



Public Meeting Rooms 1 & 2, 311 Vernon Street

roseville.ca.us

The City of Roseville welcomes your participation.

Meeting Schedule: Regular meetings of the Roseville Economic Development Advisory Committee are held on the fourth Tuesday of January, April, July & October at 1:30 p.m.

Public Comment: Speakers have three (3) minutes under Public Comment to address the Chair of the meeting on issues that are not listed on the agenda and are within the City's jurisdiction. Please submit a yellow speaker card to the Secretary before the item is heard if you wish to make a comment.

Brown Act: The Roseville Economic Development Advisory Committee cannot discuss or act on items not listed on the agenda.

Agenda Items: Speakers have five (5) minutes to address items that are listed on the agenda.

Levine Act Provisions: If you've made a campaign contribution totaling more than \$500 (\$250 prior to January 1, 2025) to City Council Members in the last twelve (12) months, you must disclose it before addressing an item on the agenda. Please visit [Levine Act – City of Roseville](#) for updated forms and information.

Audio/Visual Presentations: If making a presentation regarding an agenda item, audio/visual materials must be submitted to the Secretary for consideration at least 72 hours in advance.

Americans with Disabilities Act: If special assistance is required to participate in a meeting including the need of auxiliary aids or services, please notify the City Clerk at least 72 hours in advance of the meeting.
City Clerk 311 Vernon Street cityclerkroseville@roseville.ca.us 916-774-5263 TDD: 916-774-5220

Security Measures: All Roseville meeting attendees must successfully pass through a security metal detector. Any person with a prohibited item will not be allowed entry. Prohibited items include but are not limited to firearms (even with valid CCW), knives, pepper spray/mace, explosives of any kind/any weapons and/or dangerous devices of any kind, illegal drugs, and alcohol.



Tracy Mendonsa, Chair
Stephen Clark, Chamber Representative
Jeff Richardson, Committee Member
Andrew Tagg, Committee Member
Michael Tronnes, Committee Member
Angela Tsukiji, Committee Member
Lilia Tahmasian, Committee Member
Melissa Anguiano, Liaison
Cary Camilleri, Secretary

AGENDA

Economic Development Advisory Committee Meeting

October 28, 2025

1:30 PM

Public Meeting Rooms 1 & 2, 311 Vernon Street

I. CALL TO ORDER

II. SILENT ROLL CALL

III. PUBLIC COMMENTS

IV. MINUTES

1. Approve the Draft Minutes of the previous meeting

Summary: Approval of the Draft Minutes of the July 22, 2025 Economic Development Advisory Committee meeting.

CONTACT: Cary Camilleri 916-746-1350 cacamilleri@roseville.ca.us

V. NEW BUSINESS

2. Commercial Corridor Incentives

Summary: Economic Development Analyst Gina McColl will present an update on the incentives package for the Specific Plan known as the Commercial Corridors. For Information only.

CONTACT: Gina McColl 916-774-5452 gmccoll@roseville.ca.us

3. Newmark Semiconductor Study Update

Summary: Economic Development Department Project Manager Rob Cline will provide a presentation on the results of the Newmark Semiconductor Study. For Information only.

CONTACT: Rob Cline 916-746-1172 racline@roseville.ca.us

4. Roseville Venture Lab Update

Summary: Economic Development Department Manager Wayne Wiley will provide an update on the Roseville Venture Lab. For information only.

CONTACT: Wayne Wiley 916-774-5283 wwiley@roseville.ca.us

VI. ROUNDTABLE

Committee members and staff provide updates on relevant industry trends and projects. For information only.

VII. ADJOURNMENT



Economic Development Advisory Committee Communication

Meeting Date: 10/28/2025
Item #: IV.1
Item ID: 2025-656

Title: Approve the Draft Minutes of the previous meeting
Contact: Cary Camilleri 916-746-1350 cacamilleri@roseville.ca.us

SUMMARY

Approval of the Draft Minutes of the July 22, 2025 Economic Development Advisory Committee meeting.

RECOMMENDATION

Respectfully Submitted,
Cary Camilleri, Management Assistant

Melissa Anguiano, Economic Development Director

ATTACHMENTS:

1. Minutes_draft_7.22.2025_Meeting

REVIEWERS:

Cary Camilleri, Economic Development Department

Created/Initiated - 9/2/2025



DRAFT

Tracy Mendonsa, Chair
Stephen Clark, Chamber Representative
Jeff Richardson, Committee Member
Andrew Tagg, Committee Member
Lilia Tahmasian, Committee Member
Michael Tronnes, Committee Member
Angela Tsukiji, Committee Member
Melissa Anguiano, Liaison
Cary Camilleri, Secretary

MINUTES

Economic Development Advisory Committee Meeting

July 22, 2025

1:30 PM

Solar Conference Room, 116 S Grant St Roseville

I. CALL TO ORDER

Chair Tracy Mendonsa called the Economic Development Advisory Committee meeting to order at 1:30 p.m.

II. SILENT ROLL CALL

Committee Members Present:

Chair Tracy Mendonsa, Councilmember
Stephen Clark, Roseville Area Chamber of Commerce
Michael Tronnes, Industry Representative
Jeff Richardson, Industry Representative
Angela Tsukiji, Industry Representative

Andrew Tagg, Industry Representative, arrived at 1:54 p.m. following roll call.

Committee Members Absent:

Absent: Lilia Tahmasian, Industry Representative

III. PUBLIC COMMENTS

No Public comments received.

IV. MINUTES

1. Approve the Draft Minutes of the previous meeting

Summary: Approve the Draft Minutes of the April 22, 2025, Economic Development Advisory Committee meeting.

CONTACT: Cary Camilleri 916-746-1350 cacamilleri@roseville.ca.us

No Public Comments received.

Motion by, Jeff Richardson, seconded by Michael Tronnes to approve the Minutes of the April 22, 2025, meeting.

DRAFT

The motion passed by the following vote:

Ayes: Jeff Richardson, Michael Tronnes, Stephen Clark, Angela Tsukiji, Chair Tracy Mendonsa

Noes: None

Absent: Lilia Tahmasian

Andrew Tagg arrived after this item was heard.

Minutes of the April 22, 2025, meeting approved.

V. NEW BUSINESS

1. Retail Market Update

Summary: Garrick Brown, Vice President of Real Estate Intelligence & Business Development with Gallelli Real Estate, will present on retail markets, focused on retail trends in the Roseville and Sacramento region. For information only.

CONTACT: Gina McColl 916-774-5452 gmccoll@roseville.ca.us

Garrick Brown, Vice President of Real Estate Intelligence & Business Development with Gallelli Real Estate, presented on retail markets, focused on retail trends in the Roseville and Sacramento regions. No public comments received.

2. Westfield Galleria 25th Anniversary Presentation

Summary: Jeff Richardson, Senior General Manager of Westfield Galleria, will provide a presentation on the Westfield Galleria Mall's economic impacts and its 25-year history.

CONTACT: Gina McColl 916-774-5452 gmccoll@roseville.ca.us

Jeff Richardson, Senior General Manager of Westfield Galleria, provided information on the Westfield Galleria Mall's local, regional, and national economic impacts and its 25-year history. No public comments received.

3. Commercial Corridors Update

Summary: Gina McColl, Economic Development Analyst, will present an update on future redevelopment plans for the Specific Plan identified as the Commercial Corridors. For information only.

CONTACT: Gina McColl 916-774-5452 gmccoll@roseville.ca.us

Gina McColl, Economic Development Analyst, presented the update on future development plans for the Specific Plan identified as the Commercial Corridors. No public comments received.

VI. ROUNDTABLE

Committee Members and Staff provide updates on relevant industry trends and projects. For information only.

No public comments received.

Angela Tsukiji provided information on research and future supply of real estate in the Sacramento region.

Jeff Richardson provided information about the Westfield Galleria celebration of 25 years of fashion, flavor, and fun. Sip, Shop, and Celebrate events are held on Fridays this August from 1 p.m. to 4 p.m. in the Center Court at Westfield Galleria Mall at 1151 Galleria Blvd.

[Sip, Shop and Celebrate](#) link for additional details.

Andrew Tagg provided an update on banking markets in our local community and Sacramento region.

Michael Tronnes provided information on the local medical supply market, including supply and demand trends.

Stephen Clark provided information on local growth and international travel trends in the airport industry.

Rob Cline, Economic Development Project Manager provided information about the well-supported staff Business Walks and future plans for visiting the Commercial Corridors area.

Wayne Wiley, Economic Development Manager provided an update on the Roseville Venture Lab's entrepreneurship strategy. He provided information on the Roseville Rising program and how it helps strengthen local startup businesses and partnerships.

Bill Chaplin, Electric Economic Development and Partnership Manager provided information about new businesses and venues in Roseville's opportunity sites.

VII. ADJOURNMENT

Meeting was adjourned at 3:00 p.m.

NEWMARK

The California Solution

EV BATTERY AND SEMICONDUCTOR VALUE CHAIN
OPPORTUNITIES IN GREATER SACRAMENTO

**Final Playbook and Recommendations
Executive Summary**

NEWMARK GLOBAL STRATEGY | SEPTEMBER 17, 2025



About Newmark

Newmark Group, Inc. (Nasdaq: NMRK), together with its subsidiaries (“Newmark”), is a world leader in commercial real estate, seamlessly powering every phase of the property life cycle.

Newmark’s comprehensive suite of services and products is uniquely tailored to each client, from owners to occupiers, investors to founders, and startups to blue-chip companies. Combining the platform’s global reach with market intelligence in both established and emerging property markets, Newmark provides superior service to clients across the industry spectrum.

For the twelve months ended September 30, 2024, Newmark generated revenues of over \$2.6 billion. As of that same date, Newmark’s company-owned offices, together with its business partners, operated from nearly 170 offices with more than 7,800 professionals around the world.

To learn more, visit nmrk.com or follow [@newmark](https://twitter.com/newmark).



