



STAFF REPORT

TO: THE HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL

MEETING DATE: April 19, 2026

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SUBJECT: BUILDING AN ENTREPRENEURIAL ECOSYSTEM IN SUTTER
CREEK

EXECUTIVE SUMMARY

Sutter Creek has a unique opportunity to strengthen its economic resilience by transitioning from a tourism-dependent and commuter-influenced economy into a regional hub for entrepreneurship, small business growth, and workforce development. While the City benefits from historic charm, quality of life, and proximity to outdoor recreation, structural challenges—including limited local employment opportunities, an aging population, and economic leakage from commuting—constrain long-term growth.

This proposal advances a four-part strategy: (1) develop a dual “Why Sutter Creek/Amador County” business attraction campaign, (2) establish an in-house Entrepreneurship Development Center in partnership with institutions such as, Amador College Connect, Northwest NSF i-Corps UC Davis, (3) build a long-term innovation ecosystem that supports both new business creation and the expansion of existing businesses, and (4) establish a Sutter Creek Agricultural Innovation Challenge to attract clean energy and biotechnology firms focused on converting agricultural waste into economic and environmental value.

BACKGROUND

Sutter Creek, a historic city in Amador County with a [population of about 2,600](#), has preserved its small-town charm since its founding in 1854 during the Gold Rush era. Spanning 2.7 square miles and located 45 miles east of Sacramento, the city benefits from its convenient location near major urban hubs, key state highways, and the scenic Sierra Nevada foothills.

Sutter Creek possesses meaningful assets, including its historic charm, a highly educated population ([33% with a Bachelor’s degree or higher](#)), a City-owned building suitable for an

Entrepreneur Development Center, and relative affordability compared to urban areas. The city aims to diversify beyond its tourism-dependent economy to create year-round opportunities for its residents. However, the city faces challenges in an aging community, with the [average median age of 46.9](#), about 25% higher than the average median age in California. Amidst an aging population and limited job diversity, embracing entrepreneurship and targeted business attraction is a necessary and high-value evolution in Sutter Creek's economic outlook.

PROBLEM STATEMENT

Sutter Creek leadership is interested in strengthening the city’s economic base and fostering a more diverse and resilient local economy, but faces challenges in distinguishing itself as a competitive destination for businesses and talent while surrounded by more established regional economic centers. Still, the City can leverage advantages such as its historic Main Street, high quality of life, relative affordability, and proximity to outdoor recreation in addressing key obstacles hindering business development and community growth, which include an aging workforce, limited job diversity, difficulty attracting and retaining businesses, a constrained local labor pool, and an overreliance on tourism and small-scale retail that limits year-round economic activity.

STAKEHOLDERS

Strong partnerships with the following stakeholders are essential to successfully implement Sutter Creek’s business attraction and entrepreneurship strategy. Each brings unique value to the City’s economic development efforts:

<p>Educational Institutions Build a workforce pipeline through training, internships, and career pathways</p>	<p>Amador County Unified School District Amador College Connect California State University, Sacramento Career Center Northwest I-Corps</p>
<p>Business Organizations and Support Networks Deliver business support, mentorship, and program implementation</p>	<p>Amador County Chamber of Commerce CSU Sacramento Center for Small Business (CSB) Sutter Creek Business and Professional Association Amador Community Foundation</p>
<p>Agricultural and Land-Based Organizations Support the integration of agritourism and agriculture-based business development</p>	<p>Amador County Farm Bureau University of California Cooperative Extension (UCCE) Sutter Creek FFA (student group) Farms of Amador Amador Resource Conservation District (ARCD) Sierra Pacific</p>

