

Appendix A: Priority Projects and Strategy Matrices

Nevada County Projects							Impact	
Project Name & Proponent/ County	Project Description	Estimated Cost	Potential Funding	Est. Jobs Created/ Retained	Goals/ Resiliency	Social	Economic	
Community Wildfire Hazard Mitigation Project Nevada County	Minimize the impacts of large wildfires and allow firefighters to have a safer working environment.					X	X	
Notes/Update:								
North San Juan Fire Flow Project Nevada County	Feasibility study to look into the provision of a fire protection water system that would provide water storage and pressurized hydrants to the commercial core area.					X	X	
Notes/Update:								
Emergency Satellite Phones & Cell Towers in the South Yuba River Canyon Nevada County	Install cell towers and repeaters and permanent stationary emergency satellite phones, provision of satellite mobile hot-spots to river ambassadors and implementation of canyon roadside message boards.					X		
Notes/Update:								
Enclosed Green Waste Grinding Facility Nevada County	Feasibility and construction of an 11,000 square foot indoor green waste grinding facility with and electric grinder.	\$2.09 million					X	
Notes/Update:								
Public Safety Facilities/Jail Reconfiguration	Move the regional dispatch center to the juvenile hall and	\$25 million				X		

Nevada County	free up space at the jail for medical services.						
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Notes/Update:

New Truckee Library Facility Nevada County	Establish a new location for construction of a new larger and modern local library.					X	
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Notes/Update:

McCourtney Road Transfer Station Nevada County	Improve the McCourtney Road Transfer Station by addressing existing issues of capacity, traffic, noise, dust, litter, etc.					X	X
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Notes/Update:

County Public Works Operation Center Nevada County	Redesign of the approved Nevada County Public Works Operation Center, intended to allow Public Works to move its operations to a new location.					X	
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Notes/Update:

Nevada County Animal Shelter Nevada County	Improvements to the current animal shelter.					X	
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Notes/Update:

Nevada County Community Work Facility Nevada County	Build office space for The United States Forest Service and bring more developed infrastructure to the site for future office space.					X	
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Notes/Update:

Nevada County Affordable and Secure Storage Space Nevada County	Two long-term options include building a county-owned storage facility at the current operations center, alternatively leasing commercial space.					X	
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Notes/Update:

Cascade Shores Community Leach Field Project Nevada County	To address both effluent and fiscal issues, the Nevada County Sanitation District is pursuing construction of a community leach field system.	\$1.55 million					X	
Notes/Update:								
Soaring Way Project Nevada County (Truckee)	Commercial development at intersection of SR 267 and Soaring Way. Mixed use, retail, potential affordable housing and tech center						X	
Notes/Update:								
West River Site Development Nevada County (Truckee)	Public-private redevelopment of 1.4 acre disturbed site on downtown riverfront, expected to include public park area, restaurant, possibly other commercial development, and streetscape improvements to provide pedestrian connectivity to downtown.	~ \$6.8 million		30+	Riverbank restoration and stabilization		X	X
Notes/Update:								
Truckee Railyard Nevada County (Truckee)	Affordable housing development in Truckee Downtown Corridor						X	X
Notes/Update:								
Combie Road Sewer Line Project Nevada County	Construct about 0.7 miles of sewer force main in Combie Road from Higgins Road to Cascade Crossing Road.	~ \$2 million	~ \$3.2 million				X	X
Notes/Update:								
Loma Rica Airport Lot 6 Nevada County	Lot 6 is a prime location for development of aeronautical businesses and hangars that aircraft can taxi directly to, and it has direct street access to Loma Rica Drive.			40-60+	Additional ramp space, facilities		X	X

Notes/Update:

Bright Fiber's Gigabit Fiber Optic Internet Network Nevada County	Build a hybrid underground / aerial gigabit fiber optic network in Nevada County. Phase one to reach 2,000 homes and 250 businesses		\$16.2 million	80-94	Underground network less impacted by natural disasters	X	X
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Notes/Update: CPUC reviewing principal replacement transferring grant to Race Communications until November 2018

Donner Summit Visitor Center/ Public Restrooms Nevada County	Provide Visitor Center and public restrooms in an area with neither. A place where people come up for day trips in the snow, visitors have no public restroom options or centralized area to find out more about local commerce.				Catalyze economic development	X	X
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Notes/Update:

Donner Summit Road Improvements Nevada/ Placer County	Roadway improvements on 6.5 miles of Donner Pass Road from I80 to the Truckee town limits... include Class II bicycle lanes, parking improvements, and comprehensive pavement rehabilitation.		FLAP Grant, CA Gas tax, County Road Reserve		Catalyze economic development	X	X
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Notes/Update:

Donner Summit Broadband Nevada County	Hook up to Fiber Optic box at Soda Springs, bringing broadband to currently underserved areas.		CASF Grant?	~ 250	Catalyze economic development, facilitate entrepreneurship	X	X
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Notes/Update:

Nevada County Child Care Facility Nevada County	Build a childcare facility for low income individuals	\$2-\$3 Million	FLAP Grant, CA Gas tax?, County Road Reserve			X	X
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Notes/Update:

Penn Valley Streetlight Project	Install new and upgrade existing streetlights at a main commercial intersection to		Potential PPP with private		Catalyze economic development and	X	X
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Nevada County	encourage commercial activity and community use.		fundraise through merchant and DOE or CPUC grant or low interest loan		community vitality		
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Notes/Update:

Placer County Projects

Project Name & Proponent/ County	Project Description	Estimated Cost	Potential Funding	Est. Jobs Created/ Retained	Goals/ Resiliency	Impact	
						Social	Economic
Med. Security Housing & Vocational Training Project Placer County	Consultant services to assist in the preparation of pre-construction requirements for Medium Security Housing and Vocational Training facilities at South Placer Adult Correctional Facility	\$500k				X	X
Notes/Update:							
Mid-Western Placer Regional Sewer Project Placer County	Consolidate wastewater treatment from Sewer District 1 and City of Lincoln. The project includes expanding treatment capacity and adding new conveyance facilities.	\$8.45 million					X
Notes/Update:							
Northstar/Martis Valley Multipurpose Trail Placer/Nevada County	Connect Northstar Village, Town of Truckee and the Lake Tahoe Basin via a paved multipurpose trail. The trail will enable users to safely travel between commercial centers, area rivers, lakes and parks.	\$1.62 million				X	
Notes/Update:							
Acquire, Bank and Transfer ~60 Tourist Accommodation Units Placer County	The acquisition of the Tourist Accommodation Units will help to promote environmental and economic development in the Tahoe City and Kings Beach town centers	\$1.32 million					X
Notes/Update:							
Roseville Fairgrounds Repairs and Upgrades	Repair and upgrade the facilities of the Placer County Fairgrounds. Future development could include a multi-use event center.	\$2.07 million				X	

Placer County

Notes/Update:

Sunset Area Planning Placer County	Replace the 1997 Sunset Industrial Area Plan. The vision for the Sunset area plan includes higher density mixed labor, a university site, a traditional town center, a diversity of housing types and Plan Area-wide infrastructure improvements.	\$638k					X	X
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Notes/Update:

Truckee River Recreational Access Plan Placer/Nevada County	Address access to recreational opportunities on public land in the Truckee River Corridor from Truckee to Squaw Valley	\$1.15 million					X	
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Notes/Update:

The Stages at Northstar Placer County	Phase I development process for a 650 seat proscenium theater, 150 seat black box theater, 225 seat multi-purpose event room and 3,500 seat outdoor amphitheater.	\$500k					X	
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Notes/Update:

Transit Priority Infrastructure Project Placer/Nevada County	Assess and design improvements to infrastructure of SR 89 and SR 267 to install transit only lanes. Address congestion issues of major arterial routes to North Lake Tahoe	\$450k					X	
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Notes/Update:

Sierra County Projects

Project Name & Proponent/ County	Project Description	Estimated Cost	Potential Funding	Est. Jobs Created/ Retained	Goals/ Resiliency	Impact	
						Social	Economic
Sierra Brooks – Loyalton Bike Path & Road Rehabilitation Sierra County	Approximately 7 miles of bike trail that will connect Boca and Loyalton	\$3 million				X	
Notes/Update:							
Pacific Crest Trail Campground Sierra County	Trail layover to develop “Trail Town” facilities to accommodate Pacific Crest Trail influx.	\$TBA				X	
Notes/Update:							
Sierraville School Interior Rehabilitation Sierra County	Remodel the kitchen, install a new heat system, doors and window treatments at this National Register site.	\$250k				X	
Notes/Update:							
Downieville Community Hall Renovation Sierra County	Remodel the facility to comply with ADA and energy requirements. Planning will be conducted by an architect hired by the county.	\$500k				X	
Notes/Update:							
Sierra City Main Street Project Sierra County	Underground utilities, rehabilitate road drainage, make pedestrian and parking improvements to Sierra City’s Main Street.	\$TBA				X	X
Notes/Update:							
Loyalton Biomass & Ecotech Campus Sierra County	This project is envisioned as a catalyst project to revitalize the Town of Loyalton and Sierra	~ \$10 million		95+	Potential for District Cooling,		X

	County with a much needed infusion of jobs and industry. Commercial development of business park will serve as incubator for small-scale wood-products based businesses.				consumption of feedstock nearby		
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Notes/Update:

Sierraville Deerwater Airport Sierra County	Airport Master Plan includes new hangar development, emergency training and Touch and Go Training	~ \$4.6 million		X3-4 from flight school	Evacuation from airport egress		X
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Notes/Update:

Hot Springs Road Project Sierra County	Hot Springs road improvements	~ \$4.6 million		12+	Road Access for Hot Springs	X	X
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Notes/Update:

El Dorado County Projects

Project Name & Proponent/ County	Project Description	Estimated Cost	Potential Funding	Est. Jobs Created/ Retained	Goals/ Resiliency	S o c i a l	I m p a c t E c o n o m i c
El Dorado Trail Extension Project	Extend the existing Class I bike path at Missouri Flat Road approximately 2.2 miles to the Town of El Dorado along the Sacramento Placerville Transportation Corridor (SPTC).	\$4.1 million			Connect the communities of Diamond Springs and El Dorado in the vicinity of the City of Placerville	X	X
Notes/Update:							
Capital Southeast Connector Expressway	Link I-5 and Highway 99 South of Elk Grove to Highway 50 East of El Dorado Hills.				Regional congestion relief, Drive economic development, Improve road safety and regional security		X
Notes/Update:							
El Dorado Trail Extension Project	Construct a four lane road to connect Missouri Flat Road to State Route 49.				Improve traffic safety, relieve congestion	X	X
Notes/Update:							
Connected Tahoe	Tahoe Prosperity Center project to improve broadband internet access in the Tahoe Basin				Bring gigabit level service to the Tahoe Basin to catalyze economic development, galvanize public safety, healthcare, education and position the Basin to receive the most advanced technologies for internet access		X

Notes/Update:

Alert Tahoe	Tahoe Prosperity Center's project to implement a networked sensor system for early detection of wildfires, earthquakes and natural hazards in the Tahoe Basin.				Improve the Tahoe Basin's resiliency and ability to respond to natural disasters and climate change	X	X
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Notes/Update: To date, the existing AlertTahoe cameras have prevented more than 50 fires in the Lake Tahoe Basin.

Appendix B: Priority Projects and Strategy Matrices

Nevada County Interviewees

Alison Lehman – Nevada County Executive Office

Jeff Thorsby – Nevada County Economic Development Specialist

Jenn Tambor – Nevada County Analyst

John Paul – Spiral Internet

Michael Andersen – Client Works

Shavati Pearl – Nevada County Tech Connection

Robin Davies – Greater Grass Valley Chamber of Commerce CEO

Pam Hobday – Truckee Chamber of Commerce

Hillary Hobbs – Town of Truckee Economic Development Management Analyst

Chelsea Walterscheid – Truckee Downtown Merchants Association

Hilary Hodge – Sierra Commons Executive Director, District 3 Supervisor Candidate

El Dorado County Interviewees

Tiffany Schmid – El Dorado County Economic Development

Jenny Wilson – Workforce Innovation Opportunity Act Employment Services Supervisor

Still To Be Interviewed

Kim Douglas – City of Colfax Council Member of the Mayor

Sandra Heck – Site Director – Community of the Great Commission

Shawn Tillman – City of Lincoln Economic Development Manager

Placer County Interviewees

James Importante - Placer County Economic Development Manager

Sherry Conway – Placer County Economic Development Director

Marcy Schmidt – Placer County Economic Development

Patrick – Mega’s Café, Foresthill

Sherry Wicks – Foresthill Economic Development Council Treasurer

Brian Clausman – Placer County Visitor’s Bureau Board Director

Jennifer Montgomery – District 5 Board of Supervisors

Michael Velez – Community Facilities USDA

Mora Rowe – City of Auburn Economic Development Director

Robert Richardson – City of Auburn City Manager

Keith Nesbitt – Auburn Chamber of Commerce Executive Director

Amy Andrews – Colfax Area Chamber of Commerce Executive Director

Jennifer Merchant – Placer County Deputy County Executive Officer

Jonathan “JJ” Jansen – CPRP, County of Placer Management Analyst I - Lake Tahoe

Michelle Johnson – Foresthill Divide Chamber of Commerce, Executive Director of Foresthill Divide Chamber of Commerce

Robin Husman – Sebastian High Speed Internet, Foresthill Economic Development Council Chair

Rick Velgos – Grant Plumbing and Hardware, Foresthill Economic Development Council Member

Lindsey Romack – Tahoe Field representative for Placer County Supervisor Jennifer Montgomery, District 5