Newmark By the Numbers

7,800+

PROFESSIONALS

~170

OFFICE LOCATIONS

~\$2.6B

REVENUES
TRAILING 12 MONTHS

~\$1.7T

TRANSACTION VOLUME
2022 + 2023

55+

COMPANIES ACQUIRED,
SINCE 2011

95

YEARS IN BUSINESS,
FOUNDED IN 1929

Notes: Headcount and client service locations include independently-owned business partners. Excluding these business partners, we had over 7,400 employees in more than 140 offices as of September 30, 2024. Our revenues and volumes are for Newmark company-owned offices only. Volume figure is the notional value of leasing, investments sales, mortgage brokerage, and GSE/FHA origination transacted by the Company as well as the estimated value of all properties appraised by our V&A businesses for the past two calendar years.

Economic Development Consulting

Our team has expertise and specialization in economic development but is also recognized as global corporate location strategy and site selection consultants.

This combination of skill and exposure provides us with insights into global industry trends, corporate decision making and the real-world result of economic development strategy.

Our Services

Economic Development Strategy

Competitiveness Benchmarking

Asset-Based Community Development

Target Industry Analyses

Stakeholder Engagement

Workforce & Talent Development

International Development & FDI Attraction

Industrial Site Identification & Assessment



Economic Development Consulting

We partner with public and private sector clients to develop forward-looking strategies that lead to economic growth.

Economic Development Strategy



Creates an overarching economic development strategy to leverage regional assets and competitive advantages. Ensures efforts are balanced across areas of attraction, retention, and workforce pipeline development.

Competitiveness Benchmarking



Identifies competitor geographies for specific target industries. Benchmarks study region against peers to identify gaps in business environment. Identifies competitive advantages to use in outreach to target industries and site selectors.

Asset-Based Community Development



Evaluates community assets in the context of today's economy. Recommends strategies for placemaking, housing, workforce development, and entrepreneurship. Analyzes economic/fiscal impacts, infrastructure, and redevelopment priorities.

Target Industry Analyses



Identifies industry sectors, subsectors, and end users that best fit the strengths and assets of a region's business environment and culture.

Stakeholder Engagement



Assesses effectiveness of marketing strategies, websites, social media presence, and digital marketing initiatives. Develops goals and implementation plans for marketing strategies.

Workforce & Talent Development



Identifies regional labor assets. Determines how to leverage assets to attract new jobs and investments in target industries. Identifies skills gaps that can be addressed through long-term education and training initiatives.

International Development & FDI Attraction



Identifies most promising opportunities to attract global investment through strategy development and stakeholder and investor education. Identifies trade promotion opportunities that leverage regional advantages.

Industrial Site Identification & Assessment



Creates market-based strategies to promote private investment in local communities. Evaluates shovel readiness of local sites for major projects. Identifies market-driven development opportunities for different use types. Compares real estate supply to needs of growing industries and their supply chains.

The Global Strategy Difference

Industry leading strategy, operations, real estate, incentives, and economic development professionals in one integrated platform.

Client benefits amplified by management consulting and real estate advisory built on a foundation of best-in-class decision support methods, analytical tools and investigative due diligence.



1. Executive Summary

THE CALIFORNIA SOLUTION | EV BATTERY AND SEMICONDUCTOR VALUE CHAIN OPPORTUNITIES IN GREATER SACRAMENTO

Engagement Understanding and Goals

The Sacramento Region (Sacramento) has consistently been recognized as one of the most attractive investment destinations in California and has seen recent success in high value industries such as **the EV value chain, specifically EV batteries, and semiconductor value chain, with a focus on R&D and manufacturing.**

Strategic partners including GSEC, Valley Vision, SMUD, Sacramento County, the City of Roseville, the City of Folsom, and the City of Rancho Cordova and others, **seek to better contextualize the region's position in these industries**, in addition to better understanding opportunities in general precision manufacturing and identify a **roadmap to move the region forward in a targeted direction with actionable tasks and results** aimed at increasing **business expansion and new company recruitment opportunities**, while maintaining the region's high caliber ESG qualifications and expectations, which remain a competitive advantage.

Newmark's study will analyze Sacramento's current position in the Targeted Industries, including the identification of its most competitive segments in each, to inform an appropriate roadmap for execution. Each phase of the analysis builds on the other and provides key insights into current strengths and future needs, culminating in concrete and data driven recommendations focused around approximately 7 core subject areas.

1. **Target Industry Sector Characteristics**
2. **Utilities**
3. **Property**
4. **Workforce**
5. **Competitive Dynamics**
6. **Business Costs**
7. **Marketing and Perception**



Executive Summary








Project Partners









Note: These efforts are partially funded by the California Jobs First (formerly known as the Community Economic Resilience Fund), a \$600 million statewide initiative to support and foster economic resilience in the state, creating accessible, high-quality jobs for all.

Our Subject Matter Experts Project Team Members Highlighted

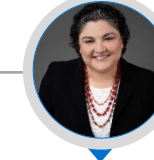



Location, Portfolio, And Asset Strategies

 Bob Hess Vice Chairman *Chicago, IL	 Brad Lindquist Exec. Managing Director *Chicago, IL	 Gregg Wassmansdorf Sr Managing Director *Toronto, Canada	 Spencer Schobert Sr Managing Director *San Francisco, CA	 John Longshore Sr Managing Director *Greenville, SC	 Alan Reeves Sr Managing Director New York, NY	 David Dera Sr Managing Director *Berlin, Germany
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Economic Incentives Advisory

 Joe Gioino Sr Managing Director New York, NY	 Brooklin Salemi Sr Managing Director Atlanta, GA	 Gabriel Dion Managing Director Quebec, Canada	 Perla Lopez Director Dallas, TX	 Carlos Sanchez Managing Director Mexico City, Mexico	 Erin Schwartz Managing Director Chicago, IL
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Economic Development Consulting

 Kim L. Moore Exec Managing Director *Dallas, TX	 Brian Peterson Managing Director Minnesota	 Emma Nippe Director Chicago, IL	 Gillian Apps Sr. Analyst Toronto, Canada
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Data, Economics And Spatial Analysis

 Ramya Gowda Managing Director Seattle, WA	 Carrie Zethmayr Director Chicago, IL	 Terrance Hall Sr Location Analyst Chicago, IL	 Joshua Gruen Location Analyst Chicago, IL	 Agnes Cikowska-Teccar Consultant Chicago, IL	 Bhargava Kotapalli Consultant Dallas, TX	 Johanna von Seidel Consultant Berlin, Germany	 Karol Rybaczuk Consultant Warsaw, Poland	 Ptryk Dybek Consultant Warsaw, Poland
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Scope of Work Overview



1. Mobilization and Baseline Analysis

- Virtual Kickoff & Initial Data Gathering
- Initial Market Tour and Visioning Session
- Baseline Ecosystem Analysis
- Talent Assessment
- Utility Infrastructure Assessment
- Preliminary Priority Target Industry Segments

2. Competitive Positioning and Value Proposition

- In-Market Tour (technical focus)
- Sites & Real Estate Assessment
- Community Stakeholder Engagement
- Peer Identification & Competitive Positioning / Project Simulation
- Quantitative and Qualitative Assessment

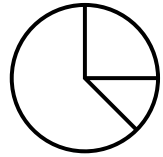
3. Recommendations and Path Forward

- Target Industry Segments
- SWOT Analysis
- Asset Mapping
- Competitive Advantages
- Gaps and Liabilities
- Recommendations

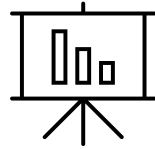
← Iterative Review →

Executive Summary

Project Foundations



Industry & Occupation Data



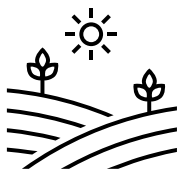
Baseline Economic Data



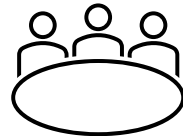
In-Person Market Visits



Peer Community
Comparison



Priority Site Reviews



Employer Interviews &
Roundtable Discussions



Workforce Development
Providers & Other
Stakeholder Interviews



Site Selection
Perspective

Executive Summary | Operating Environment

Asset Mapping

The Newmark team developed asset maps representative of business drivers in the Target Industry space. These maps were developed from a site selection lens and rank the region on factors critical to each asset type.

The process of asset mapping reveals both strengths and deficiencies. Strengths are the foundation of a region’s value proposition, while weaknesses indicate areas to address.

Target Industry Ecosystem Assets

Labor Growth	Industrial Space	Colleges & Universities	Environmental Risk
Skilled Talent	R&D Environment	Technical Schools	
Production Talent	Taxes	Public Schools	
Skilled Wages	Regulations - State	Housing Availability	
Production Wages	Regulations - Local	Cost of Living	
Transportation Infrastructure	Incentives	Cultural & Natural Amenities	
Market Access	Airport Access	Water	
Power	Capital Access	Sites & Land	

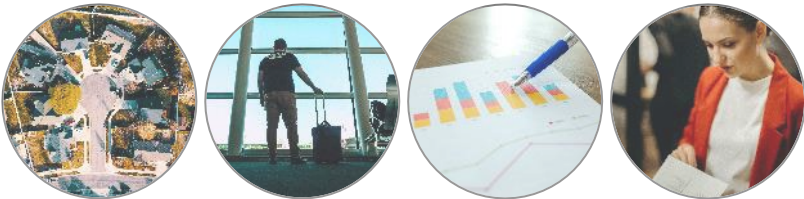


Photo source: Pexels

Executive Summary | Operating Environment

EV, Semiconductor, & Precision Manufacturing Industry Asset Map

Using key findings from stakeholder interviews, desktop data, and the competitive positioning analysis, the Newmark assembled an asset maps for the region's Target Industry ecosystem. Asset mapping shows how site selectors view the region and where the region stands out or falls short of business expectations.