<p>Clean Energy and Agricultural Biotech Partners Potential co-investment in waste-to-energy and agricultural byproduct solutions</p>	<p>AgroThrive Brightmark GreenWaste Vanguard Renewables</p>
<p>Tourism and Destination Marketing Organizations Promote Sutter Creek and support business attraction efforts</p>	<p>Visit Amador Gold Country Visitors Association Amador Wine Country</p>
<p>Private Sector and Industry Partners Operate businesses, activate space, and develop visitor experiences</p>	<p>Local wineries, lodging operators, outdoor recreation providers, property owners, and commercial brokers</p>
<p>Regional Government Provide funding, policy support, and regional coordination</p>	<p>Amador County</p>

RECOMMENDATIONS

The following recommendations are designed to focus on strengthening Sutter Creek’s economic foundation through both business attraction and local capacity-building while leveraging its unique assets. By aligning targeted marketing efforts with investments in entrepreneurial support systems and innovation infrastructure, Sutter Creek can expand local employment opportunities, strengthen its business environment, and enhance community vitality—advancing its vision as a place where small businesses thrive within a historic, high-quality, and opportunity-rich setting.

Proposed Recommendations:

Short Term:

1. Develop a “Why Sutter Creek/Amador County” Business Attraction Plan
2. Establish an Entrepreneurship Development Center

Long Term:

3. Develop an Innovation Campus and Business Incubator
4. Launch a Sutter Creek Agricultural Innovation Pilot Program

(1) Develop a Dual “Why Sutter Creek/Amador County” Business Attraction Strategy

Sutter Creek should adopt a coordinated, dual-layered business attraction strategy that both cultivates new ventures locally and attracts residents, entrepreneurs, and businesses from outside the region. Rather than positioning Sutter Creek in isolation, this approach aligns the City within a broader regional framework that leverages the complementary strengths of both Sutter Creek and Amador County.

Under this model, “Why Amador” serves as the regional-scale campaign, highlighting workforce capacity, market size, and economic opportunity to attract investors, expanding businesses, and remote workers. In parallel, “Why Sutter Creek” functions as a place-based campaign, emphasizing the City’s historic Main Street, high quality of life, walkability, and tourism-driven economy as an ideal environment to launch and grow small businesses. Together, these campaigns create a unified value proposition: *start in Sutter Creek and scale in Amador County*.

Sutter Creek’s unique assets, including its historic character, relative affordability, strong sense of place, and proximity to outdoor recreation and Sierra Nevada destinations—position it as both a desirable place to live and a gateway to year-round tourism and entrepreneurial activity. By embedding these assets within a broader regional narrative, the City can more effectively compete with larger economic centers while maintaining its small-town identity.

Development of this dual campaign strategy should occur in close collaboration with regional and local stakeholders, including the Amador County Chamber of Commerce, Sutter Creek Business and Professional Association, Visit Amador, local property owners, and tourism and outdoor recreation operators. These partnerships are essential to ensuring consistent messaging, coordinated outreach, and efficient use of regional marketing resources. Leveraging these networks, Sutter Creek can help establish a cohesive and accessible business attraction system that signals to prospective businesses that the region is supportive, opportunity-rich, and easy to navigate.

To implement this strategy, the City should prioritize the following actions:

- **Develop a coordinated “Why Amador” and “Why Sutter Creek” narrative**
Clearly differentiate and align regional and local messaging, emphasizing Amador County’s workforce, market access, and economic scale, alongside Sutter Creek’s historic character, entrepreneurial culture, and quality of place.
- **Produce integrated and targeted business attraction materials**
Develop complementary one-page flyers and digital landing pages for both campaigns that present key demographic and economic data, tourism and lifestyle assets, housing affordability, and clear “Why Move or Invest Here” messaging tailored to distinct audiences, including entrepreneurs, remote workers, and industry-specific investors.
- **Implement a tiered digital outreach campaign**
Utilize digital advertising, social media, email marketing, and partner cross-promotion to target priority audiences in the Bay Area and Sacramento region. Campaign efforts should follow a funnel approach, using “Why Amador” to generate initial interest and “Why Sutter Creek” to convert that interest into business location and investment decisions.

