



SACRAMENTO COUNTY OFFICE
OF ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT STRATEGIC PLAN

NOVEMBER 2025

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We Are Farm to Fork
Sacramento Region
Wyndham Hotel
Yellow Brick Group



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INTRODUCTION

PLAN OVERVIEW

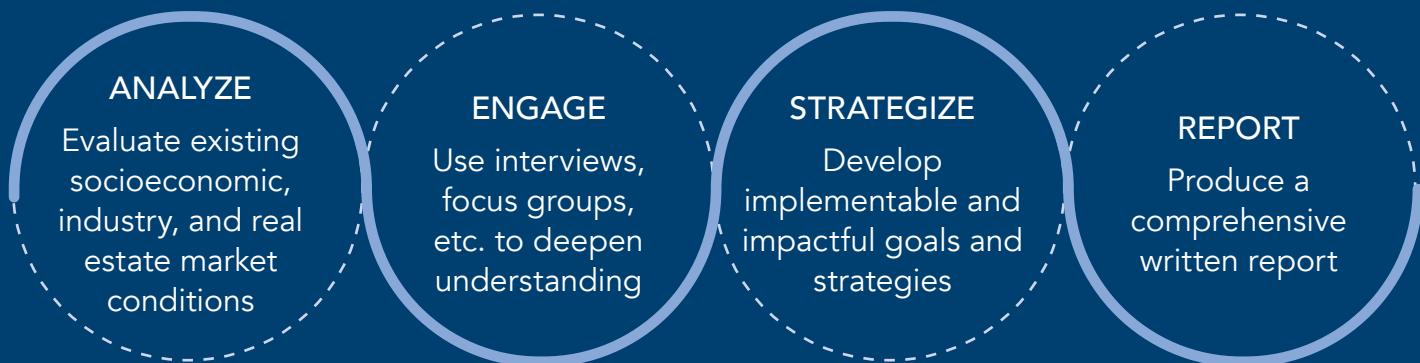
PURPOSE

This updated Economic Development Strategic Plan (EDSP) provides a framework for prioritizing investments and allocating resources over the next five years to support equitable economic growth and job creation in Sacramento County. The plan outlines a vision for economic development in Sacramento County and clarifies the role that the Office of Economic Development (OED) should play in advancing this vision. It provides strategies for OED to support economic growth throughout Sacramento County, with a focus on unincorporated Sacramento County.

The Economic Development Strategic Plan outlines a vision for Sacramento County's economy and clarifies the role that the Office of Economic Development should play in advancing this vision.

STRATEGIC PLAN PROCESS

In 2024, OED entered into an agreement with HR&A Advisors, Inc. (HR&A) for EDSP services. Selected through a highly competitive Request for Proposals process, HR&A is a consulting firm with four decades of experience crafting economic development solutions for cities, counties and special districts. HR&A's work included evaluating existing conditions, conducting stakeholder engagement, and developing strategies informed by national best practices.





STAKEHOLDER ENGAGEMENT

OUTREACH AND ENGAGEMENT ACTIVITIES

Deep community engagement and input from a range of stakeholders were critical to developing the EDSP. Engagement activities included:

- **Advisory Committee:** OED convened a 10-member advisory committee to provide guidance on the process and development of the EDSP and provide feedback throughout the process.
- **One-on-One Interviews:** In May 2024, HR&A conducted in-person interviews with Sacramento County elected officials, department leaders, and GSEC. There were two primary goals for these interviews: to assess the current strengths, weaknesses, opportunities, and threats to economic development in Sacramento County, and to identify gaps in public and private resources supporting businesses and community-based organizations, including programs, ordinances, policies, and partnerships.
- **Focus Groups:** From September to November 2024, HR&A conducted nine focus groups with organizations representing businesses and economic development partners. OED, the Advisory Committee, Urban Regional Strategies, and Building Healthy Communities supported HR&A in planning and facilitating these meetings. Focus groups were organized into thematic categories, including: Economic Development Public Agencies; Business Chambers; Property Business Improvement Districts (PBIDs); Workforce Development Organizations; Property Owners & Commercial Brokerages; Local Businesses & Industries; Arts, Entertainment & Hospitality; Business Environmental Resource Center Partners; and Rural & Agricultural Organizations.
- **Community Meetings:** In January 2025, HR&A conducted three 90-minute community meetings, two in-person meetings in North and South Sacramento County and one virtual meeting via Zoom. The purpose of these meetings was to share information from the existing conditions study and educate the public about OED services, and to solicit broader perspectives to inform the development of the EDSP.
- **Public Workshop:** In April 2025, the Sacramento County Board of Supervisors held a public workshop to present findings from the EDSP report and outline a preliminary action plan for OED.

ENGAGEMENT FINDINGS

Through engagement activities, community input highlighted key community priorities and informed the EDSP's strategic direction.

- **Small Business Support:** Stakeholders expressed interest in more technical assistance and funding for businesses. Many small business owners and entrepreneurs are not aware of the resources that exist for small businesses in the county – including the Business Environmental Resource Center (BERC) and local arts and cultural grants.
- **Real Estate & Infrastructure:** Business stakeholders in Sacramento County are concerned about the high visibility of vacant buildings in unincorporated areas. Local infrastructure, particularly roads and sidewalks in rural areas, is outdated and needs repair. Many rural roads and farms lack adequate broadband, impacting farm workers and potential visitors. Rural stakeholders are concerned that growers without connectivity will fall behind as technology becomes more integral to the industry. While these are areas that are not under OED's direct purview, they are concerns that can be addressed through partnership with agencies like the Department of Transportation and Department of Technology that have direct control.
- **Marketing & Communications:** OED is not well understood by the broader public. OED could do more to showcase its economic development resources and available resources.
- **Workforce Development:** Stakeholders across focus groups and community meetings expressed interest in more workforce development programs that create opportunities to connect youth to employers, support emerging industries, and ensure access to high-quality jobs.
- **Business Attraction:** Stakeholders expressed interest in reducing regulatory burdens for businesses and creating incentives to support existing businesses and attract new businesses.

THE ECONOMIC DEVELOPMENT ECOSYSTEM

OED partners with County agencies, departments, and external organizations to advance economic development in Sacramento County. The EDSP strategies and actions reflect an analysis of current efforts and potential opportunities for collaboration with the County's incorporated cities, with the full analysis available in the Appendix.

SMALL
BUSINESS
SUPPORT

BUSINESS
ATTRACTION
& CLUSTER
DEVELOPMENT

WORKFORCE
DEVELOPMENT

COMMUNITY
PLANNING &
COMMERCIAL
CORRIDOR
SUPPORT

ARTS,
CULTURE AND
TOURISM

ECONOMIC DEVELOPMENT IN SACRAMENTO COUNTY

THE OFFICE OF ECONOMIC DEVELOPMENT

OED plays a vital role in fostering business growth, job creation, and economic sustainability within Sacramento County. OED works with businesses of all sizes, from startups to large corporations, offering guidance and resources to support expansion, relocation, and retention efforts. The office assists companies in navigating local regulatory processes, connecting with workforce development programs, and accessing financial incentives such as tax credits and grants. OED collaborates with public and private sector partners to attract investments and industries.

OED runs two programs dedicated to supporting entrepreneurs and small businesses:

- **The Small Business Liaison (SBL) Program** provides businesses with technical assistance to navigate County permitting processes, access available resources, and establish and grow a business in unincorporated Sacramento County.
- **The Business Environmental Resource Center (BERC)** helps entrepreneurs and small businesses with environmental regulatory permitting and compliance – including guidance to implement new regulations, pre- and post-inspection corrections, and connections to industry-specific training. BERC also manages the Sustainable Business Program, which promotes businesses with environmentally sustainable practices.

2024 ACCOMPLISHMENTS

- **Business Resources:** OED provided resources, permit support, and sustainability assistance to 500+ entrepreneurs, businesses, and developers.
- **Industry Attraction:** OED assisted in locating six commercial developments, creating 1,156 new jobs.
- **Workshops:** OED hosted 14 training seminars and workshops to support entrepreneurs and business owners.
- **Business District Revitalization:** OED provided \$500,000 to support enhanced clean-up and security services, benefiting 1,214 businesses.
- **Business Grants:** OED provided \$336,000 in grants to 69 local arts and cultural nonprofit organizations.
- **Technical Assistance:** OED provided COVID-19 recovery technical assistance to 3,835 business owners.
- **Community Meetings:** OED hosted 93 Business Watch meetings, supporting nine communities.

EXISTING CONDITIONS

SACRAMENTO COUNTY OVERVIEW

Sacramento County is a diverse and growing County. Sacramento County, home to California's state capital, has a population of 1.58 million residents. The county includes seven incorporated cities: Sacramento, Citrus Heights, Elk Grove, Folsom, Galt, Rancho Cordova, and Isleton, as well as a large unincorporated area with both urban and rural areas. Approximately 43% of the county's residents, or 688,000 people, live in unincorporated areas outside these cities. The County is located within the Central Valley region, which is known for its agriculture.