Exceeds expectations, competitive position

- | | |
|-------------------------------|------------------------------|
| Colleges & Universities | Water |
| Market Access | Skilled Talent |
| Transportation Infrastructure | Airport Access |
| R&D Environment | Cultural & Natural Amenities |

Meets basic requirements

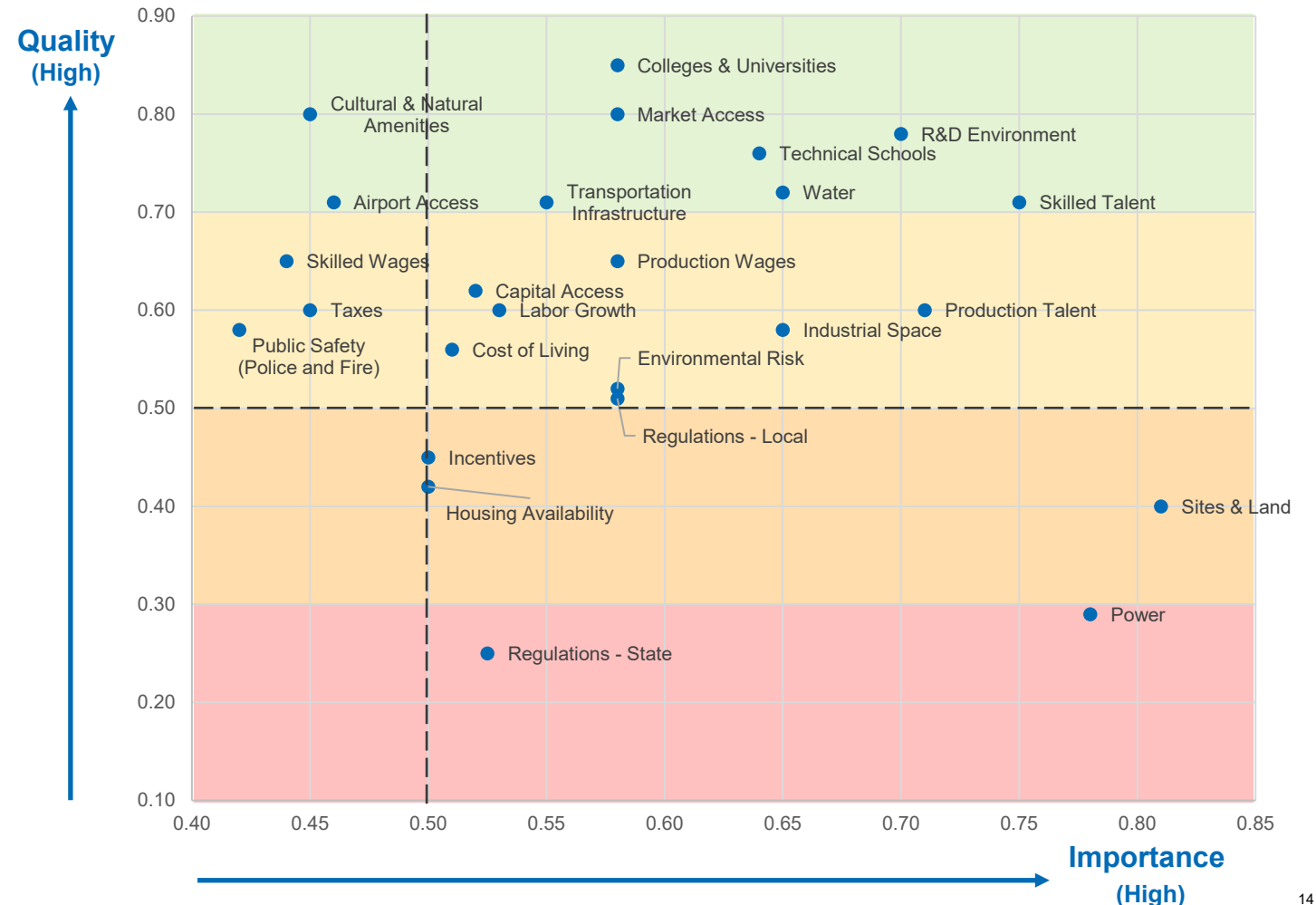
- | | |
|--------------------|---------------------|
| Cost of Living | Capital Access |
| Skilled Wages | Labor Growth |
| Taxes | Production Wages |
| Environmental Risk | Industrial Space |
| Production Talent | Regulations – Local |
| Public Safety | |

Aspect in place, but lacking

- | | |
|----------------------|--------------|
| Incentives | Sites & Land |
| Housing Availability | |

Region fails to meet expectations

- Regulations – State
- Power



Note: Index scores based upon Newmark site selection experience

Executive Summary | Primary Takeaways

Greater Sacramento Competitive Perspectives 1 of 2

1. Greater Sacramento has a **unique value proposition and is one of the best positioned communities in California for success** but **struggles to effectively compete against likely out-of-state peers in an objective site selection analysis**.
2. Greater Sacramento can **compete well against other California communities** but needs to strengthen and better position its qualitative advantages to **consistently win against non-California locations**.
3. The region is a cost competitive option relative to certain other, larger California markets but **is widely seen as a comparable or higher-cost and resource constrained option when compared against competitor markets**.
4. Some of the region's **qualitative attributes do not adequately justify large-scale investment success in the Target Industries relative to peers** without a pre-existing compelling reason, i.e., a legacy asset, Bay Area adjacency, unique customer adjacency, etc.
5. There is a **hybrid of legacy and new arrival semiconductor firms in Greater Sacramento** that can stand on their own and also provide a fertile opportunity for other companies to locate and grow. Still, there have **been limited efforts to advance a “cluster initiative”**, with organic growth and one-off announcements only allowing the area to “keep pace” rather than accelerate.



Executive Summary | Primary Takeaways

Greater Sacramento Competitive Perspectives 2 of 2

6. There is **limited EV Battery presence in Greater Sacramento** – success in this industry will be driven by **drawing on adjacencies with the Bay Area** and encouraging investment for **small-scale commercialization and R&D activities** that are not sustainable at an HQ location.
7. The Target Industries rely heavily on sector ecosystem proximity; while aspects are in place in Greater Sacramento, **top competitor markets have significantly more capability** while also maintaining lower business costs. **Continuing to build the story of Bay Area adjacency and competitiveness will be key.**
8. California has traditionally been a very reactive state relative to economic development, but the urgency for Greater Sacramento to act is immediate as communities across the country are becoming increasingly aggressive. **Greater Sacramento risks getting left behind as the reputation of the state creates a drag on the region’s own forward momentum.**
9. The region can “**reintroduce**” **itself** to both internal and external stakeholders, many of whom likely do not think of Greater Sacramento as a destination for either the most innovative R&D or advanced manufacturing, but there is opportunity for both at small to mid-scale.
10. Utility partners must become even more active members of the economic development process (in addition to community development), as **power availability, project readiness, and cost are some of the biggest impediments to success in Target Industries.**



Executive Summary | Operating Environment

Asset Map Scoring Notes | Labor

Industrial Factor	Newmark Notes
Labor Growth	Growing population and labor force with the manufacturing industry continuing to see gains.
Skilled Talent	Strong presence of engineering talent. Diverse pool of manufacturing industries and contract manufacturers support a wide range of manufacturing capabilities and know-how.
Production Talent	Good concentration of production workers. Presence of many large businesses that invest in training. Limited capacity in place for a large scale investment.
Skilled Wages	Higher relative to competitive peers, but comparable. May present challenges to relocation/expansion, but attractive to workers that may be looking to relocate in California.
Production Wages	Higher relative to competitive peers, but comparable. May present challenges to relocation/expansion, but attractive to workers.



Exceeds expectations, competitive position	Meets basic requirements	Aspect in place, but lacking	Region fails to meet expectations
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Photo source: Pexels

Executive Summary | Operating Environment

Asset Map Scoring Notes | Infrastructure

Industrial Factor	Newmark Notes
Highways	Above average access and infrastructure in place that provides easy transit to major hubs. Major roads and highways all appear in good condition.
Power	Fairly constrained with limited capacity to support even medium-sized industrial requirements operating in reasonable timelines. Power costs are low relative to other markets in the state, but still exceed other out-of-state peers by 30% - 40%+.
Water	Accessible resource with competitive rates.
Sites & Land	Limited number of competitive sites available for sale or lease that meet the infrastructure needs of a diverse range of projects.
Industrial Space	Good inventory of available industrial spaces with a diverse range of building conditions that can support a variety of needs.



Exceeds expectations, competitive position Meets basic requirements Aspect in place, but lacking Region fails to meet expectations

Photo source: Pexels

Executive Summary | Operating Environment

Asset Map Scoring Notes | Business Environment (1 of 2)

Industrial Factor	Newmark Notes
Taxes	Comparable operating tax burden (i.e. property tax, sales tax, etc.) relative to competitor markets. High power rates are severely impacting Greater Sacramento competitiveness.
Regulations – State	Challenging regulatory environment that adds to the overall cost and ease of doing business and makes responding to some industry needs more difficult.
Capital Access	Surprisingly robust innovation and VC scene in the region, with university partners beginning to make this area more of a concentrated focus. Much of the startup ecosystem will still look to the Bay Area, but more opportunity was noted than expected.
Regulations – Local	Business friendly environment that looks to work with local businesses through overly burdensome state-level regulations.
Incentives	Variety of state and local-level programs that can create a compelling proposition to pair with other qualitative factors, though limitations/restrictions at the state-level and unequal availability of local incentives across Greater Sacramento brings the overall score down.



Exceeds expectations, competitive position Meets basic requirements Aspect in place, but lacking Region fails to meet expectations

Photo source: Pexels

Executive Summary | Operating Environment

Asset Map Scoring Notes | Business Environment (2 of 2)

Industrial Factor	Newmark Notes
Air Access	Sacramento International Airport provides excellent non-stop access to many critical US markets. Additional flight optionality could improve the region's overall position.
Market Access	Strong access to California, the Pacific Northwest and other major Western US markets. Many companies operating in these industries will seek to proximity to major innovation hubs and the region is well positioned to support.
R&D Environment	Very strong. Multiple major businesses with R&D operations and close proximity to one of the largest innovation hubs in the world.