(2) Establish an Entrepreneurship Development Center (EDC)

The City should establish an Entrepreneurship Development Center (EDC) using an in-house implementation model supported by a formal partnership with Amador College Connect, UC

Davis, CSU Sacramento, and CSU Fresno. This Center would serve as the primary hub for entrepreneurship, business expansion, and workforce development in Sutter Creek. Rather than relying on costly outsourced accelerator programs, the in-house model allows the City to build long-term institutional capacity while tailoring programming to local economic conditions. The EDC would provide one-on-one business advising, training workshops, and technical assistance for both new entrepreneurs and existing business owners seeking to expand operations. Similar EDC's in rural counties, like the Siskiyou Economic Development Council, demonstrate improved job creation and better access to capital with a return of \$9 in business services delivery for every \$1 invested. Based on Siskiyou's results, we estimate that the Sutter Creek EDC could provide technical support to approximately 40-75 businesses across Amador County, driving \$500,000-\$600,000 in new capital investment, \$400,000-\$600,000 in increased sales, and 6-10 new jobs created per year. Through its partnership with Amador College Connect and UC Davis, the Center can deliver structured educational programming aligned with local industry needs, including hospitality, agriculture, outdoor recreation, and small business management.

(3) Develop an Innovation Campus and Business Incubator

As a long-term strategy to sustain business growth and strengthen the entrepreneurial pipeline, Sutter Creek should establish an entrepreneurship lab that functions as a “business innovation campus” within the Entrepreneurship Development Center, modeled after the NSF I-Corps program. The I-Corps model is a proven model that allows entrepreneurs to test whether they solve customer problems by providing training, mentorship, and prompting idea validation. Approximately half of the teams participating in I-Corps programs have launched new businesses, with approximately 3.5 jobs created per business. The Sutter Creek Business Innovation Campus will organize its core services around three pillars:

1. Education and training,
2. Business advising and mentoring
3. Access to networks and capital.

Drawing on the structure of cohort-based programs and rural-adapted training models, this initiative will provide a structured yet flexible pathway for entrepreneurs at different stages of business development.

Through the Center, the City and its partners would host a cohort-based incubator (e.g., twice a year with 8–10 weekly sessions) that guides participants, entrepreneurs in sectors such as hospitality, value-added agriculture, and outdoor recreation, from idea to launch using a simplified Lean Launchpad methodology.

(4) Launch a Sutter Creek Agricultural Innovation Pilot Program

The City should establish a Sutter Creek Agricultural Innovation Pilot Program to align economic development with California's climate and organic diversion mandates while leveraging its regional agricultural assets. Under [SB 1383](#), jurisdictions are required to reduce

organic waste and methane emissions, creating both compliance obligations and economic opportunities through waste-to-value systems. This opportunity is reinforced by the rapid growth of the U.S. organics-to-energy sector, which now includes nearly [2,600 biogas facilities](#), with over \$3 billion in new projects (40% increase) added in 2024 alone. Notably, agriculture-based digesters grew [24% year-over-year in 2024](#) — the highest growth rate of any segment in the industry, highlighting the increasing role of farm and organic waste in energy production. This program would position Sutter Creek to attract firms that convert agricultural byproducts, food waste, and biomass into renewable natural gas, compost, and other marketable outputs, with initial implementation supported through state and federal funding sources—such as [CalRecycle organics grants](#) and [USDA energy programs](#)—minimizing local fiscal impact while enabling the City to pilot a scalable, revenue-generating waste-to-energy model.

This initiative builds on the City’s broader entrepreneurship and business attraction strategy by targeting the agricultural biotechnology and clean energy sector. Comparable California communities demonstrate the effectiveness of this model: Napa has developed partnerships to convert organic waste into renewable natural gas for municipal use; Perris has implemented a state-funded anaerobic digestion facility producing low-carbon fuel; and the Sacramento region operates a regional bioenergy model serving multiple jurisdictions. Based on these models, Sutter Creek is well-positioned to develop a locally adapted, scalable waste-to-energy system due to its proximity to wineries, agricultural operations, and forestry resources.