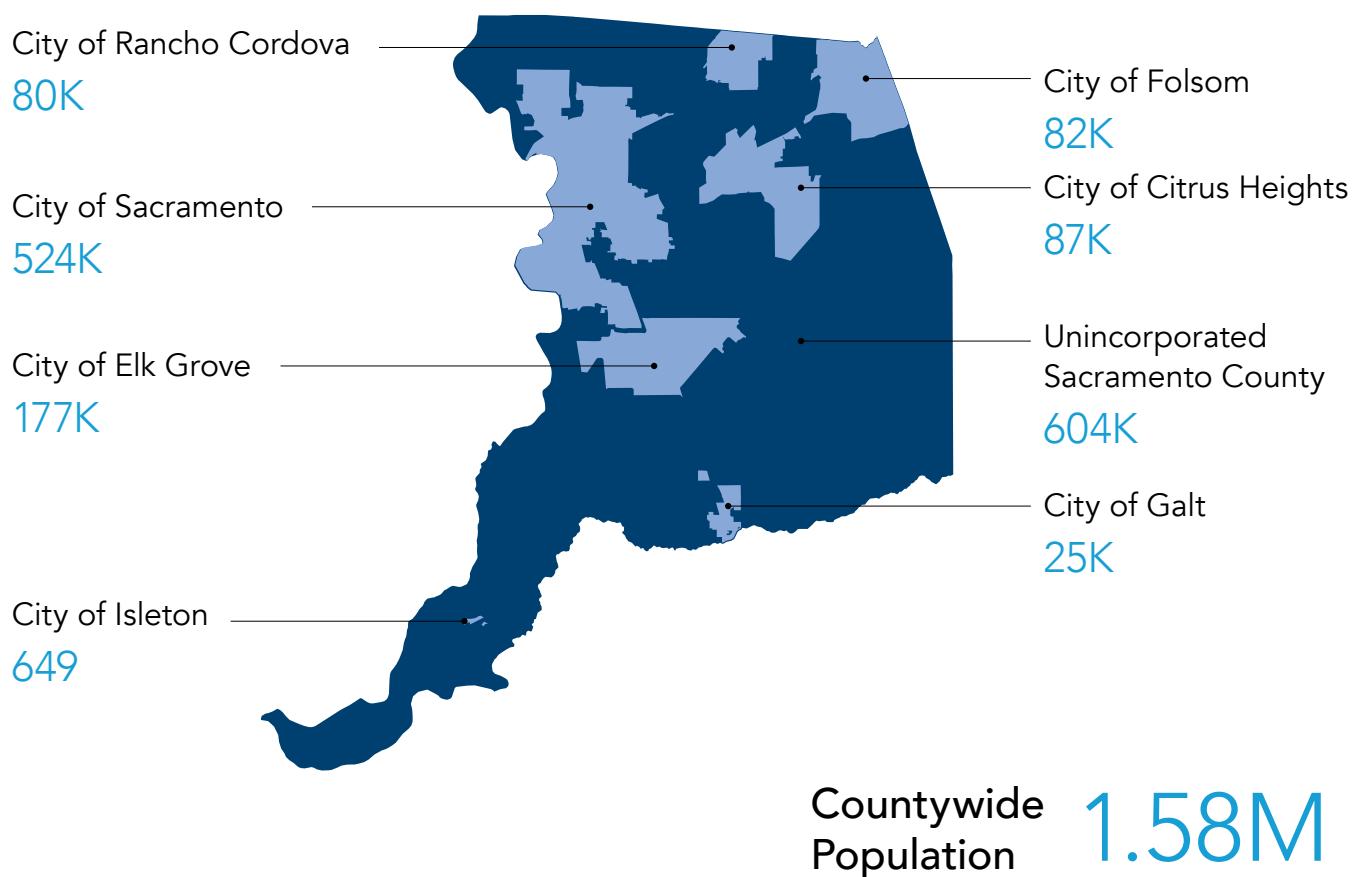
KEY TAKEAWAYS

- 1 **Sacramento County is growing quickly and has a solid employment base** due to its dominant government and healthcare sectors, which together provide roughly 40% of the area's jobs.
- 2 Despite this strong base, the county and unincorporated areas do not have robust tradable sectors, and many of the highest wage sectors have low job growth. **New tradable clusters will be key to achieving economic growth.**
- 3 The unincorporated county is less racially diverse than the state and has inequalities in unemployment rates and median household income, indicating **a strong need for inclusive economic growth** that provides high wage jobs and job training while addressing barriers to employment and wealth building.
- 4 Four in 10 county residents live in unincorporated areas, but **few people both live and work in unincorporated areas**. Creating additional economic opportunities within the unincorporated areas will benefit residents.
- 5 The office market is relatively stable, and industrial property is in demand, but the retail market faces higher vacancy. **A corridor strategy could help revitalize local retail markets.**



POPULATION

Sacramento County is home to seven incorporated cities as well as a large unincorporated area.



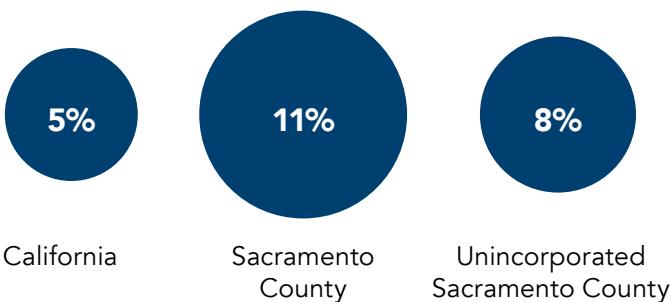
Source: JobsEQ

DEMOGRAPHICS & SOCIOECONOMICS

POPULATION TRENDS

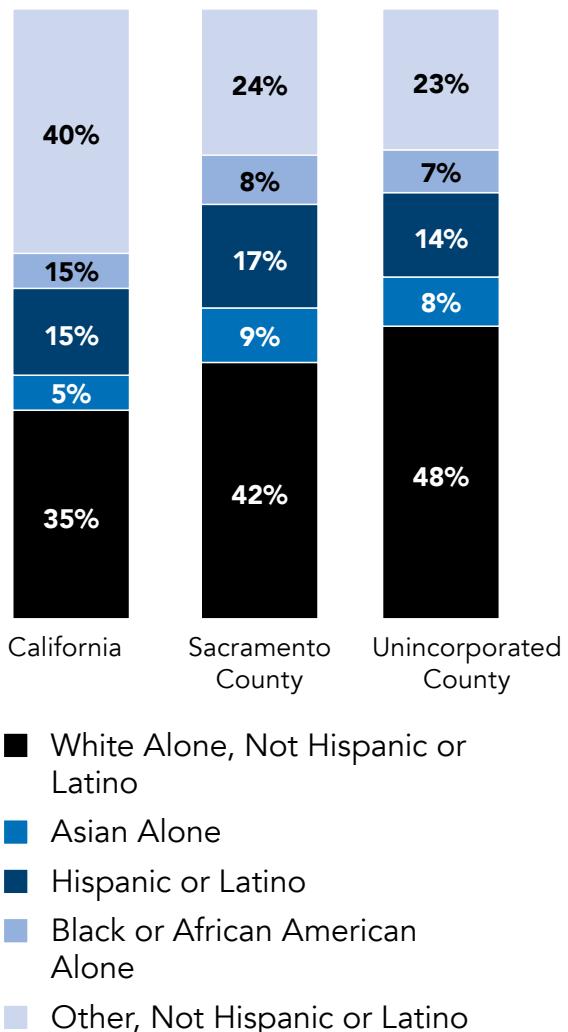
Sacramento County has a population of approximately 1,580,000. Approximately 43% of county residents live in unincorporated areas, though most of the population in unincorporated areas is concentrated near city boundaries. Population trends in household income, racial makeup, and education are similar between unincorporated areas and the county as a whole, though unincorporated areas are slightly less racially diverse than the county. Compared to statewide growth trends, Sacramento County is attracting more residents but has lower racial diversity.

Population Growth Trends, 2012 to 2022



Source: ACS Five-Year estimates, 2022 & 2012

Population by Race and Ethnicity (2022)





INCOME TRENDS

Sacramento County as a whole and the unincorporated Sacramento County have similar racial disparities in median household income. Median household income is approximately \$84,000, slightly below the statewide median of \$92,000. The median income for Black households is almost 20% lower than the median income for white households. When considering the geographic distribution of household incomes, lower income census roughly align with areas with higher Black and Latinx populations, indicative of racial inequalities.