Exceeds expectations, competitive position	Meets basic requirements	Aspect in place, but lacking	Region fails to meet expectations
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Photo source: Pexels

Executive Summary | Operating Environment

Asset Map Scoring Notes | Education

Industrial Factor	Newmark Notes
Colleges & Universities	Strong established university UC Davis producing top talent. Sacramento State is increasing enrollment and acting as the foundation of the larger ecosystem buildout.
Technical Schools	Strong presence throughout the region with employers noting satisfaction with programming. Limited scale right now, but this is largely due to minimal demand in the target industries. The infrastructure is in place to support future scaling.



Exceeds expectations, competitive position **Meets basic requirements** **Aspect in place, but lacking** **Region fails to meet expectations**

Photo source: Pexels, Elmira College, SUNY Broome

Executive Summary | Operating Environment

Asset Map Scoring Notes | Quality of Place

Industrial Factor	Newmark Notes
Housing Availability	Limited availability, with a reported shortfall of housing options and a competitive environment. While the median home price has seen a slight decrease year-over-year, the market remains challenging for buyers, and rental availability is also competitive
Cost of Living	Competitive value proposition versus peers in California but still above average cost of living relative to competitive peers across the US (approximately 20% above the national average).
Cultural & Natural Amenities	Many outdoor activities. Moderate weather, access to mountains and other recreation activities, major sports presence. "Family friendly" environment in many urban areas.
Environmental Risk	Flooding risk is the most significant concern, though this can be managed through appropriate site selection. Impact to residents and employees is the biggest factor.
Public Safety (Police and Fire)	Downtown Sacramento has experienced issues with homelessness and general negative perceptions of vacancy but overall the region presents as a clean and safe environment. No major issues detected.



Exceeds expectations, competitive position Meets basic requirements Aspect in place, but lacking Region fails to meet expectations

Executive Summary | Competitive Positioning

Competitive Positioning | Project Descriptions

Newmark and Greater Sacramento jointly identified four competitive peer geographies to conduct the Competitive Positioning Analysis utilizing a key management consulting tool, Multi-Criteria Decision Analysis. Greater Sacramento was analyzed against competitive peers using simulated bio project parameters developed from past Newmark client experience for two unique projects that aligned with potential priority sub-segments. Newmark included an additional variation of the second project as a sensitivity analysis.

Data was collected for all markets in accordance with identified Critical Location Factors with markets scored and ranked against each other. In parallel, Newmark developed an operational cost index to assess cost conditions in the region versus the other identified markets.

Markets and communities benchmarked against Greater Sacramento included:

- Austin, TX
- Denver, CO
- Phoenix, AZ
- San Jose, CA

And simulated projects included:

Project Grizzly

- Semiconductor Systems and Tools Manufacturing
- Greenfield, 30 – 50 acres; New construction, 500,000 SF
- 500 Jobs
- \$500M Capital Investment

Project Talon

- Battery Materials R&D / Pilot Line
- Existing Building, 100,000 – 150,000 SF
- 100 Jobs
- \$150M Capital Investment

Primary Findings

- While Greater Sacramento has attractive ecosystem factors in place for both projects, competitor markets have a much deeper bench of talent and industry, **significantly outpacing the area in key talent categories even when controlling for population bias.**
- The analysis considered Greater Sacramento and the Bay Area as two distinct markets; **short term success will be dependent on continuing to position Greater Sacramento as an extended part of the Bay Area’s economic gravity** while also acknowledging the physical, commuting, and psychological distances between them.
- Greater Sacramento does have a **good value proposition relative to quality of place** that was evident in the statistical scores, though was not significant enough to outweigh some of the other business factors.
- Certain business costs were relatively comparable between Greater Sacramento and the competitor markets, but **utility costs are the biggest negative contributing factor that create ~\$200M competitive gap just for electricity costs for a very large manufacturing project like Project Grizzly.**

Properties Used as Proxies in Cost Model and MCDA

EV Battery: “Project Talon”

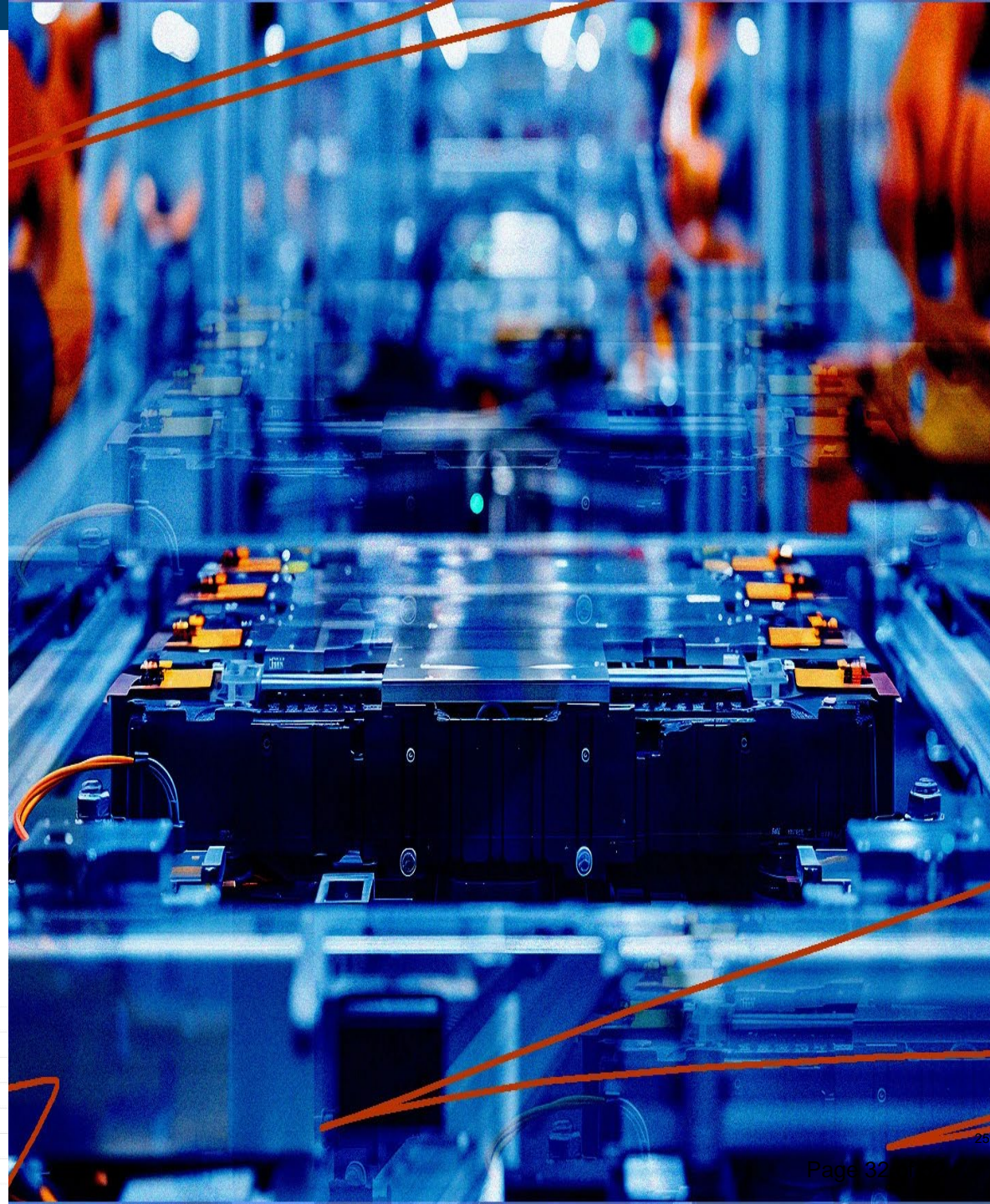
- **Sacramento** - Roseville - 8845 Washington Blvd Ste 100
- **Sacramento** - Sacramento County - 751 Metro Air Pky, Bldg 5
- **Austin** - 15825 Impact Way, Pflugerville, TX 78660
- **Denver** - 11827 Simms St, Broomfield, CO 80021
- **Phoenix** - 235 S 56th St, Chandler, AZ 85226
- **San Jose** - 1959 Monterey Hwy, San Jose, CA 95112

Semiconductor: “Project Grizzly”