The program would be implemented through the Entrepreneurship Development Center using a public-private partnership (P3) model. The City would serve as a convener and facilitator, supporting site identification, permitting navigation, and stakeholder coordination, while private partners such as AgroThrive, Vanguard Renewables, Greenwaste, and Brightmark provide technology, capital, and operational expertise. Pilot projects would be developed in collaboration with local farms, wineries, and landowners, with participants integrated into the EDC for business support, workforce connections, and technical assistance. Designed for rural scalability, this approach positions Sutter Creek as a pilot-friendly innovation hub and is expected to attract private investment, create skilled jobs in clean energy and environmental services, diversify the local economy beyond tourism and retail, and generate new revenue streams through energy production, carbon markets, and waste diversion, all while aligning with California’s climate and organics diversion goals and strengthening the City’s long-term economic resilience.

IMPLEMENTATION STRATEGY

Phase 1 (0–12 Months)

- Launch EDC in City-owned facility
- Partner with Amador College Connect, UC Davis, and UC Fresno
- Begin workshops and business advising

Phase 2 (1–3 Years)

- Expand programming and regional reach
- Launch cohort-based training programs
- Increase business attraction efforts

Phase 3 (3+ Years)

- Develop a broader innovation ecosystem
- Explore expansion into a larger innovation campus

FISCAL IMPACT

Sutter Creek is well-positioned to invest in entrepreneurship and business attraction, given its stable fiscal standing and economic potential. To capitalize on this opportunity, the city can leverage state and federal grants, private investments, and partnerships to support the “Why Sutter Creek” Business Attraction Plan, the Entrepreneurship Development Center, and the long-term Innovation Campus and Business Incubator. The City must address capacity challenges in order to effectively attract and retain businesses while positioning itself competitively against larger regional centers.

Encouraging small business growth in sectors including agritourism, outdoor recreation, hospitality, and agriculture could significantly increase the City’s tax revenues. New and expanded businesses would contribute through business license and permit fees, and increased local employment and resident spending would boost sales tax collections. Repurposing an existing City-owned facility for the Entrepreneurship Development Center minimizes upfront capital costs.

Given the significant fiscal benefits, the City of Sutter Creek should consider pursuing targeted grants (Exhibit A) to successfully launch these programs. Investing in the creation of an entrepreneurship ecosystem will help ensure long term economic resilience and vitality for the city, businesses, and residents.

Incorporating an agricultural innovation and clean energy focus further expands funding opportunities for Sutter Creek. Pilot-scale projects may be supported through partnerships with private sector firms, reducing upfront capital costs for the City while enabling access to new revenue streams such as energy generation, carbon credits, and waste diversion savings. Over time, successful pilot programs could scale into larger regional investments, further strengthening the City’s fiscal position.

CONCLUSION

Sutter Creek is a historic and vibrant city with the opportunity to build on its Gold Rush heritage, small-town charm, and gateway location to foster a more diverse and resilient economy. Through bold business attraction strategies, partnerships with key stakeholders, and investments in

entrepreneurial support and innovation infrastructure, Sutter Creek can cultivate an ecosystem that supports small businesses, generating lasting economic and social benefits.

By integrating agricultural innovation and clean energy into its economic development strategy, the City can further distinguish itself as a forward-looking rural community that leverages its natural and regional assets in new and sustainable ways. This approach not only strengthens existing industries such as agriculture and tourism but also introduces emerging sectors that can provide long-term economic stability.

This is more than a plan for economic development; it is a blueprint for a more opportunity-rich future for the City of Sutter Creek, where residents will enjoy year-round prosperity within a high-quality historic community.