Median Income by Race and Ethnicity

Source: ACS Five-year estimates, 2022 and 2012



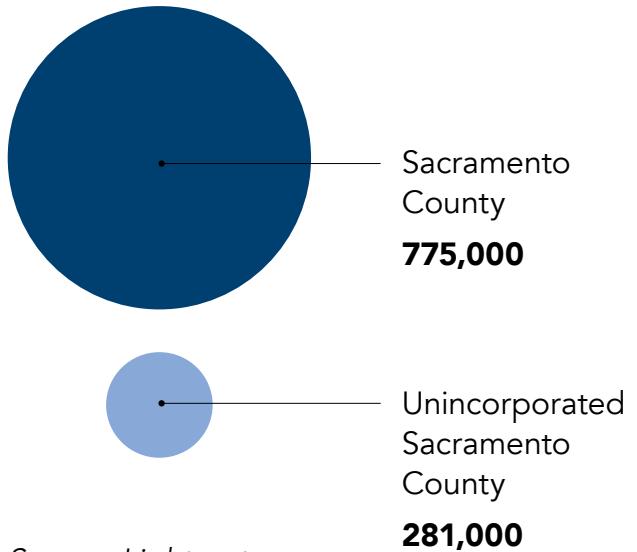
Median Household Income **\$84,010**

INDUSTRY & WORKFORCE TRENDS

INDUSTRY GROWTH AND SPECIALIZATION

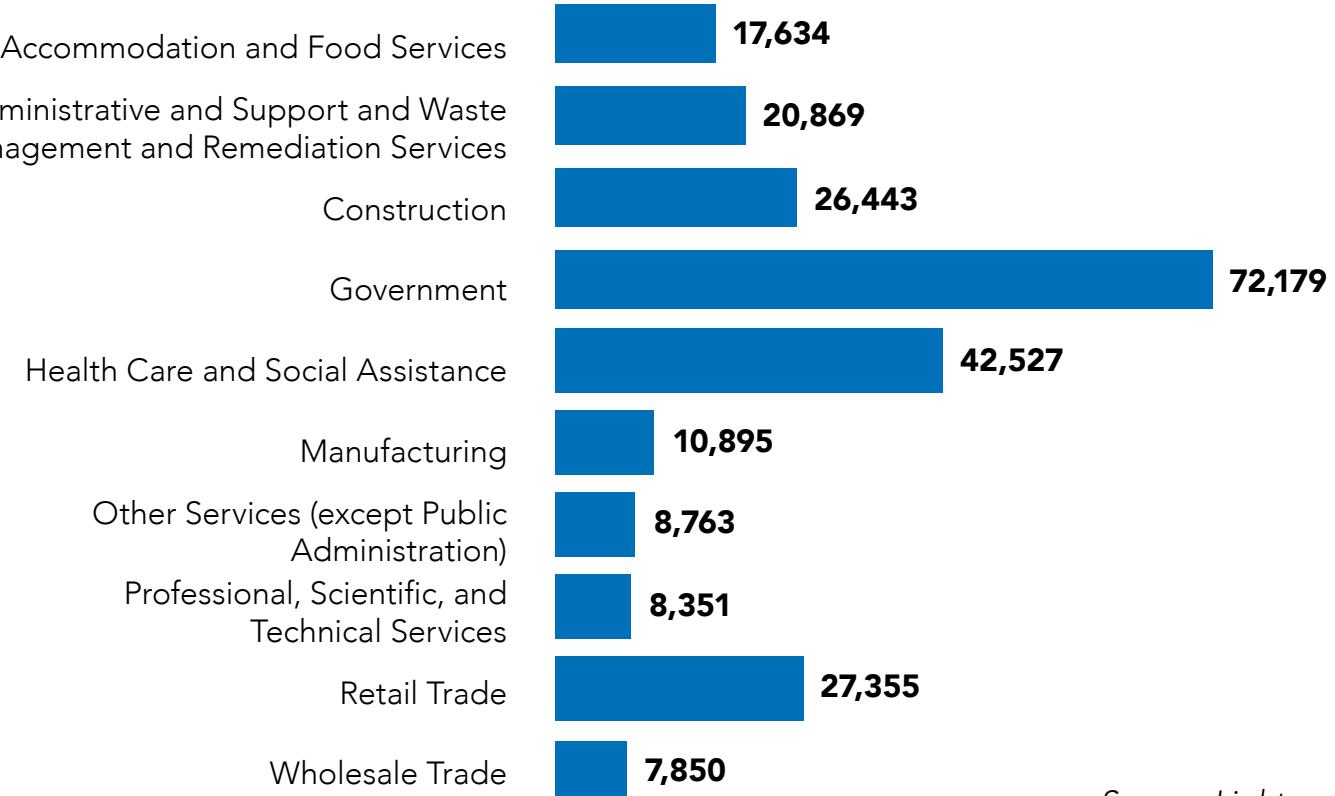
Government and healthcare provide a solid employment base for the county, but the county lacks tradable sectors to drive economic growth. Sacramento County has approximately 775,000 jobs, the majority of which are in government and healthcare. Together these sectors make up 40% of total employment in Sacramento County and in unincorporated areas. Very few of the largest or fastest growing industries are tradable; this pattern is reflected countywide and regionally. In the unincorporated county, tradable sectors account for only 12% of employment. The largest tradable sectors are manufacturing and professional services.

Total Employment



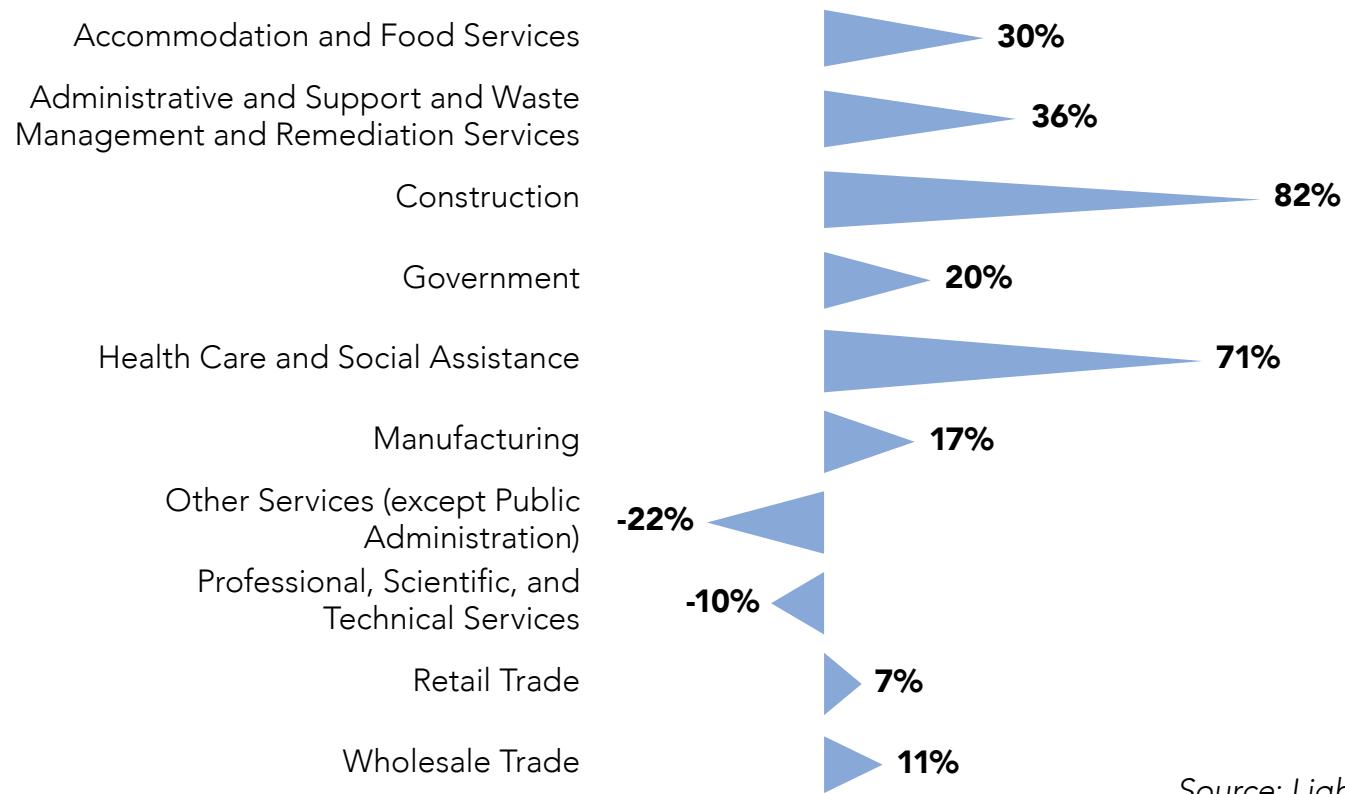
Source: Lightcast.

Top 10 Unincorporated County Sectors by Jobs



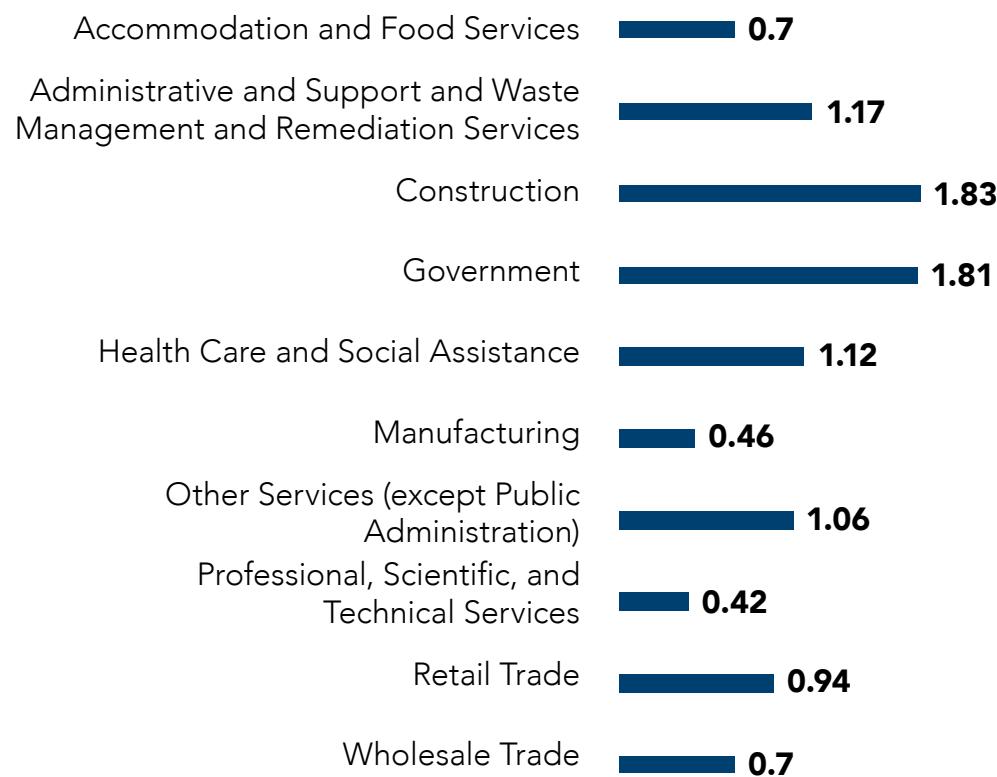
Source: Lightcast.

Top 10 Unincorporated County Sectors by Growth, % increase from 2012 to 2022



Source: Lightcast.

Top 10 Unincorporated County Sectors by Specialization (LQ*)



***Location Quotient (LQ)**
is a measure of how specialized a city's economy is in a sector relative to the nation. An LQ of 2.0 means a city's economy is twice as specialized in that sector than the national average.

Source: Lightcast.

VISION AND STRATEGIES

ECONOMIC DEVELOPMENT VISION AND GOALS

ECONOMIC DEVELOPMENT VISION STATEMENT

The Office of Economic Development will strategically build a resilient, equitable, and diversified economy by creating and maintaining a business environment that:



Elevates businesses' ability to operate in unincorporated Sacramento County, delivering high quality jobs for residents and generating strong revenue streams for Sacramento County.



Empowers entrepreneurs and local businesses to achieve their aspirations in starting and growing micro, small, and medium-sized businesses in unincorporated Sacramento County.



Fosters thriving communities with a vibrant sense of place and a robust business ecosystem, particularly by addressing commercial corridors comprehensively at the County level.