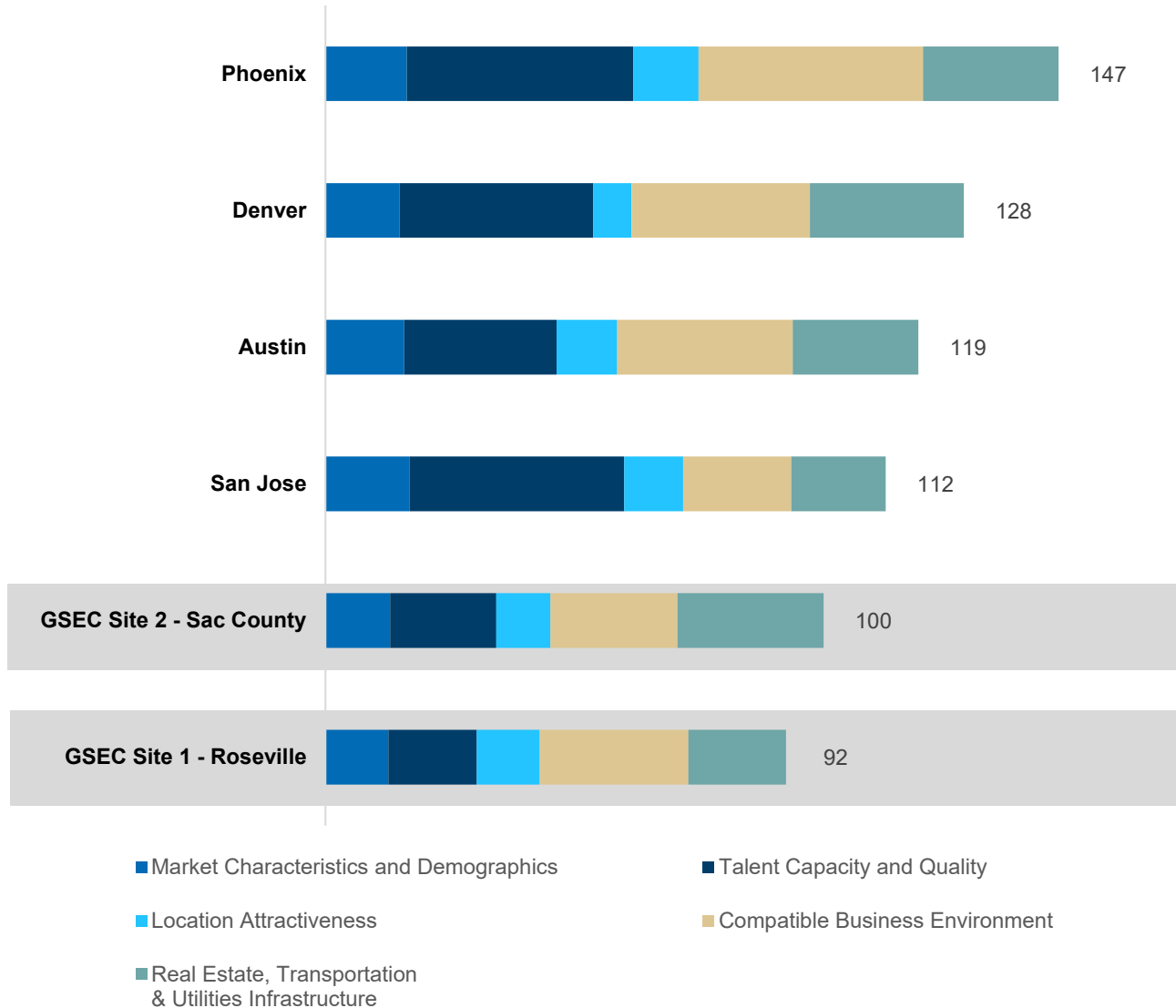
- **Sacramento** - Rancho Cordova - Rio Del Oro
- **Sacramento** – Sacramento County - Capital Commerce Center
- **Austin** - 201 FM 3349, Taylor, TX 76574
- **Denver** - Elevation 25, Longmont, CO 80504
- **Phoenix** - 3501 South Ellsworth Rd, Mesa, AZ 85212
- **San Jose** - 580 Business Park, Dublin, CA, 94568

Example Project #1:
EV Battery R&D + Pilot Plant
“Project Talon”

THE CALIFORNIA SOLUTION



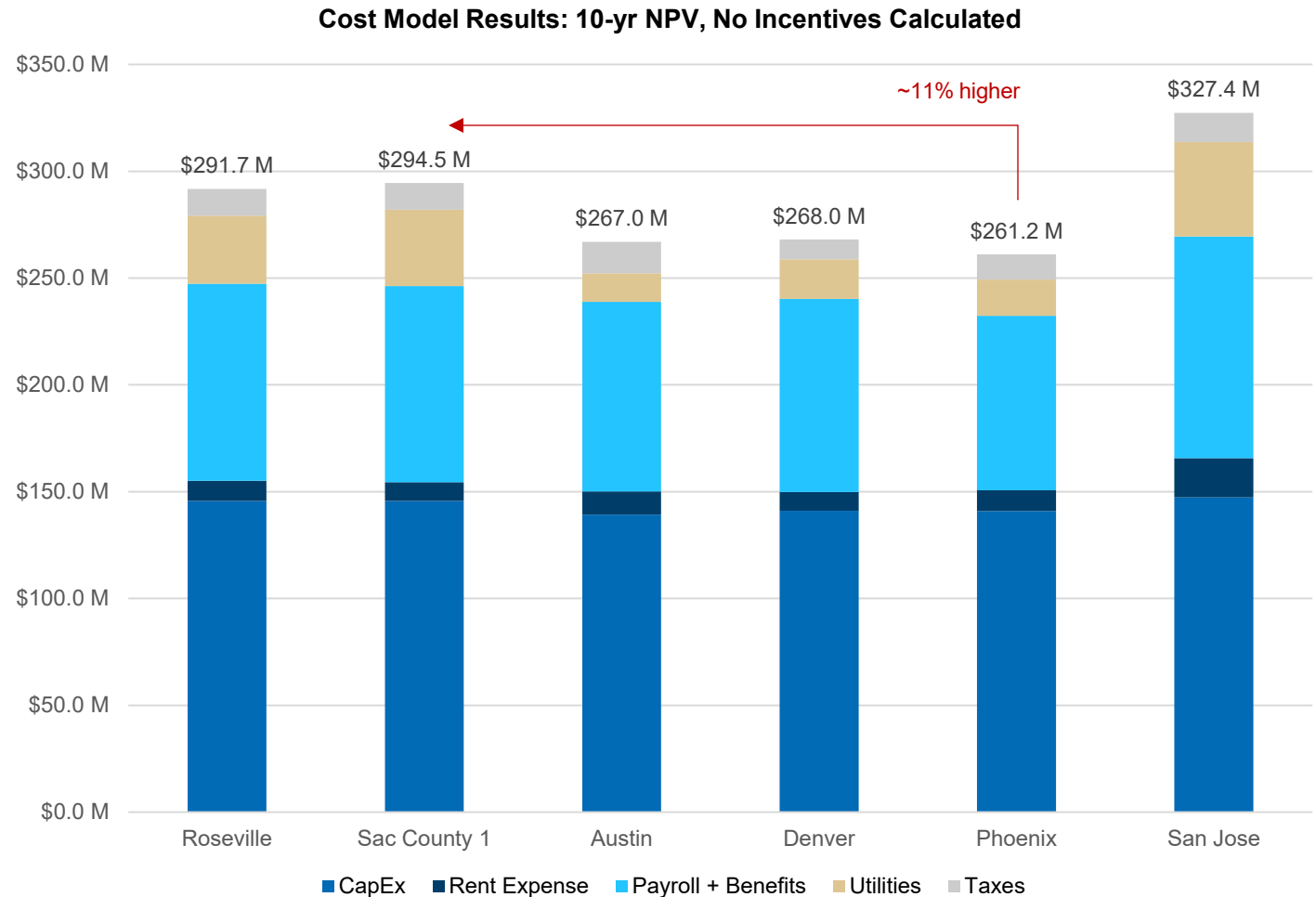
Project Talon Conditions Score: Overall



- The top scoring Greater Sacramento site was assigned a score of “100” as a baseline to show the relative strengths of the other markets. Greater Sacramento sites were expected to score similarly, with minor deviations seen at the local level. A 45-minute drive time from each site was used for demographic analysis.
- Overall scores were heavily influenced by the Business Environment and Talent Capacity and Quality categories, with **Phoenix** and **San Jose** taking the top scores in Talent Capacity. Though viewed as separate markets for the purpose of this analysis, **Greater Sacramento** is expected to be able to leverage some of the larger Bay Area talent story.
- Even when controlling for population bias, **Greater Sacramento** has a significantly smaller concentration of EV-related talent, which was a big contributor to both sites’ lower placement.
- Positive findings were seen for **Greater Sacramento** in all categories – the area excelled in Location Attractiveness especially – but the smaller EV Battery ecosystem relative to the other markets was difficult to overcome and impacted the region’s scoring in Compatible Business Environment.
- **Greater Sacramento’s** higher scores in Location Attractiveness, shows strength for companies considering moving an existing workforce. Continuing to partner with local institutions is likely to yield success for companies seeking specialized skills and create a sustainable talent pipeline.

Project Talon: Estimated 10-Year NPV, Major Cost Factors

- **Phoenix** shows as the lowest cost market of the areas included in the analysis, with ~11% savings relative to the most cost-effective **Greater Sacramento** site. **Austin** and **Denver** had similar total NPV costs (~9% lower than **Roseville**).
- **San Jose** vastly exceeds peer communities in cost, largely due to its high labor costs and electric rates, while having a similar tax profile to the **Greater Sacramento** area.
- Despite having slightly higher payroll and rent costs than **Sacramento County**, the difference in electric costs provide **Roseville** a slight net competitive price advantage, lending credence to Roseville Electric's value proposition.
- Economic Development Incentives such as tax credits, property tax abatements, training grants, low-cost loans, or other forms of relief are not included in this view of the Cost Model.
- **Newmark typically recommends a +/- 10% Margin of Error at this stage of analysis, putting the lower cost markets fully within striking distance of Greater Sacramento.**