ATTACHMENTS:

Attachment A - SWOT Analysis

Attachment B - Funding Resources

Attachment C - Marketing Plan

Attachment D - Entrepreneurship Development Center Plan

Attachment E - NSF I-Corps Tentative Schedule

Attachment F - Budget and Resource Allocation

Attachment G - References

Attachment A

Strengths	Weaknesses
Historic, walkable Gold Country Main Street and a strong sense of place that already draws visitors.	Small population and limited local market, constraining scale for some businesses.
High quality of life: low violent crime, small-town cohesion, active community groups, and solid local schools.	Aging infrastructure (including road segments in failing condition) can affect investor and visitor perceptions.
Established tourism base (wine, dining, lodging, events) and “gateway” location to Amador wine country and Sierra foothill recreation.	Narrow, tourism-heavy economic base with limited job diversity and relatively few year-round higher-wage jobs.
Relatively educated population and more affordable housing than major metros, attractive to remote workers and lifestyle entrepreneurs.	Constrained municipal staff and financial capacity for larger-scale economic development and marketing.
City-owned building suitable for an Entrepreneurship Development Center, plus a 65,000 grant to launch programming.	Housing costs above national averages can be a barrier for some workers relocating.
Active business and civic networks (Sutter Creek Business & Professional Association, Amador Chamber, Visit Amador).	

Opportunities	Threats
“Why Sutter Creek” business attraction campaign targeting remote workers, small professional firms, and tourism-support businesses.	Competition from other Gold Country and foothill towns with similar historic-tourism profiles.
Building a tourism- and working-lands-focused entrepreneurial ecosystem inspired by Siskiyou’s integrated tourism/ag/business model.	Tourism seasonality and vulnerability to economic downturns, wildfire smoke, severe weather, and shifting travel preferences.

Innovar-style business incubator/innovation campus to increase business formation, jobs, and investment using proven cohort-based training.	Reliance on external grants and assessment-style revenue; policy or funding changes could destabilize programs.
Leveraging rural, agritourism, and entrepreneurship funding streams (USDA, CalAgPlate, sustainable recreation/tourism, Jobs First, philanthropy).	An aging population and workforce constraints that limit entrepreneurial churn and make hiring difficult for the service and hospitality sectors.
Positioning as a base for wine-country, outdoor recreation, and experience-based entrepreneurs (guides, outfitters, event, and creative businesses).	Infrastructure and housing pressures that, if unaddressed, could erode current quality-of-life advantages.
Deepening partnerships with Amador College Connect, SBDC, chambers, and universities to import training and technical assistance.	

Attachment B

Grant/Funding Resources

- [California GO-Biz](#) (small business support grants)
- [Economic Development Administration](#) (EDA) for capacity building
- [USDA Rural Development Grants \(RBDG\)](#)
 - [Other USDA grant opportunities](#)
- [USDA Community Facilities Program](#)
- [Sustainable Recreation, Tourism and Equitable Outdoor Access Grant](#)
- [Cal Fire Business and Workforce Development](#)
- [USDA Microentrepreneur Assistance Program](#)
- [Community Economic Mobilization Initiative \(CEMI\)](#)
- [Small Business Development Center](#) (SBDC) partnership funding

Additional funding can be procured through state and federal programs related to climate resilience, organics diversion, and renewable energy development, such as, [SB 1383 Local Assistance Grant Program](#), [Organic Grants](#), [Solid Waste Infrastructure for Recycling Grants](#) (SWIFR), or other funding opportunities provided by the U.S. Environmental Protection Agency (EPA), U.S. Department of Energy (DOE), U.S. Department of Agriculture (USDA)

Attachment C

Attachment D

Sutter Creek Entrepreneurship Development Center: Year 1 Workplan

This Year 1 workplan focuses exclusively on Recommendation 2 from the Sutter Creek economic development memo: establishing an in-house Entrepreneurship Development Center (EDC) in a City-owned facility with support from partners such as Amador College Connect, UC Davis, CSU Sacramento, CSU Fresno, and local business organizations.

The EDC is the primary hub for entrepreneurship, business expansion, and workforce development, with services centered on one-on-one advising, training workshops, and technical assistance for new and existing businesses.

