Valley

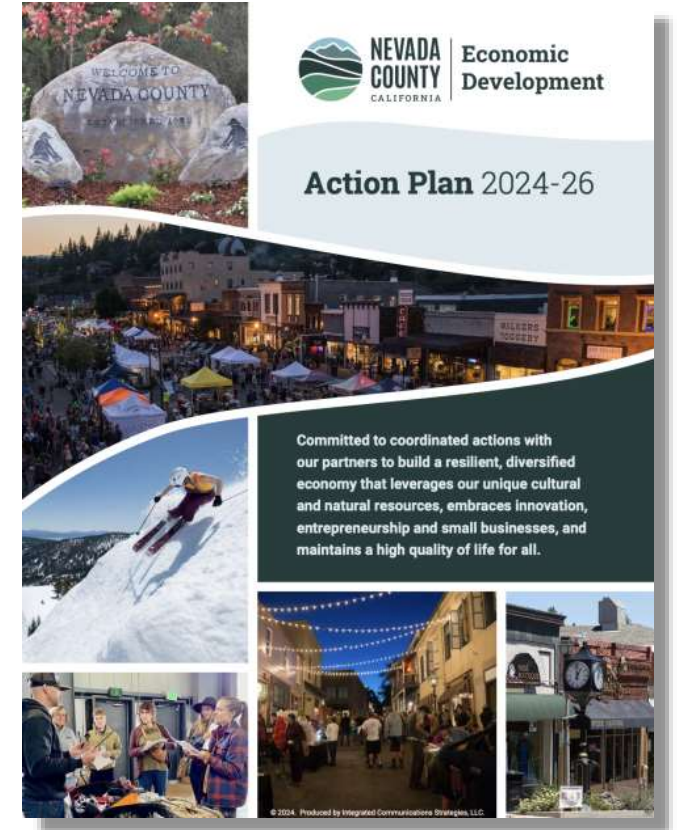
June 25, 2024



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# Economic Development Action Plan

- Unanimously approved by Board March 26, 2024
- Plan represents “Step No. 3” in the progression of the County’s economic development vision and strategy begun a few years ago.
- Because the ED office is new, this two-year Action Plan is intended to provide interim guidance.
- Emphasized rapid development (7 months), deployment, and learning as we go. Formulated as a “Playbook.”



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# Value of the Playbook approach:

- Action Plan is designed as a playbook – a set of business or job-building activities or “plays” that can be activated based on best timing, available talent and resources, and support from a “coalition of the willing.”
- The playbook approach empowers all individuals, groups, and communities to choose to enact the specific activities in the Action Plan that match their priorities.
- While local groups can advance their part of the plan, each action item is linked to larger strategies that, when combined, create a force-multiplier effect.
- A playbook enables adaption and flexibility in rapidly changing times.



Leverages the talents and capacity of the entire community. No one is a bystander.



Creates flexibility and adaptability



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# ***Alignment*** focus of the Action Plan

- Imperative: **Increase alignment around existing efforts**
- Two types of work products, closely linked:
  - 1) Deliver a set of realistic and actionable strategies and tactics that will guide the actions and investments of the County; and
  - 2) Increase alignment in the actions between the County and its various economic development partners to improve economic efficiency and impact.



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**Exhibit 2: List of Key Informant Interviews**

<b>Organization:</b>	<b>Participants:</b>
Nevada County Economic Resource Council (ERC)	Gil Mathew, CEO Plus ICS presentation to the ERC Board
Sierra Business Council (SBC) SBDC operator, etc.	Kristin York, Vice President Steve Frisch, President & CEO
Sierra Commons	Robert Trent, Executive Director
Rural County Representatives of California (RCRC)	Bob Burris, Deputy Chief Economic Development Officer
Greater Grass Valley Chamber of Commerce	Robin Davies, CEO
Nevada City Chamber of Commerce	Stuart Baker, Executive Director
Truckee Chamber of Commerce	Jessica Penman, President and CEO
Penn Valley Chamber of Commerce	Nicole Gagnon, Executive Director
Visit Truckee-Tahoe	Colleen Dalton, CEO
Nevada County Contractors Association	Tom Last, Executive Director
Contractors Association of Truckee Tahoe	Edward Vento, Executive Director
Nevada County Association of Realtors	Kathy Hinman, Executive Director
Nevada County Arts Council	Eliza Tudor, Executive Director
Community Foundation of Nevada County	Cristine Kelly, Interim CEO
Alliance for Workforce Development, Inc.	Kristine Zuazua, Executive Director, Maryanne Connelley, Business Service Rep.
Sierra College	Karen O'Hara, Executive Dean, Nevada County campus Amy Schulz, Dean, Division of Business and Technology
Tahoe Forest Health System	Ted Owens, Foundation Executive Director and Director of Strategic Alliances
Sierra Nevada Memorial Hospital	Scott Neeley, MD, FACP, President and CEO
Grass Valley City Manager	Tim Kiser
Nevada City City Manager	Sean Grayson
Truckee Town Manager	Jennifer (Jen) Callaway
County Superintendent of Schools	Scott W. Lay
Nevada County Cannabis Alliance	Diana Gamzon, Executive Director