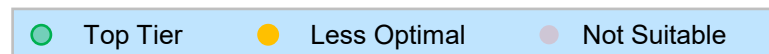
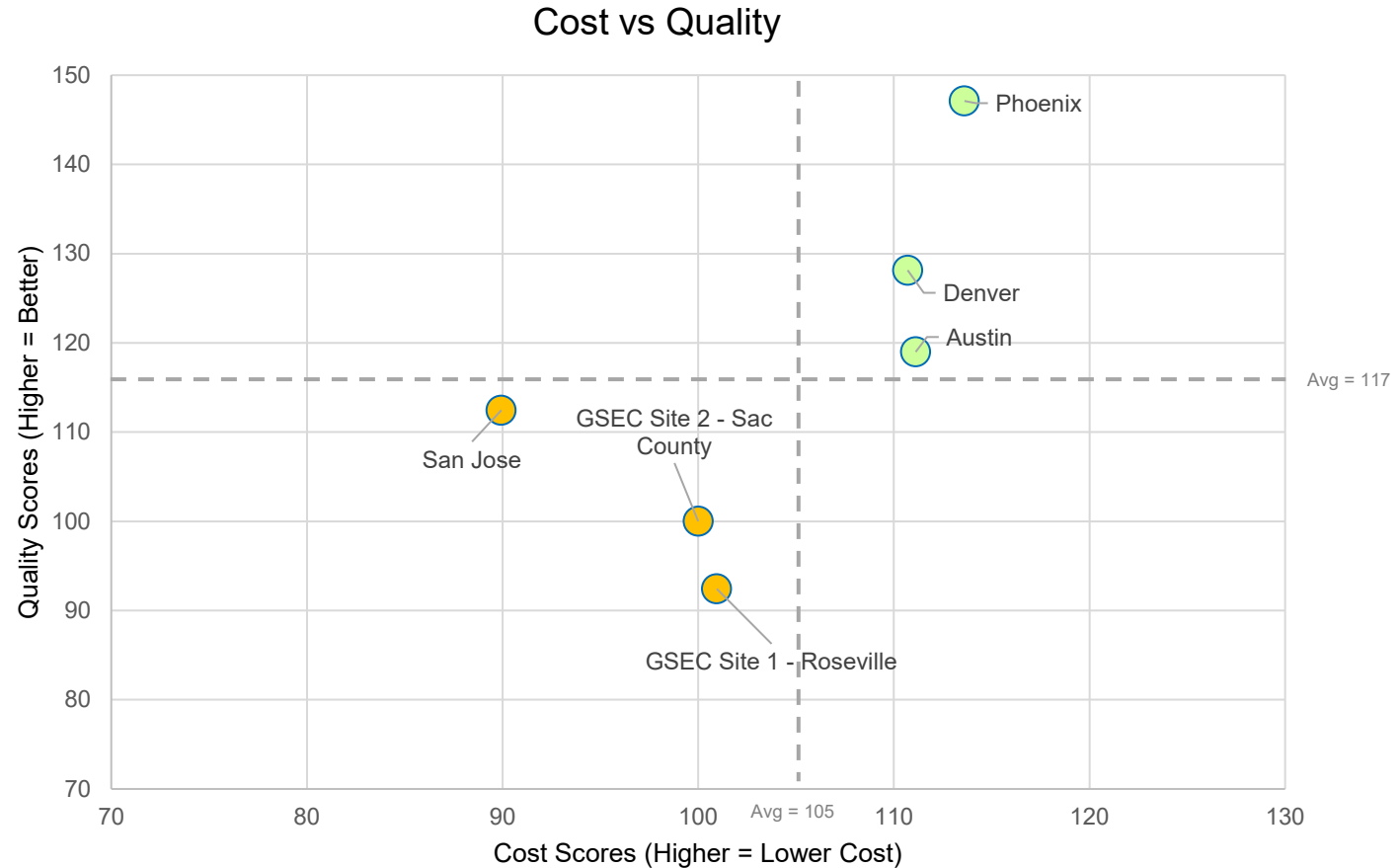


Project Talon: Executive Summary | Cost Vs. Conditions 2x2

Leading locations emerge when assessed for overall cost (10-year NPV, without incentives) and quality (based on MCDA's Critical Location Factors) using a 2x2 location matrix to understand tradeoffs between the two. Markets appearing in the upper right quadrant represent higher quality with lower cost structure.

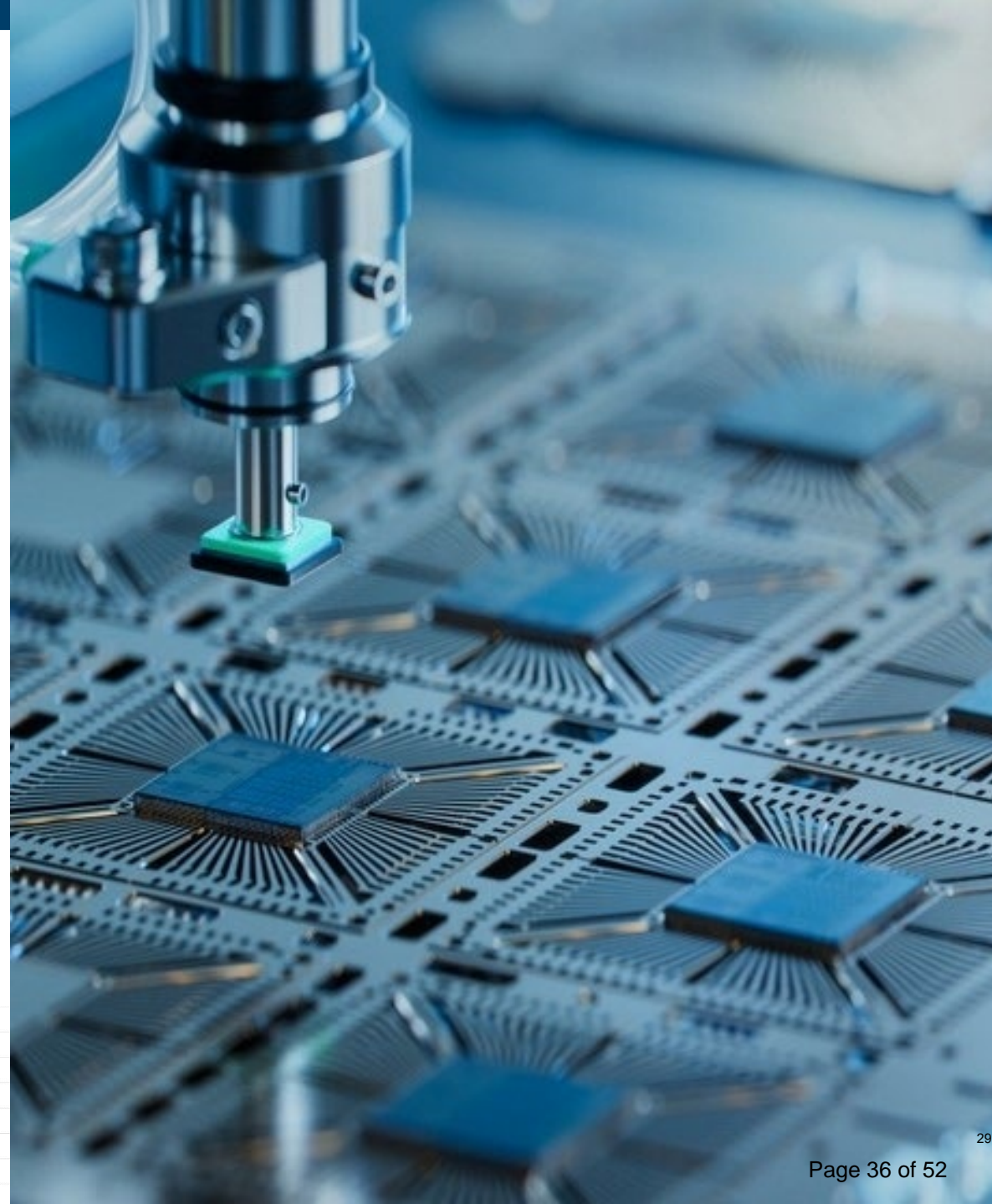
- Of the communities analyzed, **Phoenix** is pareto optimal, offering both the highest MCDA Quality score and lowest costs.
- **Denver** and **Austin** provide tradeoffs between cost and quality, though both beat the Sacramento area sites on both factors.
- While **San Jose** has higher MCDA Quality scores due to its large worker and ecosystem presence, its high cost is likely to remove it from contention for many projects.
- Both **Greater Sacramento** sites fall below the average scores for both quality and cost and are potentially at risk of elimination if this was a real site selection assignment and there are no additional compelling connections to the area.

This is likely a perpetual challenge for attracting new project opportunities but also demonstrates how certain competitive gaps might be addressed to move up and into the competitive quadrant.

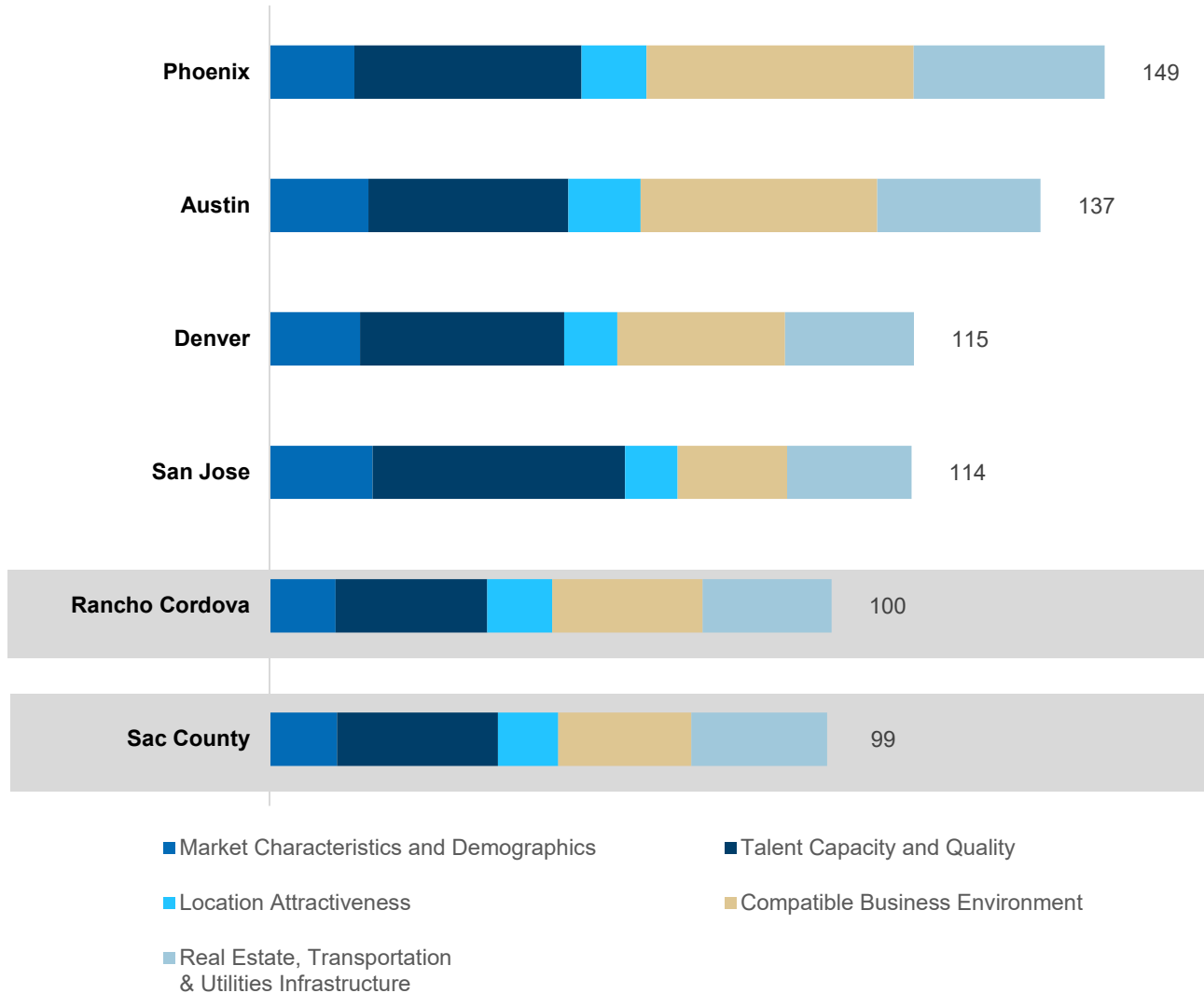


Example Project #2: Semiconductor Manufacturing “Project Grizzly”