Year 1 objective

The Year 1 objective is to launch a practical, low-cost EDC program that builds local entrepreneurial capacity before expanding into a larger incubator or innovation-campus model.

In the first year, programming should emphasize business fundamentals, sector-specific support for tourism and agriculture, and recurring peer connections that help entrepreneurs access advice, capital, and local networks.

Core workshop menu

- Startup Bootcamp: From Idea to Launch — a short introductory series covering customer discovery, business concept testing, and simple launch planning.
- Business Planning Basics — a practical workshop that helps participants draft a lean business plan suitable for lenders, grants, or internal planning.
- Small Business Financial Literacy 101 — introductory training on cash flow, pricing, margins, and managing seasonal revenue cycles.
- Access to Capital 101 — overview of local lending, SBA and USDA rural programs, microenterprise funding, and loan readiness.
- Legal and Regulatory Basics — orientation to business structures, licensing, permits, and compliance issues relevant to local entrepreneurs.
- Lean Business Model and Customer Discovery Lab — a short, lite I-Corps-style workshop aligned with the memo's recommended university partnerships.
- Tourism and Experience Design for Main Street — a workshop tailored to Sutter Creek's visitor economy, historic downtown, and destination assets.
- Digital Marketing for Small-Town Businesses — hands-on training in Google Business profiles, social media, and low-cost digital outreach.
- Agritourism and Value-Added Agriculture 101 — sector-specific training developed with agricultural partners to support diversification beyond tourism retail.

- Agricultural Waste to Revenue: Introductory Session — a high-level educational workshop that introduces business opportunities tied to agricultural byproducts and clean-energy partnerships.
- Remote Worker and Freelancer Lab — a workshop designed to attract and support solo professionals and remote workers who may base operations in Sutter Creek.
- Youth Entrepreneurship Academy — a seasonal program developed with schools or FFA to strengthen the local talent pipeline.
- Monthly Entrepreneur Roundtable — a recurring peer-learning and problem-solving session for local business owners and founders.
- Grant and RFP Lab — a hands-on session that helps businesses and nonprofits pursue rural, tourism, agriculture, and workforce funding opportunities identified in the memo appendix.
- Pitch Night and Annual Planning Session — an end-of-year event to showcase participants, connect them to partners, and refine Year 2 priorities.

Tentative Calender

Month	Activities
January	Launch EDC orientation; begin Startup Bootcamp series.
February	Complete Startup Bootcamp; offer Business Planning Basics and monthly roundtable.
March	Offer Small Business Financial Literacy 101 and Tourism and Experience Design for Main Street.
April	Run Lean Business Model and Customer Discovery Lab; continue monthly roundtable
May	Offer Access to Capital 101 and Digital Marketing for Small-Town Businesses.
June	Offer Agritourism and Value-Added Agriculture 101; hold Youth Entrepreneurship Academy information session.
July	Deliver Youth Entrepreneurship Academy or summer youth entrepreneurship activities.
August	Offer Legal and Regulatory Basics; continue monthly roundtable
September	Offer Remote Worker and Freelancer Lab plus Grant and RFP Lab.
October	Hold Agricultural Waste to Revenue introductory workshop; continue monthly roundtable.

November	Offer Small Business Financial Tune-Up and seasonal marketing refresh workshop.
December	Host Pitch Night and annual program review.

Operating approach

To keep Year 1 manageable, the City can schedule one major workshop or mini-series each month, maintain a monthly roundtable, and partner with organizations to co-deliver specialized content.

This approach matches the memo's in-house implementation strategy by building institutional capacity while avoiding the cost and complexity of launching the broader incubator concept too early.

Recommended Year 1 metrics

- Number of entrepreneurs and businesses served.
- Workshop attendance and repeat participation.
- Number of one-on-one advising sessions completed.
- Capital referrals or applications supported.
- New business launches, expansions, or retained businesses linked to EDC assistance.
- Partnerships activated with Amador College Connect, universities, Chamber, SBDC, schools, and agricultural groups.