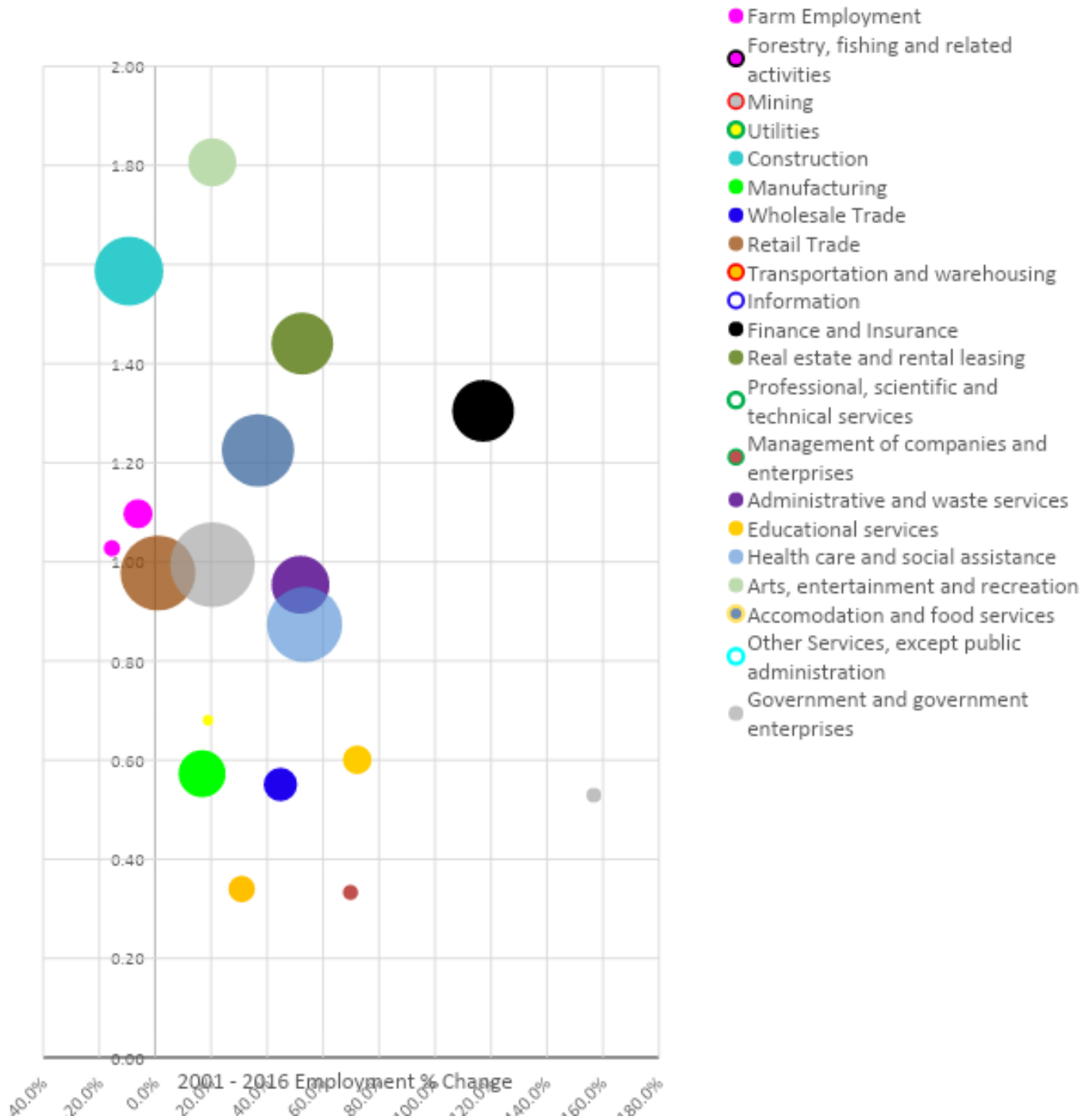
Appendix C: Individual County Industry Cluster Analyses

Industry clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a region. Characteristically, industry clusters share connection on the supply side, the service side, or both, and enhancements or improvements made on the supply side and / or the service side boost the productivity / economic health of all firms in the cluster. This cluster analysis relies on both an evaluation of regional and national employment patterns using a bubble chart tool, and local knowledge, history and culture.

A bubble chart allows for the comparison of an industry cluster's change in employment level along the horizontal axis, location quotient along the vertical axis and proportion of total employment within the District represented by the size of the bubble. Location quotient is a comparison of an industry cluster's regional proportional make up of employment, to the national proportional make up of employment for that same cluster. A location quotient greater than one indicates that there is a higher concentration of employees working in a regional cluster, than the national average. In many cases, this attribute has been shown to support a regional cluster's competitive advantage over other geographic areas.

Looking to top right quadrant of the location quotient bubble chart, when a cluster has a location quotient greater than one and an increasing employment level (top right quadrant), it often indicates that the cluster is a distinguishing part of the regional economy, and doing so at an increasing rate. This is especially true for clusters that make up a large percentage of total regional employment, as they likely make up the region's economic base. When a cluster has a location quotient less than one and an increasing employment level (bottom right quadrant) it is a strong indication that the industry is not yet more concentrated than the national average, but is growing over time and could become a distinguishing part of the regional economy. When a cluster has a location quotient greater than one and a decreasing employment level (top left quadrant), it often indicates that the industry was previously a distinguishing part of the regional economy, but is now in decline and action should be taken to help restore the industry. If a cluster with these characteristics makes up a medium or large portion of the regions total employment, it could be foreshadowing of potential recession or large decline in the overall regional economy if steps aren't taken. Lastly, if a cluster has a location quotient less than one and a decreasing employment level (bottom left quadrant), it indicates that the cluster is a less important to the regional economy, and doesn't present a significant strategic advantage over other similar clusters in different geographies.