THE CALIFORNIA SOLUTION



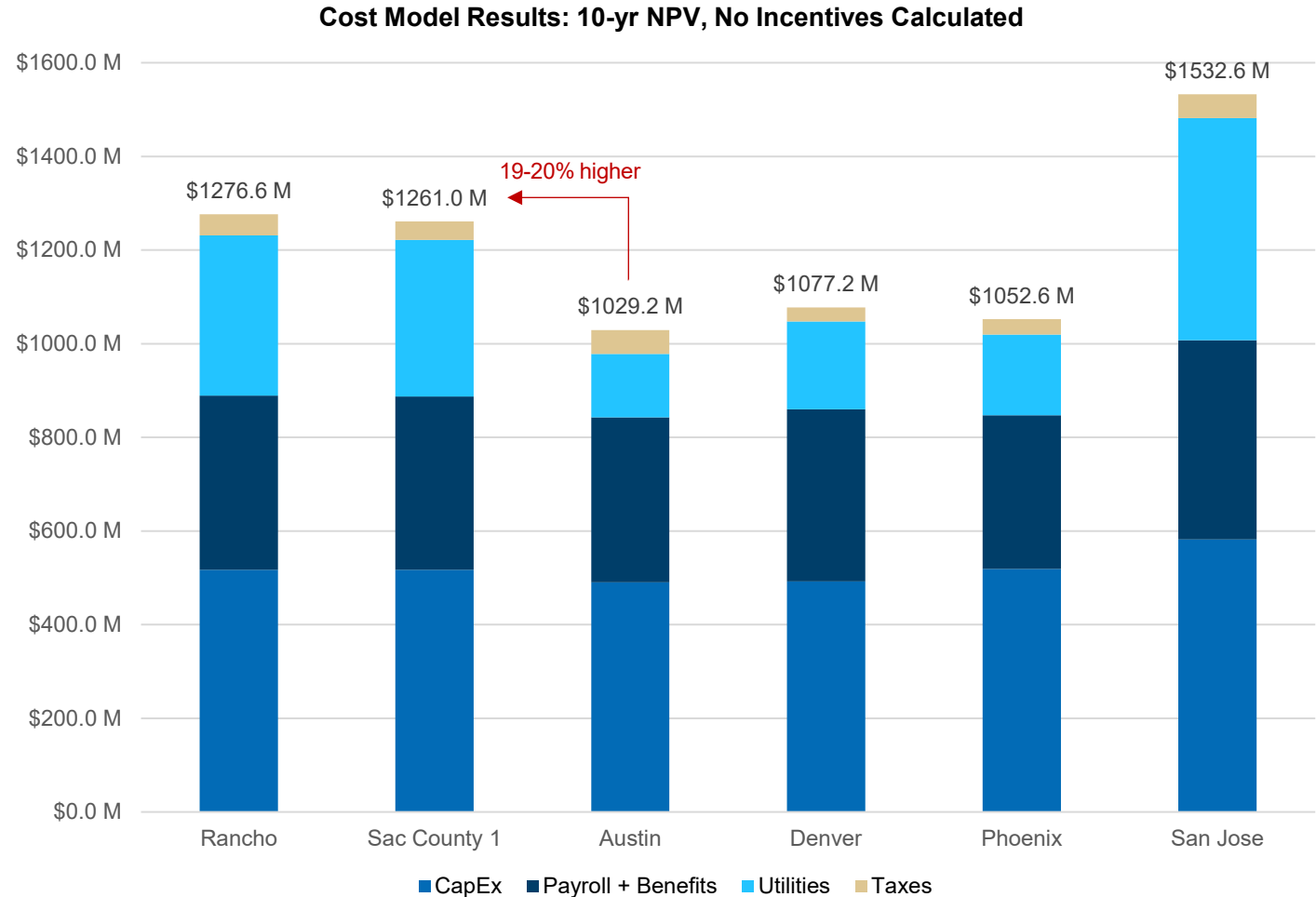
Executive Summary | Project Grizzly Conditions Score: Overall



- Overall MCDA scores were heavily influenced by markets’ performance in the “Talent Capacity & Quality” and “Business Environment” primary categories, which combined represented 55% of the model’s overall weight.
- **Phoenix** was buoyed by the most competitive business environment of all regions analyzed, and second-best talent capacity (after San Jose).
- While **Austin** scored exceptionally well in Market Characteristics and Location Attractiveness, its slightly lower scores in Talent Capacity and Real Estate, Transportation, and Utilities Infrastructure gave Phoenix the edge.
- **Greater Sacramento** scored low in Business Environment and was outperformed by all other regions in Talent Capacity and Quality but scored relatively well in Location Attractiveness and Real Estate, Transportation & Utilities infrastructure. The scores show potential strengths for attracting projects and workforce in the future. The ability to attract and educate will be a key to creating a sustainable talent pipeline.
- The highest scoring Greater Sacramento site was assigned a score of 100 as a baseline to show the relative strengths of other cities.

Project Grizzly: Executive Summary | Estimated 10-Year NPV, Major Cost Factors

- **Austin** shows as the lowest cost market of the areas included in the analysis, with ~18% savings relative to the most cost-effective **Greater Sacramento** site. **Phoenix and Denver** also outpace Greater Sacramento (~16% and 14% cheaper, respectively).
- As with Talon, **San Jose** vastly exceeds peer communities in cost, largely due to its high labor costs and electric rates, while having a similar tax profile to the **Greater Sacramento** area.
- **Rancho Cordova's** higher taxes largely account for the modest difference between the two Greater Sacramento sites.
- Economic Development Incentives such as tax credits, property tax abatements, training grants, low-cost loans, or other forms of relief are not included in this view of the Cost Model.
- **Newmark typically recommends a +/- 10% Margin of Error at this stage of analysis, putting the lower cost markets near striking distance of Greater Sacramento.**



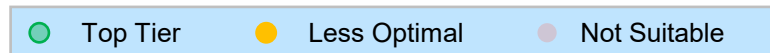
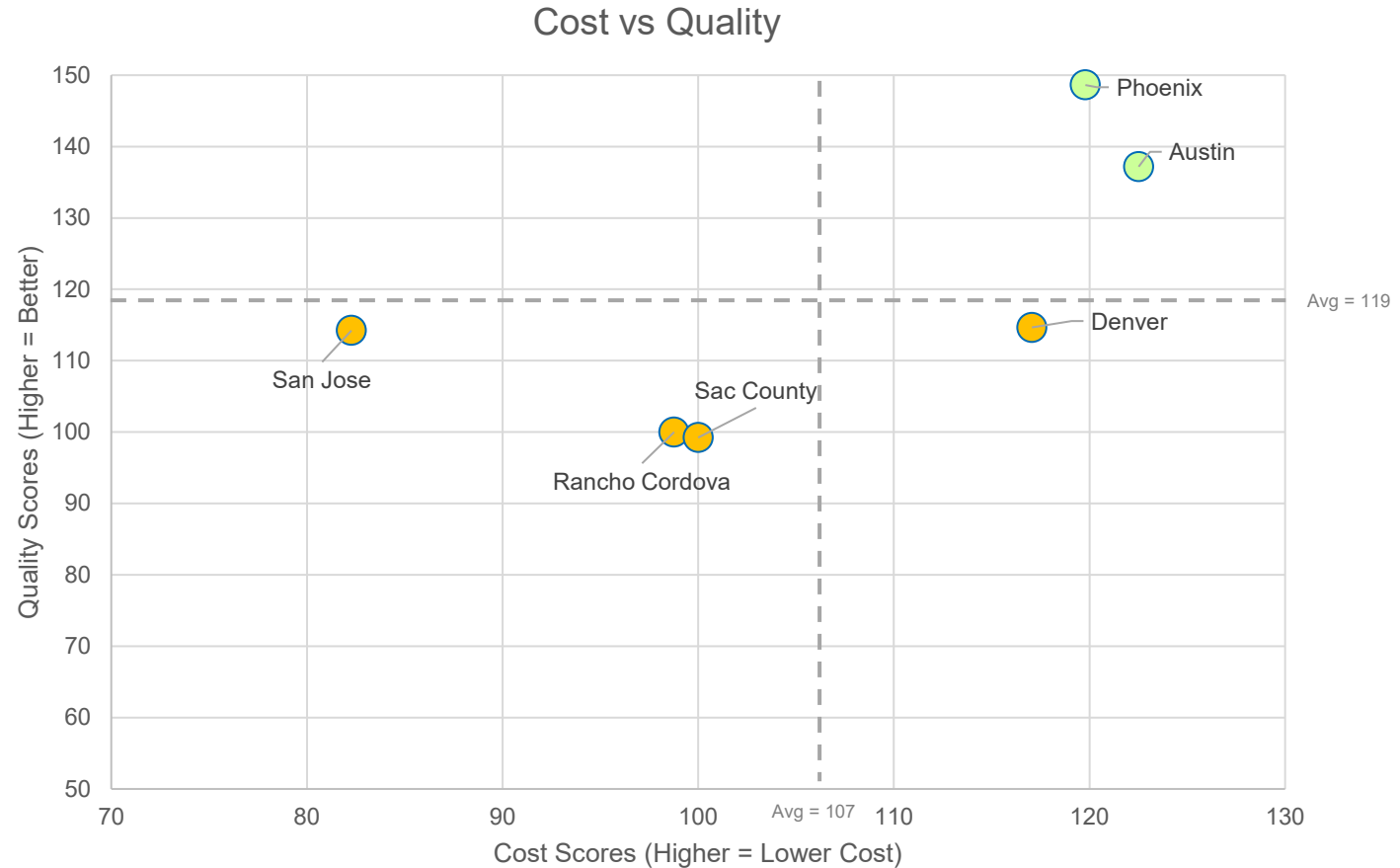
Project Grizzly: Executive Summary | Cost Vs. Conditions 2x2

Leading locations emerge when assessed for overall cost (10-year NPV, without incentives) and quality (based on MCDA's Critical Location Factors) using a 2x2 location matrix to understand tradeoffs between the two.