GOALS FOR OED

OED will elevate Sacramento County as a great place to do business, and connect businesses to the resources they need to establish and grow. It will do this both directly and indirectly through its Countywide network of partners. OED will work to realize the vision and pursue three strategic goals.

1. RESOURCES

OED will serve as the lead organization to connect businesses to the resources they need to be successful in Sacramento County with a focus on unincorporated Sacramento County. This goal includes core OED programming such as:

- Small business assistance
- Business incentives and industry attraction
- Arts and culture programming

2. COMMUNICATIONS

OED will elevate Sacramento County as a great place to do business, and broadcast resources and opportunities throughout unincorporated Sacramento County. This goal includes OED activities such as:

- Marketing available services
- Celebrating the County's successes

3. PARTNERSHIPS

OED will convene regional and local partners and participate in regional economic efforts to advance its vision. This goal reflects OED's role as a partner and convener on multi-agency economic development efforts including:

- Workforce development
- Commercial corridor development
- Infrastructure improvements

EDSP STRATEGY SUMMARY

1 RESOURCES

Connect businesses in Sacramento County with the resources they need to be successful

1.1

Support small businesses and entrepreneurs by providing direct technical assistance and referrals

OED-Led

1.2

Support economic growth in unincorporated Sacramento County through targeted business attraction and retention efforts including incentives

OED-Led

1.3

Streamline processes to enable businesses to start and grow in unincorporated Sacramento County

Partner-Led

1.4

Promote arts and artists in Sacramento County

OED-Led

2 COMMUNICATIONS

Elevate Sacramento County as a good place to do business, and broadcast resources and opportunities throughout the unincorporated county

2.1

Produce materials that highlight opportunities to do business in unincorporated Sacramento County

OED-Led

2.2

Share OED's work and its impacts

OED-Led

3 PARTNERSHIPS

Convene regional and local partners to advance the economic development vision

3.1

Convene partners and coordinate efforts to support initiatives that directly advance the economic development vision

OED-Led

3.2

Expand workforce development as a tool for industry attraction and retention

Partner-Led

3.3

Develop a comprehensive approach to improving commercial corridors in unincorporated Sacramento County

Partner-Led

3.4

Support critical infrastructure in unincorporated Sacramento County

OED-Led



1. RESOURCES

GOAL

Connect businesses to the resources they need to be successful in Sacramento County with a focus on unincorporated Sacramento County. A strong business environment, one that promotes inclusive growth, environmental sustainability, and industry diversity, depends on coordinated action across public, private, and nonprofit sectors. OED plays a central role by connecting businesses to resources and support, and by leading countywide economic development efforts through strategic partnerships.

STRATEGIES

1 SUPPORT SMALL BUSINESSES AND ENTREPRENEURS BY PROVIDING DIRECT TECHNICAL ASSISTANCE AND REFERRALS

OED-LED Small business growth is an essential part of a diverse economy and helps ensure that residents have access to wealth-building opportunities. OED manages several programs that support entrepreneurs and small businesses. This strategy involves building on OED's current small business technical assistance programming, continuing to support businesses to navigate County regulations, and an expansion of existing efforts to engage with the urban and rural business community externally through OED and partner-led events.

METRICS

- Increase number, industry type, and location of businesses served
- Number of technical assistance hours provided
- Increase number of support referrals received from partners
- Number of new and renewed businesses
- Number of new jobs created
- Sales tax revenue growth
- Number of events supported or hosted
- Number of attendees at hosted events
- Dollar amount of grant funds applied for and/or awarded

RECOMMENDED ACTION

Continue to support businesses through outreach events and community meetings in collaboration with relevant partners.

Uphold and strengthen Sacramento County's brand by serving as a responsive, customer-facing office that helps businesses navigate complex County processes, resolves issues efficiently, and represents the County with professionalism and care.

Continue and expand direct no-cost regulatory compliance assistance to help businesses and industry groups navigate County and partner agency requirements.

Enhance regular contact with small business technical assistance providers, businesses, and partner agencies to identify in-demand training topics and evaluate potential new programs and initiatives.

Continue and expand direct and tailored technical assistance for entrepreneurs and small business owners.

Pursue state, federal, or other grant opportunities to fund and expand small business support programs. Develop internal capacity or partnerships to monitor funding opportunities and submit competitive applications that align with the Economic Development Vision.

2 SUPPORT ECONOMIC GROWTH IN UNINCORPORATED SACRAMENTO COUNTY THROUGH TARGETED BUSINESS ATTRACTION AND RETENTION EFFORTS INCLUDING INCENTIVES

OED-LED

Business attraction and retention are core to OED's efforts. OED will take a proactive approach to business incentives by developing a comprehensive toolbox of resources to attract and grow businesses that create high-quality jobs, enhance economic diversity, and advance OED's Vision. OED's business development staff will continue delivering excellent customer service by connecting developers to key services, including site selection and business assistance, facilitating investment and growth in the County, and enabling quality development projects that support the thoughtful growth of a balanced and thriving community.

METRICS

- Increase jobs created or retained through incentive-supported programs
- Job growth in priority industries
- Number of businesses successfully located with OED assistance
- Capital investment value of OED supported projects
- Property and sales tax revenue growth

RECOMMENDED ACTION

Enhance regular contact with commercial brokers, site selectors, and local businesses to understand location needs for priority industries and share available industrial and commercial opportunities in unincorporated Sacramento County.

Expand and enhance coordination efforts to strengthen responses to Requests for Information (RFIs) from site selectors and prospective businesses, ensuring submissions are timely, consistent, and strategic.

Develop new incentives tied to specific criteria that prioritize revenue generation for the County i.e. high-wage job creation, capital investment, industry-specific business recruitment.

Align incentives with the economic development vision and other County and regional priorities, focusing on priority industries including precision manufacturing, cleantech, Research and Development, and Ag Tech, among others identified by the County and regional economic development initiatives.

Align incentives as appropriate with workforce development programs and priorities, targeting priority industries and collaborating with SETA and other regional workforce entities.

Adopt and implement incentives using established criteria.

Proactively market available sites at industrial parks in unincorporated Sacramento County, maintaining updated site inventories and refining the County's marketing approach for target sectors through regular contact with commercial brokers, site selectors, and local businesses. Work with regional partners to connect businesses interested in locating in the region with available sites.

3 STREAMLINE PROCESSES TO ENABLE BUSINESSES TO START AND GROW IN UNINCORPORATED SACRAMENTO COUNTY

PARTNER-LED OED helps businesses and residents navigate the County's regulatory environment and development review process through its technical assistance programs and business assistance resources. Through this strategy, OED will support businesses to understand County processes and advocate for process improvements throughout the County that improve economic development outcomes.

METRICS

- Number of development projects initiated and/or facilitated by OED
- Number of new business startups in unincorporated Sacramento County
- Number of outreach events or partner channels distributing informational materials
- Average permit processing time by application type
- Improve customer satisfaction with County permitting processes; as measured by survey

RECOMMENDED ACTION

Support the Development Project Manager Program, coordinating eligible projects from conceptional design through development completion.

Partner with the Community Development Department to update zoning codes, focusing on Special Planning Areas, commercial corridors, infill housing, and other key areas.

Enhance partnerships with County departments and external agencies to streamline the implementation of regulations and processes related to starting and running a business.

Collaborate with partners to leverage OED's experience with businesses and co-create informational materials that are visually accessible and tailored to small business needs.





4 PROMOTE ARTS AND ARTISTS IN SACRAMENTO COUNTY

OED-LED

OED leads efforts to support the arts and artists in unincorporated Sacramento County. This includes public art programs and cultural arts grants. This strategy focuses on OED's support of arts and culture programming to ensure the business success of artists.

METRICS

- Amount of funding awarded to arts organizations by Sacramento County
- Number of artists showcased in County-owned facilities
- Number of new or renovated Crime Prevention Through Environmental Design (CPTED) projects that incorporate public art

RECOMMENDED ACTION

Showcase local artists throughout County-owned facilities.

Continue and expand arts and cultural programming including through grant funding.

Develop and adopt an Arts Framework to guide arts and culture programming, with a focus on unincorporated Sacramento County.

Incorporate public art into commercial corridor revitalization efforts in coordination with community partners.



2. COMMUNICATIONS

GOAL

Elevate Sacramento County as a great place to do business and broadcast resources and opportunities throughout unincorporated Sacramento County. Sacramento County is a great place to do business. The county has a strong base of talent across multiple sectors, quality of life is high. Through this strategy, OED will highlight the existing resources and programs for businesses as well as the unique qualities that make Sacramento County a great place for business.

STRATEGIES

1 PRODUCE MATERIALS THAT HIGHLIGHT OPPORTUNITIES TO DO BUSINESS IN UNINCORPORATED SACRAMENTO COUNTY

OED-LED

This strategy focuses on OED's opportunities to highlight the benefits of doing business in Sacramento County.

METRICS

- Increase number, industry type, and location of businesses served
- Number of technical assistance hours provided
- Increase number of support referrals received from partners
- Number of new and renewed businesses
- Number of new jobs created
- Sales tax revenue growth
- Number of events supported or hosted
- Number of attendees at hosted events
- Dollar amount of grant funds applied for and/or awarded

RECOMMENDED ACTION

Launch a digital media campaign targeting businesses, developers, investors, and community members to raise awareness of business opportunities and resources.

Develop a marketing strategy with clear messaging and marketing materials that communicates Sacramento County's identity and strengths as a great place to do business, including by highlighting its strategic location, diverse workforce, and supportive economic development services.

Host a "Why Sacramento County" or similar roadshow series in collaboration with chambers, industry groups, real estate networks, etc., to actively promote development-ready sites, economic development services, and success stories.

Update and modernize OED's current website to better showcase business resources, site selection tools, incentives, and success stories.

Develop a print and digital business Welcome Guide tailored to prospective and existing businesses in unincorporated areas, with information on permitting, licensing, County services, and contracts.

Develop and promote a Business Support Toolbox that serves as a centralized hub for all business support services, consolidating programs, incentives and resources from OED, other County departments and external agencies. Through clear, user-friendly materials and targeted outreach, ensure businesses can easily understand and navigate the full range of support programs available to start and grow their business.