El Dorado County



El Dorado County

Cluster Specialization

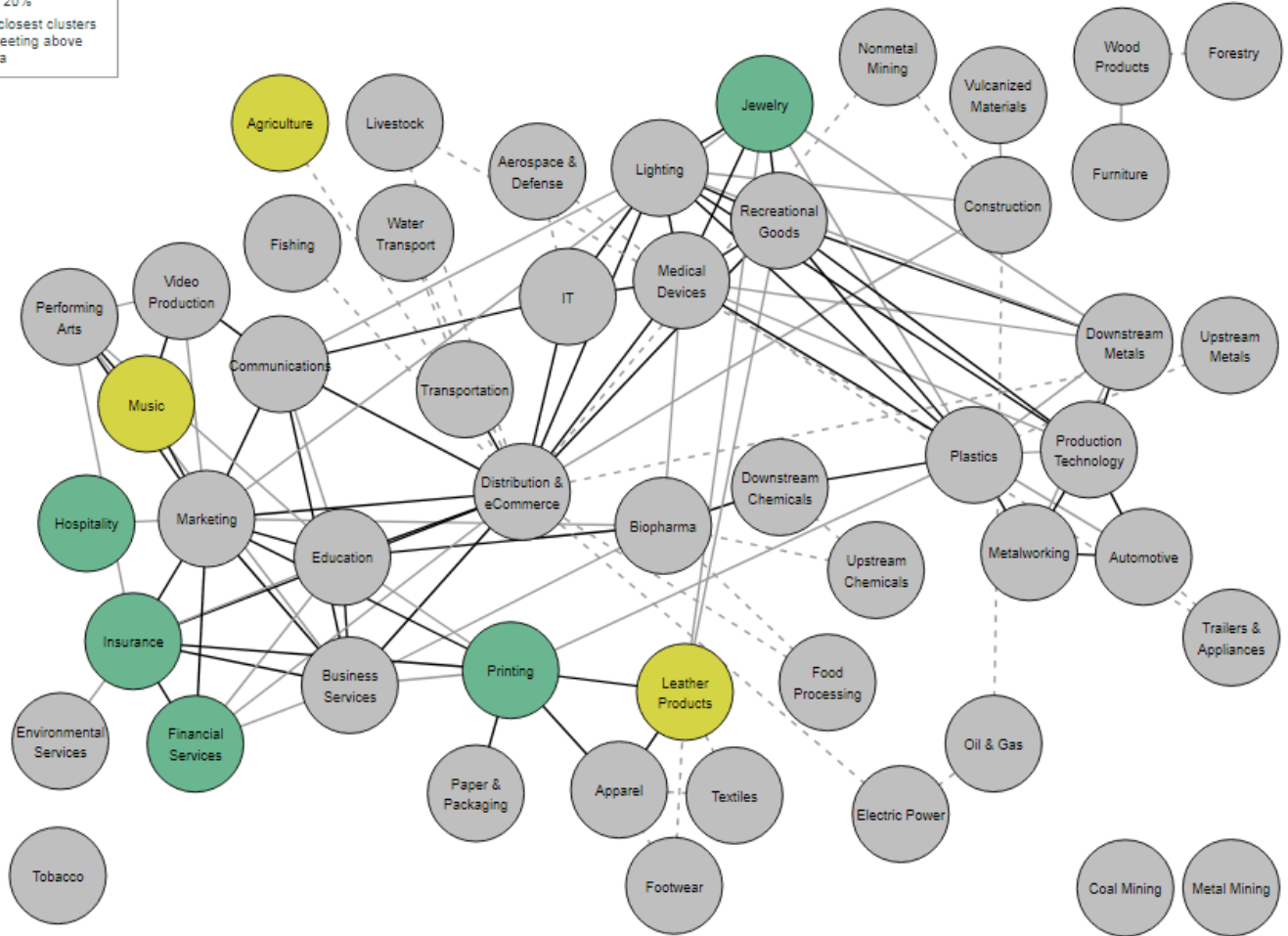
- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

- BCR >= 95th ptile & RI >= 20%
- BCR 90th-94th ptile & RI >= 20%
- Next closest clusters not meeting above criteria