**Key-informant driven**



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**Economic Development Action Plan**  
 SWOT+ Version 3.0

*Outside the County*

**Primary Opportunities**

- Activate one economic gameplan
- Streamline government permitting
- Capture new federal and state funding
- Signal through County planning and investment where growth should occur
- Leverage tech manufacturing, food and ag, health, and sustainable construction
- Leverage large resident creative class

**Primary Threats**

- Development polarization
- Slow fix to missing middle housing
- Shrinking number in the workforce
- State cost shifting
- Difficulty obtaining insurance
- Ongoing global discord
- Impacts due to the changing climate

**Primary Strengths**

- County is high functioning, responsive, and well managed
- Historic downtowns and Truckee
- Outstanding schools
- Proportionately large creative class
- Unique natural and recreational opportunities
- Joint partnerships and practices

**Maximize / Invest**

- Embrace grow-from-within strategy
- Emphasize start-up community and small business support
- Launch a business retention and expansion (BRE) program
- Improve workforce-to-employer alignment and supports
- Launch a Live-Work-Play marketing effort

**Defend**

- High quality of life
- Events and festivals that demonstrate the County's past, present, and future
- Treasured outdoor spaces
- Spirit and value placed on collaboration

**Primary Weaknesses**

- Polarized community / NIMBYism
- Missing middle housing
- Lack of adequate tourist overnight accommodations (e.g., hotels)
- No mechanism to be in regular touch with employers to know needs
- 24-miles off the nearest interstate

**Decide**

- How to increase recreational tourism without hurting place or unduly burdening residents
- Role of cannabis in economic development efforts
- County Econ. Dev. staffing levels
- Best ways to open County procurement opportunities for local businesses

**Exit**

- Migrate away from activities and investments that are out of sync with the new Action Plan

*Inside the County*

*Areas for Action*

# 2024-26 Focus Areas:

1. Align around a “grow-from-within” mindset to build a strong foundation.
2. Concentrate business startup, retention, recruitment, and expansion activities in five key sectors (IT and advanced manufacturing, healthcare and social services, recreation and sustainable tourism, food and agriculture, and construction)
3. Increase County economic development support and investment.
4. Boost the visibility of the County and its assets.
5. Add additional tools and information to support local business growth.

**Prioritize building a strong, unified foundation.**



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# Putting the Action Plan to Work

- Objectives and strategies scaled to the two-year activation window.
- Close to 70% of the strategies can be implemented in the short-term once additional permissions are obtained and funding is found.
- An annual work plan defines the priorities for that year.
- Key performance indicators (KPIs) would be attached to priority actions once agreement reached with partners.
- Regular progress monitoring and reporting to the BOS and stakeholders.
- Regular check-ins with Economic Partners an early next step.
- Community “road show” to build broad awareness and enlist participants





# Coordinated Actions for Municipalities

- Collaborate with the County to engage with local employers licensed in their jurisdiction for improved communication flow, speed assistance, and signal “early warning” system.
- Team on a business retention and expansion (BRE) campaign to support local employers for growth and remove “pain points.”
- Actively support local startup and business support groups.
- Continue to invest in broadband deployment and improving other business infrastructure.
- Focus on permitting and rapid approval of workforce housing.



# Thank You!



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Visit the Economic Development Office  
webpage:

[www.nevadacounty.ca.gov](http://www.nevadacounty.ca.gov)

- ✓ Read the Action Plan
- ✓ Sign up for Economic Development  
Newsletter
- ✓ Find other resources: permits,  
business support services, and grant  
opportunities