Create communications strategies and materials specifically designed to reach rural and underserved audiences with tailored messaging and culturally relevant outreach tools.

2 SHARE OED'S WORK AND ITS IMPACTS

OED-LED

OED has a strong reputation with other County departments and external agencies. This strategy focuses on sharing OED's accomplishments and the impact of its programs to strengthen partnerships, build community trust, and demonstrate the value of economic development efforts to the public and stakeholders.

METRICS

- 5 new testimonials created per year, including at least 1 minority-owned or microbusiness testimonial
- Number of co-branded materials distributed with partner agencies
- Number of OED presentations at events

RECOMMENDED ACTION

Leverage existing and new partnerships to increase awareness of business resources provided by OED, by co-branding materials, presenting at events, and participating in partner newsletters, media and webinars to share OED's resources and message.

Produce an independent Annual Snapshot that highlights key achievements, metrics, and progress toward OED's vision and EDSP.

Gather and promote testimonials from local businesses that have opened or expanded in Sacramento County.





3. PARTNERSHIPS

GOAL

Convene regional and local partners and participate in regional economic efforts to advance OED's economic development vision. OED has strong partnerships throughout the county and regularly serves as a convener across County departments, external agencies, and other organizations. Where initiatives directly advance the County's vision for economic development, but are outside OED's core capacities, OED can play an active role in convening partners, fostering collaboration, and driving success.

STRATEGIES

1 CONVENE PARTNERS AND COORDINATE EFFORTS TO SUPPORT INITIATIVES THAT DIRECTLY ADVANCE THE ECONOMIC DEVELOPMENT VISION

PARTNER-LED Economic development encompasses many areas of focus that extend beyond OED's core capacities of business development and attraction. This strategy establishes OED's formal role as a strategic convener, positioning the office as the central coordinator for countywide economic development efforts that require cross-agency collaboration, regional partnerships, or community alignment. Unlike departments focused on direct service delivery or regulatory functions, OED's role is to bridge gaps between stakeholders, align initiatives with the County's economic development vision, and ensure that complex, multi-jurisdictional efforts move forward with shared accountability, clarity, and purpose, even when the initiatives fall outside OED's core programmatic scope.

METRICS

- Number of partnership agreements that include clear deliverables, performance metrics, and reporting expectations
- Percentage of partnership agreements meeting or exceeding their defined performance targets
- Number of boards, commissions, and convenings with OED participation
- Annual Partner Satisfaction Rating as measured by average score from an annual survey of partners

RECOMMENDED ACTION

Implement or update partnership agreements where appropriate, with clear deliverables, performance metrics, and reporting expectations.

Create a County-wide Economic Development Partner Directory to use as an up-to-date internal resource identifying key contacts across County departments, external agencies, small business technical assistance providers, educational institutions, workforce groups, utilities, PBIDs, and chambers to streamline coordination.

Continue and enhance support for the regional economic development ecosystem by actively participating in partner-led convenings, advisory groups, coalitions, and strategic initiatives to ensure that Sacramento County's priorities and opportunities are represented and advanced.

Evaluate partnerships for alignment with OED's roles, core capacities, and the economic development vision, identifying opportunities to scale or refocus efforts.

Transition leadership of non-core initiatives to qualified partners, while continuing to serve as coordinating partner to maintain strategic alignment.

2 EXPAND WORKFORCE DEVELOPMENT AS A TOOL FOR INDUSTRY ATTRACTION AND RETENTION

PARTNER-LED OED plays an important role convening business, labor, education, and training partners to drive the County's economic development vision. OED partners with workforce organizations to help residents access high quality jobs and to ensure that businesses have access to a skilled workforce, both as part of business attraction efforts or to support the retention and expansion of existing businesses. This includes identifying new training programs and career pathways to help residents find work, especially as part of efforts to develop and advance tradable sectors in Sacramento County and the region. This strategy focuses on OED's role as a partner and convener on strategic workforce initiatives that advance its economic development vision.

METRICS

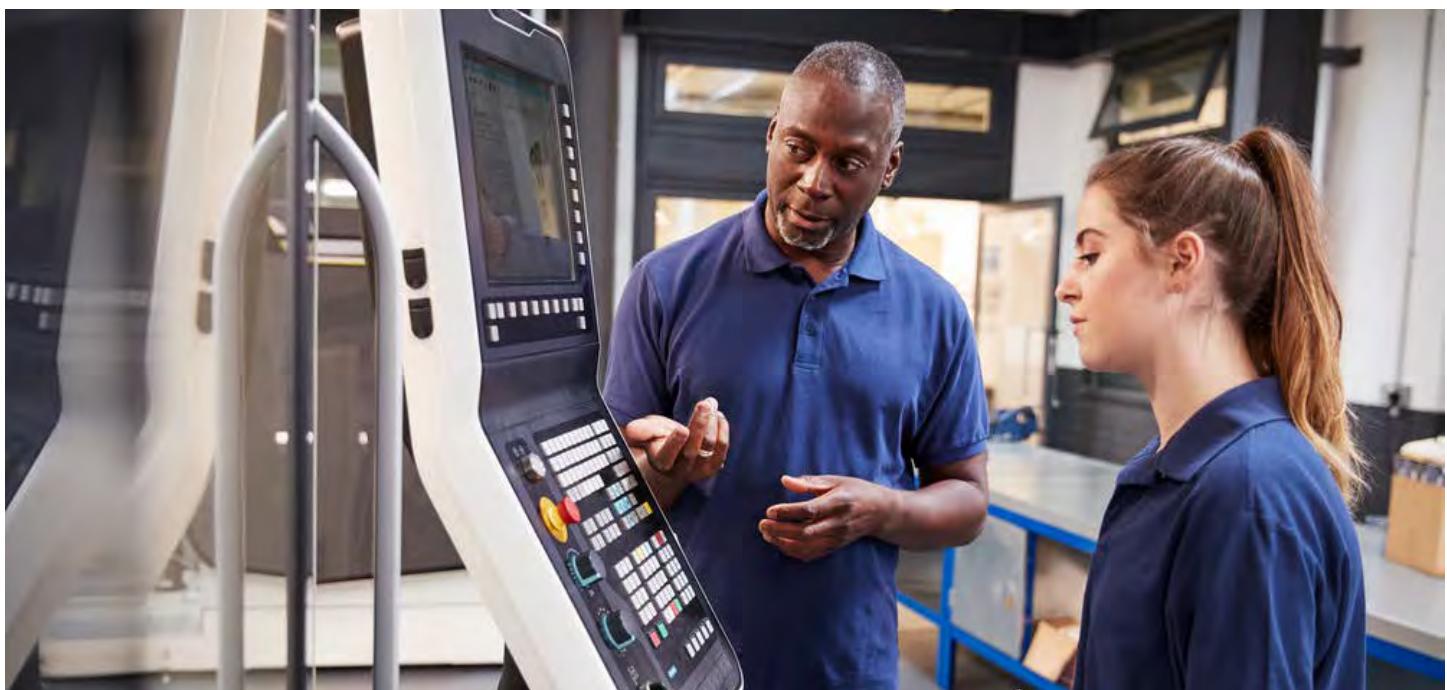
- Increase number of referrals from OED to workforce development partners
- Number of workforce development-related events supported by OED
- Grant funds applied for and awarded

RECOMMENDED ACTION

Continue to connect prospective and existing businesses to workforce development resources and talent pipelines to support business attraction and retention.

Continue and enhance support for workforce development programs in collaboration with partners including workforce development boards, training providers, and employers to align with the needs of priority sectors.

Support career pathways in underserved communities by partnering with workforce and education providers and actively pursuing grant funding to launch or scale training programs.



3 DEVELOP A COMPREHENSIVE APPROACH TO IMPROVING COMMERCIAL CORRIDORS IN UNINCORPORATED SACRAMENTO COUNTY

| | |
|--------------------|---|
| Partner-Led | Sacramento County's 14 commercial corridors are a vital part of the local economy. However, retail vacancies and public safety concerns have deterred new investment and impacted the sense of community wellbeing in these areas. OED will continue to play a role working with local businesses, property owners, PBIDs, chambers of commerce and other community stakeholders to support commercial corridor revitalization. In addition, OED will convene the County's Community Development Department and relevant stakeholders to support successful revitalization initiatives. |
| Metrics | <ul style="list-style-type: none">Decrease in vacancy rate along commercial corridorsIncrease in public and private investment along commercial corridorsDollar amount of grant funds applied for and/or awarded |

RECOMMENDED ACTION

Pursue grant opportunities for commercial corridor improvements, such as façades, signage, lighting, streetscape enhancements, public art and align them with broader infrastructure efforts where possible.

Continue and enhance efforts to convene local businesses, property owners, and community partners to advance commercial corridor improvement initiatives.

Partner with Community Development and relevant stakeholders to identify priority commercial corridors for action in unincorporated Sacramento County, focusing on reducing barriers to development and infrastructure, among other key priorities.





4 SUPPORT CRITICAL INFRASTRUCTURE IN UNINCORPORATED SACRAMENTO COUNTY

Partner-Led Limited infrastructure, particularly broadband, utilities, and site readiness, can hinder business operations, expansion, and attraction. In Sacramento County's unincorporated and rural areas, these infrastructure gaps impact everything from agricultural productivity to industrial development and tourism potential. This strategy emphasizes OED's role in advancing infrastructure improvements by identifying needs, supporting project development, facilitating site readiness, and partnering with agencies and utility providers to deliver the infrastructure required for business growth and long-term competitiveness.

Metrics

- Number of high-priority industrial or commercial sites with completed infrastructure assessments
- Number of site readiness plans created or updated with OED support
- Number of infrastructure projects (e.g., sewer, water, roads, power) advanced due to OED coordination or advocacy

RECOMMENDED ACTION

Continue participation in regional and County-led efforts focused on broadband expansion particularly in underserved and rural areas.