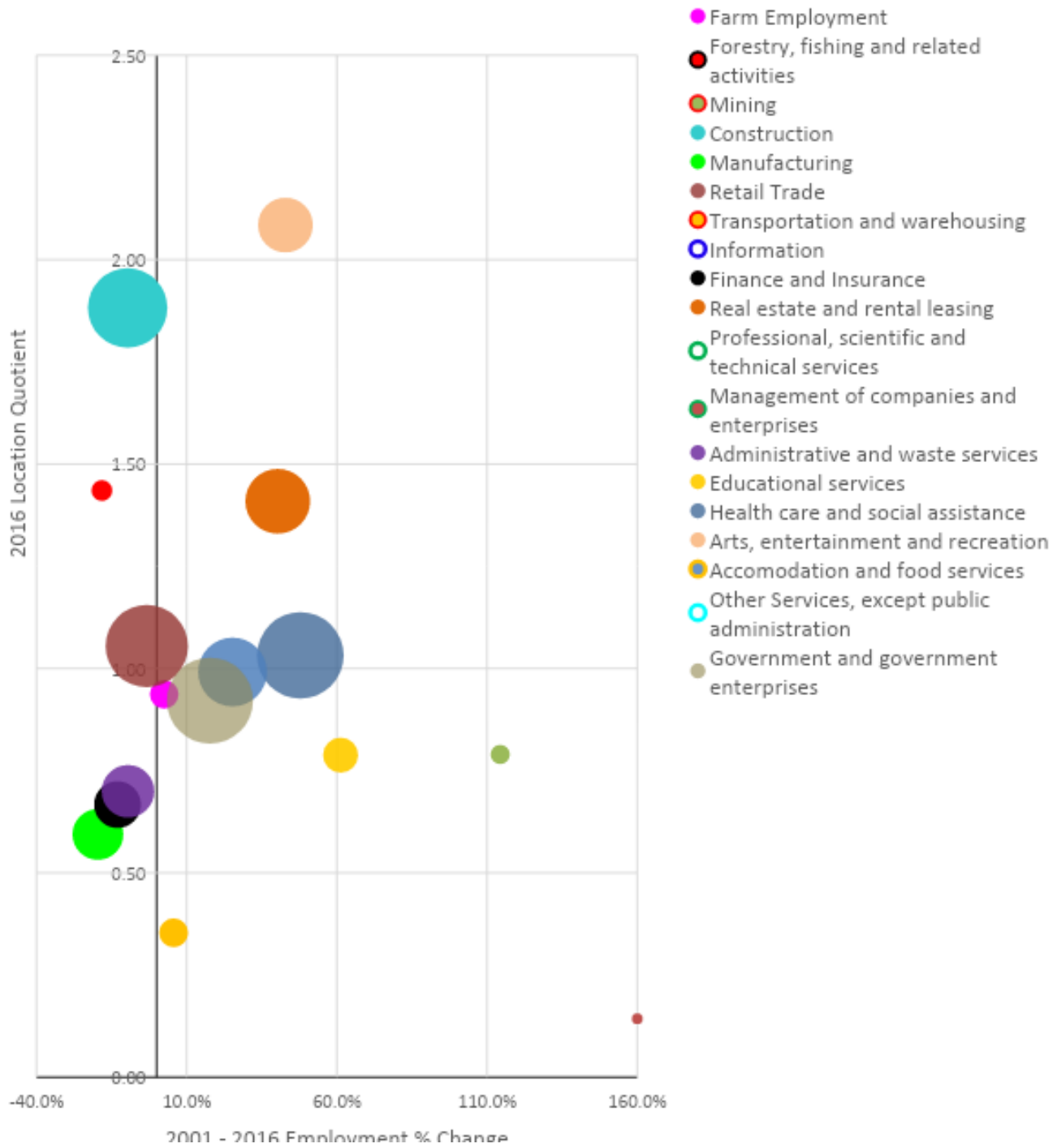


Cluster Linkages and Economic Diversification

El Dorado County, CA, 2016



Nevada County



Nevada County

Cluster Specialization

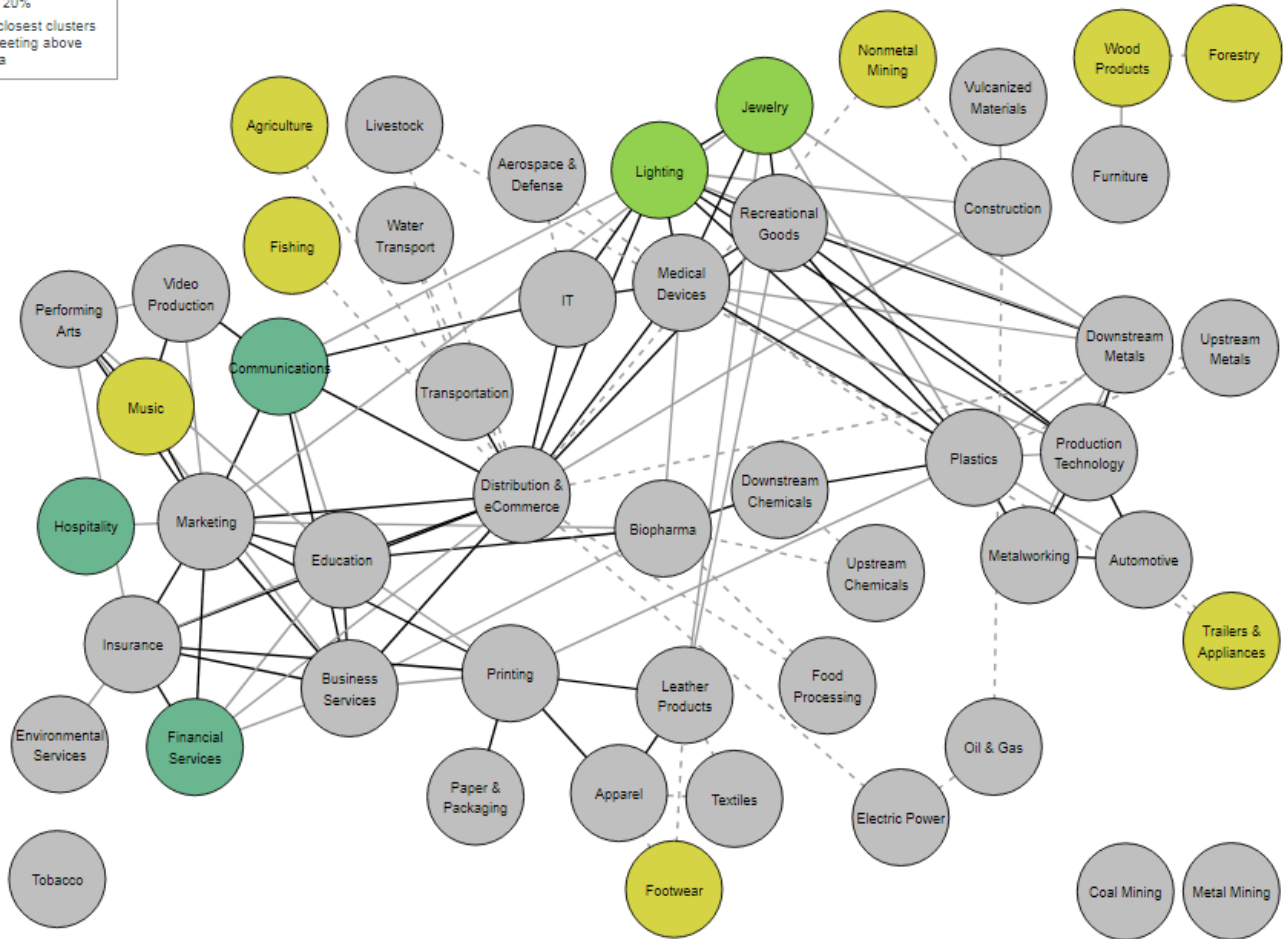
- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
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- BCR >= 95th pctile & RI >= 20%
- - -** BCR 90th-94th pctile & RI >= 20%
- - -** Next closest clusters not meeting above criteria