Implementation note

This work plan is designed as a first-year operating roadmap that can be initiated as a practical early-action program schedule.

NSF I-Corps Tentative Schedule

Overall structure

- Duration: 7 weeks total.
- Format: 1 kickoff day, 5 weekly class sessions, 1 final “lessons learned” session.
- Time commitment: 3–4 hours per class session plus customer interviews between classes (10–15 per week).

Example weekly schedule

Week 0 – Orientation (2 hours)

- Program overview, expectations, and deliverables.
- Intro to Lean Startup, Business Model Canvas, and customer discovery basics.

Week 1 – Kickoff workshop (half day, 4 hours)

- Deep dive on value propositions and customer segments.
- Team presentations of initial hypotheses (“who is our customer / what problem do we solve?”).
- Assign first week’s interview targets and homework.

Week 2 – Class 1: Customer Discovery I (3 hours)

- Debrief early interviews and refine interview scripts.
- Discuss problem – solution fit and early pivots.
- Canvas update and short team reports.

Week 3 – Class 2: Customer Discovery II & Market Sizing (3 hours)

- Patterns from interviews: segments, use cases, and willingness to pay.
- Basic market sizing and initial beachhead market selection.
- Teams present updated customer/problem hypotheses.

Week 4 – Class 3: Business Model & Revenue (3 hours)

- Channels, pricing models, and revenue streams.
- Intro to basic unit economics and how interviews inform pricing.
- Teams refine their Business Model Canvas.

Week 5 – Class 4: Ecosystem, Partnerships, and Funding (3 hours)

- Key partners, go-to-market strategies, and regulatory or ecosystem constraints.
- Overview of follow-on options (regional I-Corps, national I-Corps Teams, SBIR/STTR, local funding).
- Teams map out next-step experiments post-program.

Week 6 – Class 5: Storytelling and Pitching (3 hours)

- How to communicate problems, customers, and evidence in a simple narrative.
- Practice “learning-focused” presentations instead of pure pitches.
- Rehearsal for final lessons-learned session.

Week 7 – Final “Lessons Learned” Session (half day, 4 hours)

- Each team presents: what we thought, what we did, what we learned, what we are doing next.
- Panel feedback (mentors, economic development staff, investors).

Budget and Resource Allocation

Start-Up Costs (One-Time Expenses) — \$18,500

Category	Estimated Costs	Description
Marketing & Branding Materials	\$4,500	Design & printing of marketing materials, digital graphics, and other marketing materials templates
Event Start-Up Supplies	\$2,000	Initial coffee chat/mixer supplies (signage, table materials, name tags, rental items)
Technology & Software	\$3,000	Teams, Survey Monkey, Canva Pro, Mailchimp, CRM, etc...
Building Refresh	\$6,000	Basic painting, furniture upgrades, lighting, Wi-Fi enhancements to enable co-working
Legal/Admin Setup	\$3,000	Contracts, consulting fees, liability coverage for events, policy drafting
Subtotal	\$18,500	

Annual Operating Budget (Year 1) — \$46,500

Category	Estimated Costs	Description
Program Coordinator (Part Time Stipend)	\$20,000	~10 hours/week for one year to run events, coordinate partners, and handle outreach
Entrepreneur Workshops & Innovar-Style Program	\$8,000	Instructor stipends, curriculum licensing/consulting support, materials, and guest speaker honorariums
Coffee Chats & Business Mixers	\$4,500	Refreshments, venue rentals, and promotional materials
Digital Marketing	\$5,000	Targeted ads, boosted posts, relocation campaign content
Coworking/Incubation	\$6,000	Cleaning, utilities, Wi-Fi, basic

Operations		furniture, and maintenance
Professional Services	\$3,000	Contract services to help expand funding and refine messaging/strategy
Total Operating	\$46,500	
Total Startup and Operating	\$65,000	

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