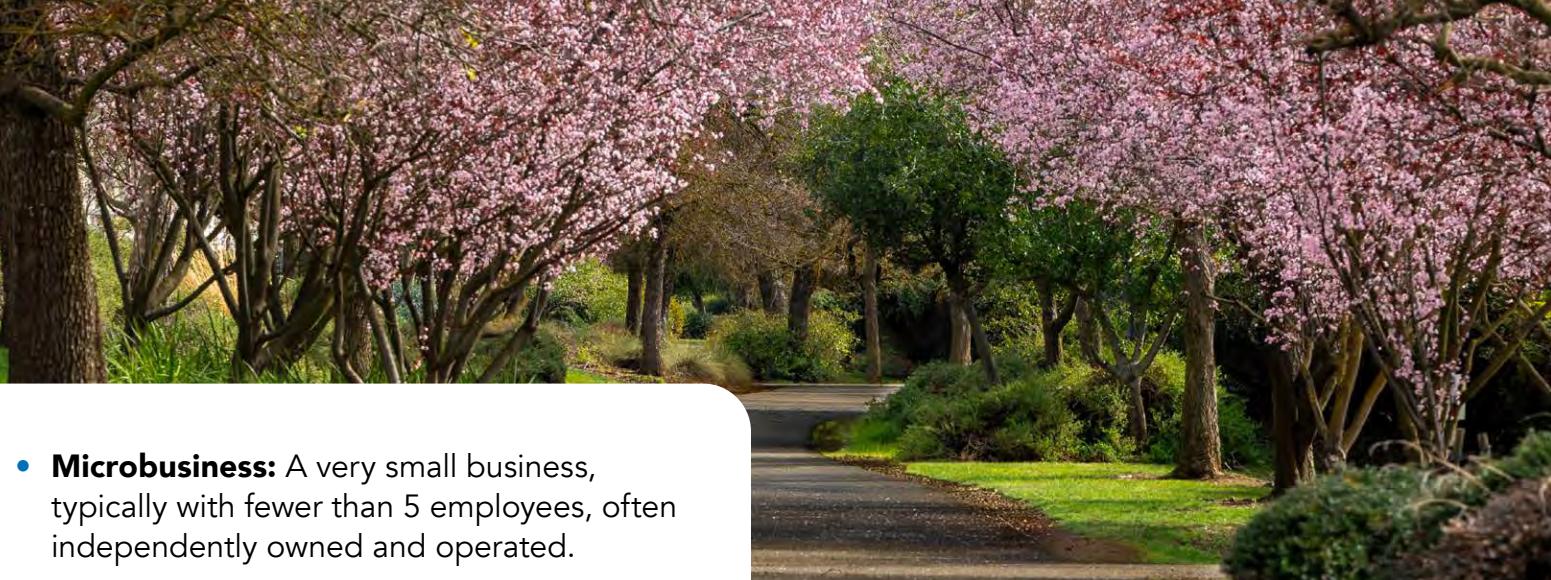
Guide and help advance an adequate supply of industrial zoned land in unincorporated Sacramento County in partnership with the Community Development Department.

Advocate for investment in high-potential commercial and industrial sites in unincorporated Sacramento County by identifying readiness gaps and coordinating with internal departments and utility providers to advance site development.

APPENDIX

GLOSSARY OF TERMS

- **American Community Survey (ACS):** Ongoing annual demographics survey conducted by the United States Census Bureau to help local officials, community leaders, and business understand the changes occurring in their communities.
- **Broadband:** High-speed internet infrastructure that enables access to digital services for homes, businesses, and public institutions.
- **Business Retention and Expansion (BRE):** A strategy used by economic development organizations to support existing businesses and help them grow, often through direct outreach, technical assistance, or coordinated services.
- **Capital Investment:** Money invested in physical assets like buildings, equipment, or infrastructure to support business operations, expansion, or new development.
- **Community-Based Organization (CBO):** Nonprofit organizations that operate at a local level to support the needs and interests of residents and businesses in specific communities.
- **Convening Role:** A leadership function in which an agency brings together stakeholders across sectors to align goals, share resources, and coordinate actions on shared economic or policy initiatives.
- **Crime Prevention Through Environmental Design (CPTED):** A multidisciplinary approach to reducing crime through thoughtful urban and environmental design that promotes visibility, access control, and community interaction.
- **Development Project Manager Program:** A program within the Community Development Department that assigns staff to help guide development projects through County processes, often acting as liaisons between developers and regulatory departments.
- **Economic Development Organization (EDO):** An entity, often a government or nonprofit agency, that promotes economic growth, investment, and job creation in a specific region.
- **Equitable Economic Development:** An equitable economy is one where everyone has the same access to employment and advancement opportunities, business ownership, and other opportunities.
- **Incentives Toolbox:** A set of financial or regulatory tools—such as tax credits, fee waivers, grants, or expedited permitting—used by local governments to attract or retain businesses.



- **Microbusiness:** A very small business, typically with fewer than 5 employees, often independently owned and operated.
- **Property-Business Improvement District (PBID):** A special district where property owners pay an additional assessment to fund improvements such as safety, cleanliness, marketing, and beautification within a defined commercial area.
- **Request for Information (RFI):** A formal request by a business or site selector to gather information about a location, site, or opportunity before initiating a development decision.
- **Sacramento Employment and Training Agency (SETA):** A joint powers agency that administers workforce development programs and coordinates training and employment services in Sacramento County.
- **Site Readiness:** The degree to which a development site has necessary infrastructure, zoning, and entitlements in place, making it ready for immediate use or construction.
- **Site Selector:** A professional or consultant who evaluates and recommends locations for business expansion or relocation based on infrastructure, workforce, and cost considerations.
- **Six County Region:** The Greater Sacramento area, encompassing El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties.
- **Stakeholder Engagement:** The process of involving individuals, organizations, and communities in the planning and decision-making process for policies, projects, or programs.

- **Sustainable Business Program:** A program managed by BERC that recognizes and supports businesses that operate with environmentally sustainable practices in Sacramento County.
- **Talent Pipeline:** The system of education, training, and employment services that prepares workers and connects them to available jobs in a region.
- **Tradable Sector:** Industries that produce goods or services that can be exported beyond the local region, bringing outside income into the economy. This is in contrast to non-tradable sectors, such as restaurants, construction, and retail, which primarily serve the local population and recycle money within the region rather than generating new external revenue.
- **Unincorporated Area:** A part of the county that is not governed by its own municipal government and is instead administered directly by the county.
- **We Prosper Together:** A regional economic initiative led by Valley Vision focused on inclusive and equitable economic growth in the Greater Sacramento region.
- **Workforce Development Board (WDB):** A local or regional board that oversees workforce strategy, funding, and program alignment for job training, placement, and employer engagement.

EXISTING COUNTY-CITY COLLABORATION ON ECONOMIC DEVELOPMENT

| Shared Priority Area | Existing County-City Collaboration Strategies | Actions | Lead |
|---|---|---|--|
| Small Business Support | Coordinate technical assistance, outreach, and funding programs regionally | Joint workshops with SBDC/BERC/SCORE; County Small Business Liaison | BERC |
| Site Selection & Development | Maintain a centralized database to help market available sites | Shared GIS platform. | GSEC |
| Data and Metrics Sharing | Develop a shared dashboard of economic indicators to track impact | Use shared KPIs (jobs, business starts, wage growth); publish annual joint reports | GSEC |
| Permitting & Regulatory Efficiency | Coordinate streamlined processes across jurisdictions (i.e. Health Permit compliance) | Regional permitting support for key industries | BERC |
| Incentives Alignment | Coordinate incentives where benefits cross jurisdictions | Arts Grants Co Working Space | City of Sacramento Choose Folsom |
| Corridor & District Revitalization | Joint planning of commercial corridors | 50 EA Partnership | Choose Folsom |
| Marketing & Business Attraction | Develop a unified regional marketing platform | Be More. Do More. | GSEC |
| Tourism & Hospitality | Market the region's cultural and recreational assets as a unified destination | Regional events calendar, co-branded tourism campaigns, trail/river access projects | Visit Sacramento and other Destination Marketing Organizations |
| Agriculture & Rural Economy | Support farm-to-fork programs, agritourism, agricultural innovation, and the preservation of agricultural land. | Regional promotion of farmers' markets, agribusiness, innovation hubs, and development and promotion of agriculture-related industry. | Visit Sacramento, Valley Vision |
| Shared Funding Advocacy | Align efforts to secure regional/state/federal funding | CA Jobs First | Valley Vision |
| Workforce Development | Collaborate on training and sector-based employer partnerships | Sacramento Works | SETA |

OPPORTUNITIES FOR COUNTY-CITY COLLABORATION ON ECONOMIC DEVELOPMENT

| Shared Priority Area | Potential County-City Collaboration Strategies | Example Actions |
|---|--|--|
| Small Business Support | Coordinate technical assistance, outreach, and funding programs regionally | Joint workshops with additional technical assistance providers, ScaleUP, etc. |
| Business Retention & Expansion | Share data and conduct joint outreach to existing businesses | Regional business visits, shared CRM system, coordinated problem-solving teams |
| Permitting & Regulatory Efficiency | Align timelines and share expedited practices | Regional permitting task force for key industries |
| Incentives Alignment | Coordinate incentives where benefits cross boundaries | Joint programs, shared retail/industrial tax |
| Workforce Development | Collaborate on training and sector-based employer partnerships | Joint Employment Training Program funding for manufacturing and other target industries |
| Innovation & Startups | Build region-wide support for incubators and accelerators | Shared startup fund, common guides and innovation zones |
| Youth Entrepreneurship & Career Pathways | Expand youth-focused entrepreneurship and employment training | Regional hackathons, youth entrepreneurship programs, youth startup grants, paid internship programs |
| Shared Funding Advocacy | Align efforts to secure regional/state/federal funding | Joint support letters, formal regional grant coalition |

CASE STUDIES

INCENTIVES

ALIGNING INCENTIVE CRITERIA TO ADVANCE ECONOMIC DEVELOPMENT PRIORITIES

DALLAS INCENTIVES SCORING MATRIX

In 2023, Dallas, Texas' Office of Economic Development (OED) revised its economic incentives programs to align with the goals of the City's Economic Development Policy, which focused on prioritizing investment in Southern Dallas and incentivizing quality jobs that pay living wages. The new incentives policy kept the economic development tools that made Dallas competitive and added new tools to institutionalize a living wage, streamline the process for smaller developers, create a new fund to address infrastructure challenges, and prioritize investment in specific areas. Changes included:

- Baseline requirements and use of a scorecard to help institutionalize priorities
- By-right abatement program and scorecard to improve access, ease, and efficiency
- By-right abatements in target geographies to help drive investment to distressed areas

BASELINE REQUIREMENTS

Business Development Projects

- Generate positive fiscal return-on-investment
- Incentivized jobs pay a living wage
- Create at least 10 permanent full-time-equivalent (FTE) jobs, or retain at least 25 FTE jobs

Real Estate Projects

- Verified capital financing gap
- Jobs hired directly by primary developer receiving incentive award pay a living wage
- Invest minimum of \$2 million
- Maintain compliance with the City's M/WBE participation goals

TIERED EVALUATION CRITERIA

- Job creation
- Capital investment
- Job quality & accessibility
- Competition & need
- Workforce development partnerships

The scorecard **institutionalized baseline requirements and introduced a tiering process** by which incentive recipients can receive deeper/longer abatements, as well as loans and/or grants, **based on alignment with economic development priorities**.