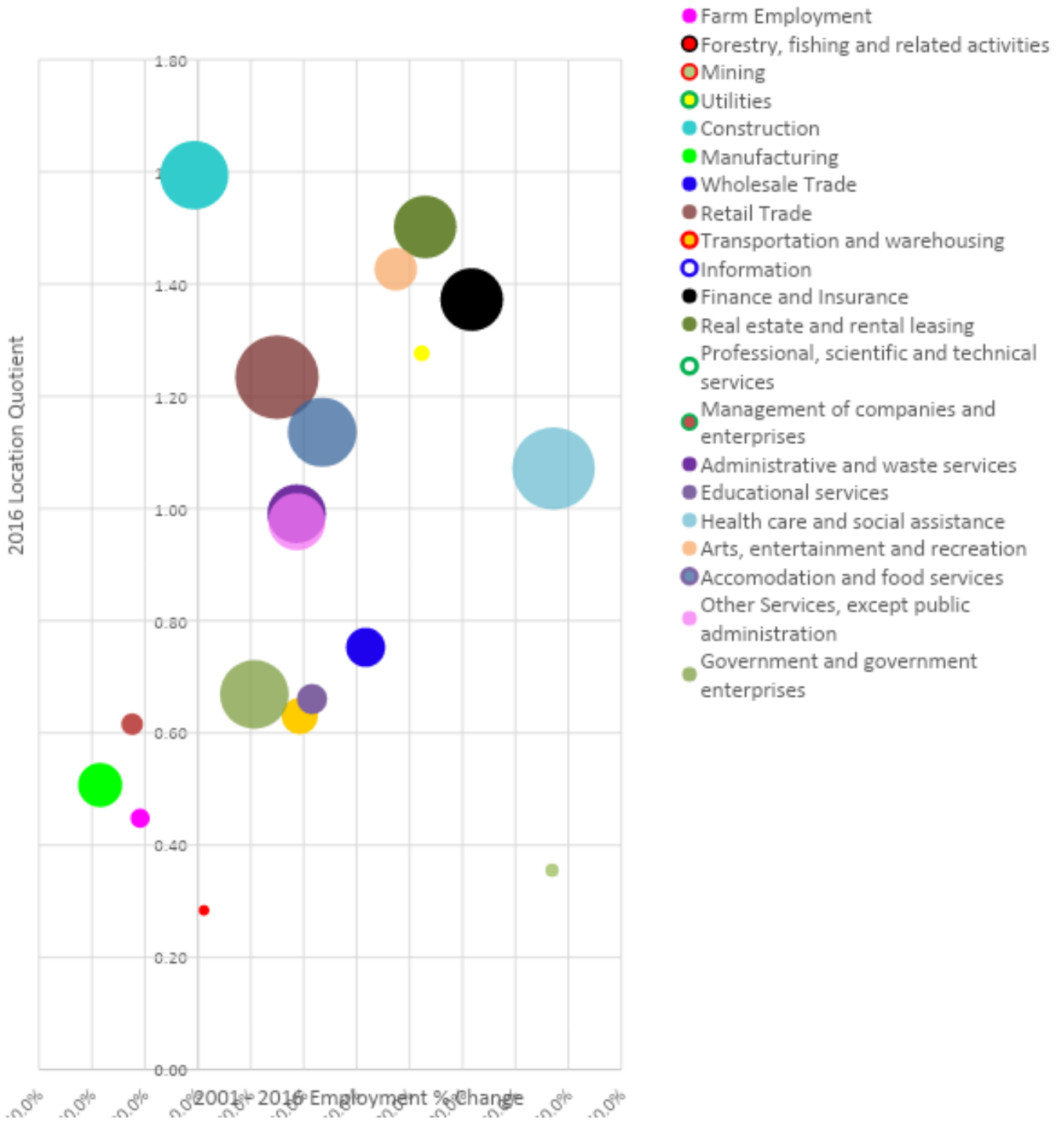


Cluster Linkages and Economic Diversification

Nevada County, CA, 2016



Placer County



Placer County

Cluster Specialization

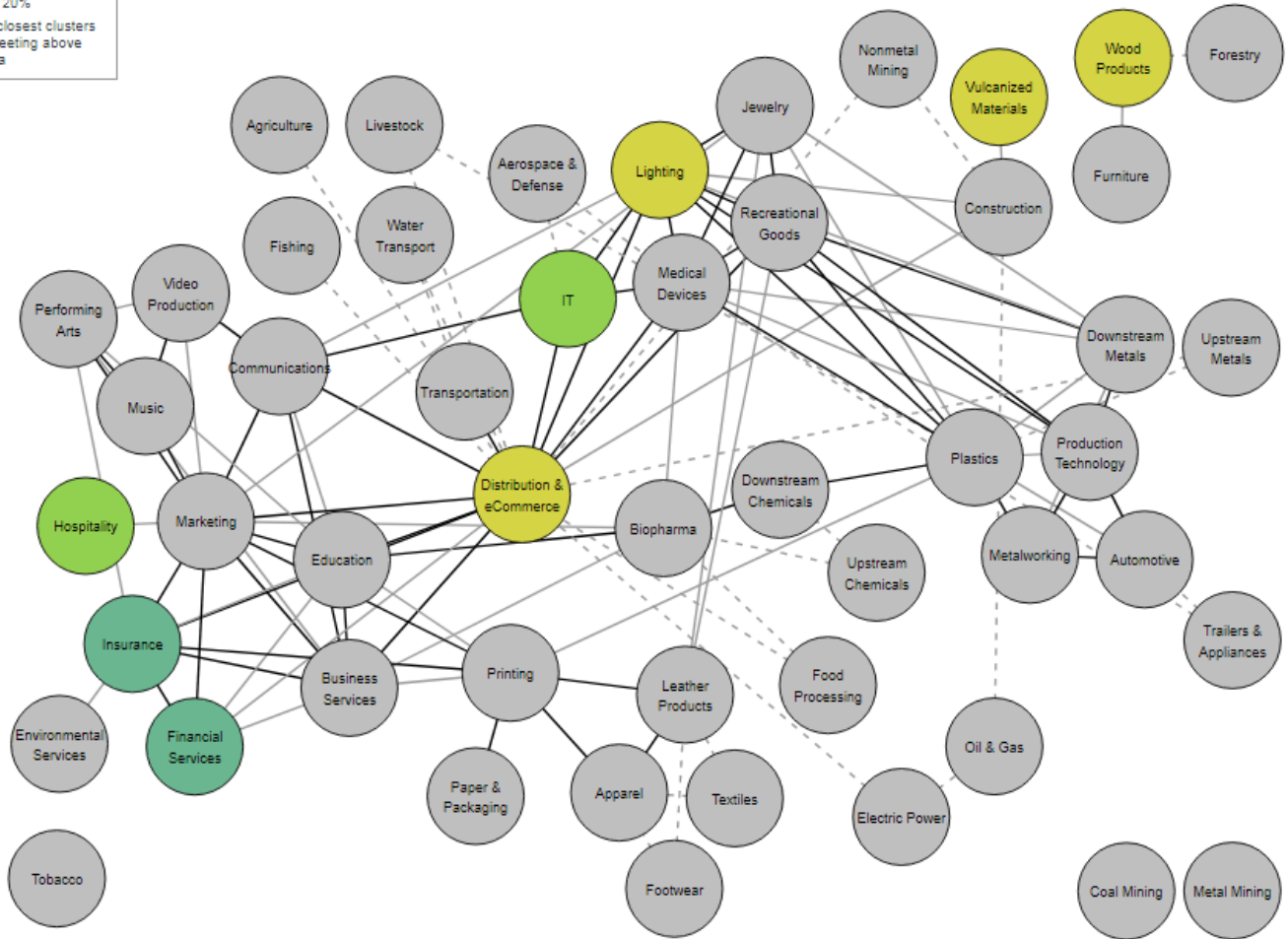
- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

- BCR >= 95th ptile & RI >= 20%
- BCR 90th-94th ptile & RI >= 20%
- Next closest clusters not meeting above criteria



Cluster Linkages and Economic Diversification

Placer County, CA, 2016



Sierra County



A number of industry clusters' data was withheld for business confidentiality purposes in both 2001 and/or 2016. Excluded industries lacked data for both years, and industries with no change in employment lacked 2001 data.

Sierra County

Cluster Specialization

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

- BCR >= 95th potile & RI >= 20%
- BCR 90th-94th potile & RI >= 20%
- -** Next closest clusters not meeting above criteria



Cluster Linkages and Economic Diversification

Sierra County, CA, 2016