Source: City of Dallas Economic Development Incentive Policy



SMALL BUSINESS SUPPORT & COMMERCIAL CORRIDORS

TRANSFORMING VACANT STOREFRONTS FOR ARTISTS & SMALL BUSINESSES

SEATTLE RESTORED

As part of efforts to support communities and small business owners during the COVID-19 pandemic, Seattle's Office of Economic Development partnered with Seattle Good Business Network and Shunpike to launch Seattle Restored in 2021, which transforms vacant storefronts into vibrant community spaces. To do so, Seattle Restored partners with 15 different property management companies across the city to provide free, short-term placements or subsidized long-term lease funding for program participants. Property owners receive up to \$1,000 per month to provide activations such as pop-up shops, window art installations, and artist residencies. Artists and small business owners that are selected to participate in the program can also receive technical assistance in commercial space development, marketing, and business planning. The program is funded with \$500,000 from the City's allocation of American Rescue Plan Act (ARPA) funds, and, in 2024, the program received an additional \$200,000 in funding from JP Morgan Chase.

To date, Seattle Restored has secured 15 long-term leases across 10 neighborhoods, and has supported 125 creative professionals and small businesses. Participating businesses are 94% BIPOC and/or women-owned. The program has facilitated \$1M in small business sales.

Source: Seattle Restored; *Bottom Line*, "Lots of Love for Seattle Restored and Downtown Revitalization with \$200,000 Investment by JPMorgan Chase"; Seattle Rescue Plan, Community & Small Business Recovery

125
creative
professionals
and small
businesses
supported

SUPPORTING POP-UPS TO STRENGTHEN SF'S DOWNTOWN CORE

SAN FRANCISCO VACANT TO VIBRANT

As San Francisco's downtown core struggled to recover from the COVID-19 pandemic, San Francisco Office of Economic & Workforce Development partnered with local nonprofit SF New Deal to launch Vacant to Vibrant in 2023, one initiative part of Mayor London Breed's larger Roadmap to San Francisco's Future. The program provides grants ranging from \$2,000-\$10,000 to participating pop-ups, as well as technical assistance in navigating pop-up ideation, marketing, permitting, and compliance and operations, and offers property owners up to \$5,000 to cover tenant improvements and utility expenses. The program began as a three-month pilot, and, due to its success, continued and expanded in 2024. The program is supported through a \$1 million donation from Wells Fargo Bank, as well as partnerships with other private companies including Visa, JP Morgan Chase, and Salesforce. In 2024, Mayor Breed also announced the City's budget allocation of \$3 million to support a two-year expansion of Vacant to Vibrant to open 25 new storefronts in early 2025.

In its first cohort, nine storefronts launched across Downtown SF featuring 17 pop-ups, with eight of the nine original pop-up locations extending their stay beyond the initial three-month term. Today, 15 storefronts are open Downtown, with dozens more announced in 2025.

Source: *Roadmap to San Francisco's Future*; *Vacant to Vibrant by SF New Deal*; *SF.gov News*, "Mayor Breed Latest Small Business Programs to Support Small Businesses Citywide and Help Fill Vacancies Downtown"

15
storefronts
are open
Downtown

FREE ADVISING, FUNDING, AND RESOURCES FOR SMALL BUSINESSES

COOK COUNTY SMALL BUSINESS SOURCE

Cook County Small Business Source, originally launched in 2020 and expanded in 2022, offers no-cost business advising, access to events, and a comprehensive library of resources to the entrepreneurs and small business owners of Cook County, IL. The Source connects businesses with capital, including public and private grants and loans, and maintains an up-to-date calendar of events, such as webinars hosted by the Cook County Small Business Source and in-person expos hosted by local CBOs and nonprofits. The Source convenes local and regional CBOs, private investors, and small business owners to foster connections and collaboration. Its website serves as a one-stop shop for small businesses in the region, providing them with resources from one-on-one expert business advising to information on how to legally register businesses.

Cook County's historic \$37 million investment in 2022 funds the majority of the Source's grants and services, with additional support from ARPA, the State of Illinois Community Navigator Program, We Rise Together, and the Fund for Equitable Growth. Since the program's inception, it has reached over 67,000 small businesses and served over 16,000 businesses through direct assistance, 77% of which are owned by people of color and 94% of which are microbusinesses (<10 employees). In 2022, the Source offered 113 events and webinars facilitated by BSOs and community partners to assist small businesses in accessing resources and further developing their business.

Cook County Small Business Source was the 2023 National Association of Counties (NACo) Achievement Award Winner and a top 100 finalist for a Chicago Innovation Award.

113
events and
webinars
facilitated

Source: *Cook County Small Business Source*; *Cook County Government*, "Cook County Bureau of Economic Development Earns County's First Chicago Innovation Award"

COMMUNICATIONS

MAKING THE CASE FOR BUSINESS GROWTH AND INVESTMENT

FAIRFAX COUNTY EDA

In 2021, Fairfax County EDA (FCEDA) launched an updated version of their website, "Fairfax NOVA: Where Business Comes to Dent the Universe." The site contains general information about FCEDA, Countywide demographic data, and insight into the work that FCEDA does. The website includes "fast facts" about major employers in Fairfax County and the latest news on companies moving into the region, which gets updated very regularly (articles published same-day). The website serves as a one-stop-shop for talent to learn more about living and working in Fairfax County and to connect this talent with businesses across the region, both large-scale companies and small businesses.

To boost business attraction, the website has a "Fairfax NOVA Advantage" tab which shows major employers, workforce and demographics, commercial real estate, transportation & logistics, and quality of life data to highlight "Why Fairfax County." The website also tailors attraction to different areas around the world (from California to Korea) to specifically pitch companies based outside of Fairfax County to relocate or expand into the region. For example, the "Korea" tab highlights the nonstop flights available from Seoul to the Washington Dulles International Airport and that the area has the third largest Korean Community in the country. It then lists prominent Korean companies located in Fairfax County and the competitive advantage Korean companies can have if they choose to do business in the region. The website also highlights the seven key clusters in the region and publishes data on each cluster, including employment, notable companies, and local talent.

As of 2021, just one year after the launch of the website, the site attracted more than 600,000 visitors. FCEDA also won a Gold Award from the International Economic Development Council (IEDC) for the creation of the site.

Source: Fairfax County Economic Development Authority; *Fairfax County Economic Development Authority News*, "Fairfax County agencies win three 2021 Excellence in Economic Development awards"

600K+
visitors

HIGHLIGHTING ECONOMIC RESILIENCE AND GROWTH

LOUDON COUNTY ECONOMIC DEVELOPMENT FY23 ANNUAL REPORT

In order to showcase Loudon County, VA's attractiveness as a destination for business, investment, and growth, the Department of Economic Development (DED) produced an annual report for FY2023 to highlight key achievements, milestones, and initiatives. The annual report illustrates the top ten stories of the year that demonstrate the County's economic resilience, and includes stories about prominent business expansions, successful workforce development initiatives, and innovative startups. Each story includes relevant metrics to market the county, such as the number of jobs a business' expansion added. Through this report, the County hopes to illustrate Loudon's competitive advantage as a place for businesses seeking growth opportunities, a strong workforce, and a supportive business-friendly environment.

The Report received nearly 1,600 unique opens and was a bronze winner for the International Economic Development Council 2024 Excellence Awards.

1600
unique opens

Source: Loudon County Economic Development, "Annual Report FY2023: Why Loudon? Let's count the ways;" Loudon County, 202r Awards.

STRATEGY MATRIX

1. RESOURCES

Connect businesses in Sacramento County with the resources they need to be successful

| METRICS | RECOMMENDED ACTIONS | TIMING |
|--|---|-----------|
| 1.1 Support small businesses and entrepreneurs by providing direct technical assistance and referrals | | |
| • Increase number, industry type, and location of businesses served | Uphold and strengthen Sacramento County's brand by serving as a responsive, customer-facing office that helps businesses navigate complex County processes, resolves issues efficiently, and represents the County with professionalism and care. | 2026 |
| • Number of technical assistance hours provided | Enhance regular contact with small business technical assistance providers, businesses, and partner agencies to identify in-demand training topics and evaluate potential new programs and initiatives. | 2026 |
| • Increase number of support referrals received from partners | Continue to support businesses through outreach events and community meetings in collaboration with relevant partners. | 2026 |
| • Number of new and renewed businesses | Continue and expand direct no-cost regulatory compliance assistance to help businesses and industry groups navigate County and partner agency requirements. | 2026 |
| • Number of new jobs created | Continue and expand direct and tailored technical assistance for entrepreneurs and small business owners. | 2026 |
| • Sales tax revenue growth | Pursue state, federal, or other grant opportunities to fund and expand small business support programs. Develop internal capacity or partnerships to monitor funding opportunities and submit competitive applications that align with the Economic Development Vision. | 2026-2030 |
| • Number of events supported or hosted | | |
| • Number of attendees at hosted events | | |
| • Dollar amount of grant funds applied for and/or awarded | | |

| METRICS | RECOMMENDED ACTIONS | TIMING |
|--|--|-----------|
| 1.2 Support economic growth in unincorporated Sacramento County through targeted business attraction and retention efforts including incentives | | |
| • Increase in jobs created or retained through incentive-supported programs | Enhance regular contact with commercial brokers, site selectors, and local businesses to understand location needs for priority industries and share available industrial and commercial opportunities in unincorporated Sacramento County. | 2026 |
| • Job growth in priority industries | | |
| • Number of businesses successfully located with OED assistance | Proactively market available sites at industrial parks in unincorporated Sacramento County, maintaining updated site inventories and refining the County's marketing approach for target sectors through regular contact with commercial brokers, site selectors, and local businesses. Work with regional partners to connect businesses interested in locating in the region with available sites. | 2026-2027 |
| • Capital investment value of OED supported projects | | |
| • Property and sales tax revenue growth | Expand and enhance coordination efforts to strengthen responses to Requests for Information (RFIs) from site selectors and prospective businesses, ensuring submissions are timely, consistent, and strategic. | 2026 |
| | Align incentives as appropriate with workforce development programs and priorities, targeting priority industries and collaborating with SETA and other regional workforce entities. | 2026 |
| | Develop new incentives tied to specific criteria that prioritize revenue generation for the County. | 2026 |
| | Align incentives with the economic development vision and other County and regional priorities, focusing on priority industries including precision manufacturing, cleantech, Research and Development, and Ag Tech, among others identified by the County and regional economic development initiatives | 2026 |
| | Adopt and implement incentives using established criteria. | 2026-2030 |

| METRICS | RECOMMENDED ACTIONS | TIMING |
|---|---|-----------|
| 1.3 Streamline processes to enable businesses to start and grow in unincorporated Sacramento County | | |
| • Number of development projects initiated and/or facilitated by OED | Support the Development Project Manager Program, coordinating eligible projects from conceptional design through development completion. | 2026 |
| • Number of new business startups in unincorporated Sacramento County | Enhance partnerships with County departments and external agencies to streamline the implementation of regulations and processes related to starting and running a business. | 2026 |
| • Number of outreach events or partner channels distributing informational materials | Partner with the Community Development Department to update zoning codes, focusing on Special Planning Areas, commercial corridors, infill housing, and other key areas. | 2026-2029 |
| • Average permit processing time by application type Improve customer satisfaction with County permitting processes; as measured by survey | Collaborate with partners to leverage OED's experience with businesses and co-create informational materials that are visually accessible and tailored to small business needs. | 2026-2027 |
| 1.4 Promote arts and artists in Sacramento County | | |
| • Amount of funding awarded to arts organizations by Sacramento County | Showcase local artists throughout County-owned facilities. | 2026-2030 |
| • Number of artists showcased in County-owned facilities | Continue and expand arts and cultural programming including through grant funding. | 2026-2030 |
| • Number of new or renovated Crime Prevention Through Environmental Design (CPTED) projects that incorporated public art | Develop and adopt an Arts Framework to guide arts and culture programming, with a focus on unincorporated Sacramento County. | 2026-2028 |
| | Incorporate public art into commercial corridor revitalization efforts in coordination with community partners. | 2027-2028 |

2. COMMUNICATIONS

Elevate Sacramento County as a good place to do business, and broadcast resources and opportunities throughout the unincorporated county

| METRICS | RECOMMENDED ACTIONS | TIMING |
|--|---|-----------|
| 2.1 Produce materials that highlight opportunities to do business in unincorporated Sacramento County | | |
| • 3 stakeholder engagement sessions hosted per year | Launch a digital media campaign targeting businesses, developers, investors, and community members to raise awareness of business opportunities and resources. | 2026 |
| • Welcome guide distributed to new licensed businesses monthly | Develop a marketing strategy with clear messaging and marketing materials that communicates Sacramento County's identity and strengths as a great place to do business, including by highlighting its strategic location, diverse workforce, and supportive economic development services. | 2026-2027 |
| • Number of businesses, developers, and investors contacted through incentive outreach efforts | Host a "Why Sacramento County" or similar roadshow series in collaboration with chambers, industry groups, real estate networks, etc., to actively promote development-ready sites, economic development services, and success stories. | 2026-2027 |
| • Number of incentive inquiries or applications submitted after outreach campaigns | Develop and promote a Business Support Toolbox that serves as a centralized hub for all business support services, consolidating programs, incentives and resources from OED, other County departments and external agencies. Through clear, user-friendly materials and targeted outreach, ensure businesses can easily understand and navigate the full range of support programs available to start and grow their business. | 2026-2027 |
| • Number of languages in which core materials are available | Update and modernize OED's current website to better showcase business resources, site selection tools, incentives, and success stories. | 2027 |
| | Develop a print and digital business Welcome Guide tailored to prospective and existing businesses in unincorporated areas, with information on permitting, licensing, County services, and contracts. | 2027 |
| | Create communications strategies and materials specifically designed to reach rural and underserved audiences with tailored messaging and culturally relevant outreach tools. | 2027 |

| METRICS | RECOMMENDED ACTIONS | TIMING |
|---|--|-----------|
| 2.2 Share OED's work and its impacts | | |
| • 5 new testimonials created per year, including at least 1 minority-owned or microbusiness testimonial | Produce an independent Annual Snapshot that highlights key achievements, metrics, and progress toward OED's vision and EDSP. | 2026-2030 |
| • Number of co-branded materials distributed with partner agencies | Gather and promote testimonials from local businesses that have opened or expanded in Sacramento County. | 2026 |
| • Number of OED presentations at events | Leverage existing and new partnerships to increase awareness of business resources provided by OED, by co-branding materials, presenting at events, and participating in partner newsletters, media and webinars to share OED's resources and message. | 2027 |

3. PARTNERSHIPS

Convene regional and local partners to advance the economic development vision

| METRICS | RECOMMENDED ACTIONS | TIMING |
|---|--|-----------|
| 3.1 Convene partners and coordinate efforts to support initiatives that directly advance the economic development vision | | |
| • Number of partnership agreements that include clear deliverables, performance metrics, and reporting expectations | Continue and enhance support for the regional economic development ecosystem by actively participating in partner-led convenings, advisory groups, coalitions, and strategic initiatives to ensure that Sacramento County's priorities and opportunities are represented and advanced. | 2026 |
| • Percentage of partnership agreements meeting or exceeding their defined performance targets | Implement or update partnership agreements where appropriate, with clear deliverables, performance metrics, and reporting expectations. | 2026-2027 |
| • Number of boards, commissions, and convenings with OED participation | Create a County-wide Economic Development Partner Directory to use as an up-to-date internal resource identifying key contacts across County departments, external agencies, small business technical assistance providers, educational institutions, workforce groups, utilities, PBIDs, and chambers to streamline coordination. | 2026-2027 |
| • Annual Partner Satisfaction Rating as measured by average score from an annual survey of partners | Evaluate partnerships for alignment with OED's roles, core capacities, and the economic development vision, identifying opportunities to scale or refocus efforts. | 2027-2028 |
| | Transition leadership of non-core initiatives to qualified partners, while continuing to serve as coordinating partner to maintain strategic alignment. | 2027-2030 |
| Expand workforce development as a tool for industry attraction and retention | | |
| • Increase number of referrals from OED to workforce development partners | Continue to connect prospective and existing businesses to workforce development resources and talent pipelines to support business attraction and retention. | 2026 |
| • Number of workforce development-related events supported by OED | Continue and enhance support for workforce development programs in collaboration with partners including workforce development boards, training providers, and employers to align with the needs of priority sectors. | 2027-2028 |
| • Grant funds applied for and/or awarded | Support career pathways in underserved communities by partnering with workforce and education providers and actively pursuing grant funding to launch or scale training programs. | 2028 |

| METRICS | RECOMMENDED ACTIONS | TIMING |
|---|---|-----------|
| 3.3 Develop a comprehensive approach to improving commercial corridors in unincorporated Sacramento County | | |
| • Decrease in vacancy rate along commercial corridors | Pursue grant opportunities for commercial corridor improvements, such as façades, signage, lighting, streetscape enhancements, public art and align them with broader infrastructure efforts where possible. | 2026-2028 |
| • Increase in public and private investment along commercial corridors | Partner with Community Development and relevant stakeholders to identify priority commercial corridors for action in unincorporated Sacramento County, focusing on reducing barriers to development and infrastructure, among other key priorities. | 2027-2028 |
| • Dollar amount of grant funds applied for and/or awarded | Continue and enhance efforts to convene local businesses, property owners, and community partners to advance commercial corridor improvement initiatives. | 2028 |
| 3.4 Support critical infrastructure, especially broadband, in the unincorporated county | | |
| • Number of high-priority industrial or commercial sites with completed infrastructure assessments | Continue participation in regional and County-led efforts focused on broadband expansion particularly in underserved and rural areas. | 2026 |
| • Number of site readiness plans created or updated with OED support | Advocate for investment in high-potential commercial and industrial sites in unincorporated Sacramento County by identifying readiness gaps and coordinating with internal departments and utility providers to advance site development. | 2027-2028 |
| • Number of infrastructure projects (e.g., sewer, water, roads, power) advanced due to OED coordination or advocacy | Identify, assess, and help advance an adequate supply of industrial zoned land in unincorporated Sacramento County in partnership with the Community Development Department. | 2028-2030 |





HR&A Advisors, Inc. (HR&A) helps create more equitable, resilient, and dynamic communities. We develop visionary solutions to revitalize downtowns, neighborhoods, districts, cities and regions into job-producing, community-strengthening assets.

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