Markets appearing in the upper right quadrant represent higher quality with lower cost structure.

- Of the communities analyzed, **Phoenix** and **Austin** exceed the average for both low cost and high quality, though selecting between the two regions requires a trade-off between quality and cost.
- **Denver** remains a relatively low-cost option but fails to exceed the mean quality score.
- While **San Jose** has higher MCDA Quality scores due to its large worker and ecosystem presence, its high cost is likely to remove it from contention for many projects.
- The **Greater Sacramento** region falls below the average scores for both quality and cost, and in this respect finds itself at risk of disqualification during a real project assessment, without an opportunity to host a client community tour and showcase the region.

This is likely a perpetual challenge for attracting new large manufacturing project opportunities but also demonstrates how certain competitive gaps might be addressed to move up and into the competitive quadrant.



Recommendations

THE CALIFORNIA SOLUTION



Executive Summary | Priority Segments and Project Types

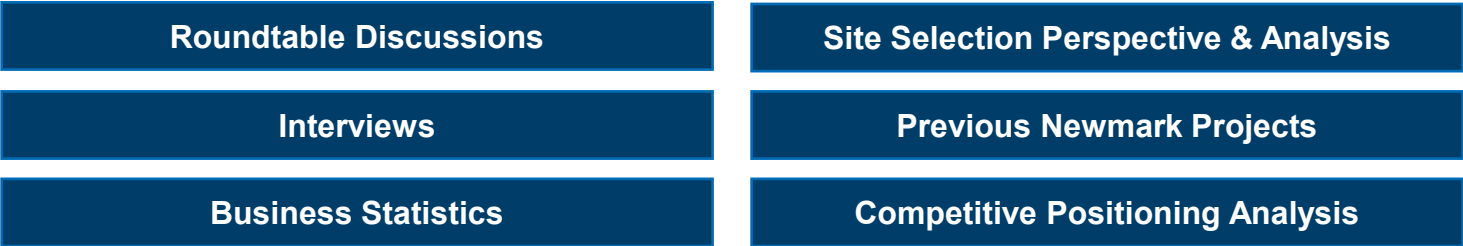
After assessing the competitiveness and value proposition of Greater Sacramento, the Newmark team identified a set of priority project types within the targeted industries for the region to focus its business development and recruitment efforts.

The results of the analysis are supported by multiple qualitative and quantitative data-driven processes, as well as Newmark’s site selector perspective of the area and conversations with stakeholders. The analysis takes into account industry location requirements (labor, costs, infrastructure, market access, etc.) that align with the strengths of the region. Each target industry has business needs that can be met by the business case of Greater Sacramento.

Priority Project Type Considerations:

- Labor Skills and Wages
- Operating Costs
- Infrastructure
- Market Access
- Historic Demand and Project Experience
- Demographic and Socioeconomic Data
- Education and Training Opportunities
- Site Availability and Quality
- SWOT Analysis
- Incentives

Evaluation Perspective



Executive Summary | Priority Segments and Project Types

Identification & Approach

Newmark identified priority functions for Greater Sacramento using baseline economic data supplemented by in-market findings. The process reviews growth trends and projections and aligns market expectations with the value proposition of Greater Sacramento.

Site Selector Perspective: The recommended target clusters are representative of sectors that Newmark has deep experience in and/or are seeing (as of recent) in the marketplace in terms of multi-state searches. Our recommendations of these target clusters consider what we know these industries evaluate and look for in terms of a competitive quantitative and qualitative critical location factors.

Key Selection Metrics



- Existing Industry Concentration
- Key Occupation Employment
- Perceived Operating Cost
- Site and Building Availability
- Community Receptiveness
- Community Quality of Place Attributes
- National Growth Prospects



Executive Summary | Priority Segments and Project Types

Two Primary Categories of Targets

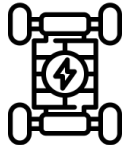

Newmark’s approach considers two categories of opportunities. It does not exclude opportunities from shifting across category lines but recognizes the most efficient pathway for each and helps develop a framework for how the region should approach growth. Some functions should focus on an internal (Bay Area / California recruitment) growth strategy, while some are most benefited by external attraction efforts.

	 Nurture	 Attract
Description	Nurture and work to actively expand select businesses with growth potential in California	Attract new national and global investment to Greater Sacramento based on its competitive advantages
Company Characteristics	<ul style="list-style-type: none"> • Small & Medium businesses with that are high growth and high value add • Spin-outs from area universities and colleges • Linked to Bay Area R&D/pilot operations • Local potential to develop “critical mass” • Supported by Sacramento area venture capital 	<ul style="list-style-type: none"> • Pipeline opportunities sourced by GO-Biz, GSEC, and GSEC’s local partners • Companies from outside the region, state, or country that are actively expanding or relocating • Site selection criteria match Greater Sacramento’s value proposition • National or international firms with existing local connections
Potential Strategies	<ul style="list-style-type: none"> • Connect to financial/support resources and key people • Showcase/award success stories in regional media • Invitation-only industry meetings for network building 	<ul style="list-style-type: none"> • Targeted marketing • Increasing visibility with selected industry groups • Addressing shortcomings in local area business case
Timing	Near term	Mid- to Long-term (start now!)

Executive Summary | Priority Segments and Project Types

EV Battery Opportunities

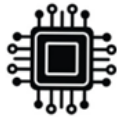

After assessing the region’s business climate, assets, and real estate, the team identified segments within the EV Battery industry that present the greatest opportunity for future growth. These clusters include:

<p>Nurture</p>  <p>EV Battery R&D</p> <p>Description</p> <ul style="list-style-type: none"> • Businesses engaged in R&D of battery materials and equipment. 	<p>Nurture</p>  <p>EV Battery Materials and Equipment Manufacturing</p> <p>Description</p> <ul style="list-style-type: none"> • Businesses engaged in development and manufacturing of battery materials and equipment supporting the EV Battery industry.
<p>Types of Industries / Projects</p> <ul style="list-style-type: none"> • Battery Materials R&D (cathode, electrodes, etc.), Pilot Scale Manufacturing <p><i>Target Headcount: 50-100 initial, + growth over time</i></p>	<p>Types of Industries / Projects</p> <ul style="list-style-type: none"> • Cathode manufacturing, battery casing manufacturing, electrode manufacturing <p><i>Target Headcount: 100-200 initial + growth over time</i></p>

Executive Summary | Priority Segments and Project Types

Semiconductor Opportunities

After assessing the region’s business climate, assets, and real estate, the team identified segments within the Semiconductor industry that present the greatest opportunity for future growth. These clusters include:

<p>Nurture</p>  <p>Semiconductor Innovation</p> <p><u>Description</u></p> <ul style="list-style-type: none"> • Businesses engaged in R&D and small-scale pilot manufacturing and testing of semiconductor materials, applications, and equipment. 	<p>Accelerate</p>  <p>Semiconductor Suppliers and New Product Commercialization</p> <p><u>Description</u></p> <ul style="list-style-type: none"> • Businesses that are (1) suppliers and partners to brand name companies already in the region, or (2) engaged in development and pilot manufacturing of semiconductor materials, applications, and equipment.
<p><u>Types of Industries / Projects</u></p> <ul style="list-style-type: none"> • Semiconductor materials and applications R&D • Memory specialties: DRAM, NAND, NOR, SDD • Nanotechnology products and equipment, applications, IoT, MEMS • Pilot Scale Manufacturing <p><i>Target Headcount: 15-75 initial, + growth over time</i></p>	<p><u>Types of Industries / Projects</u></p> <ul style="list-style-type: none"> • Silicon carbide-related suppliers/partners • Solid state & memory-related suppliers/partners • Innovation and product integration opportunities in key demand sectors: data centers, AI, automotive, defense (not low-cost consumer electronics). <p><i>Target Headcount: 50-300 initial + growth over time</i></p>



Playbook Recommendations

Section Overview

After conducting interviews, discussions, and roundtables with more than 28 stakeholders and completing a comprehensive data-driven analysis of the region and its peers, the Newmark team developed recommendations to improve the Greater Sacramento’s competitive position.

These recommendations were created using a decision matrix to ensure that each recommendation is executable, has a clearly identified stakeholder, and a clearly identified means to measure success toward implementing the recommendation.



Recommendation framework

Controllable	Executable
<ul style="list-style-type: none"> Does the recommendation address a controllable variable that can be impacted by strategic planning? Does the recommendation focus on factors that are known industry influencers and considerations of business decision-making and global competitiveness? 	<ul style="list-style-type: none"> Can the recommendation be traced to leading practices in other regions? Has the recommendation been executed with known results? Can a discernable roadmap for implementation and success be developed? Can the tactics from inception to execution be easily developed and communicated?
Defensible	Measurable
<ul style="list-style-type: none"> Is the recommendation supported by facts and objective evaluation? Can it stand the test of varied interests and stakeholders throughout the region? Does the recommendation represent a tangible and realistic change event that will impact the economic wellbeing of the region? Does the recommendation consider the unique economic geography of the region? 	<ul style="list-style-type: none"> Would there be organization ownership of the recommendation? Does the recommendation lend itself to the measurable Key Performance Indicators (KPIs)? Can accountability and transparency be built into the recommendation with reasonable performance management methods? Can the recommendation be appropriately resourced? Is it affordable?

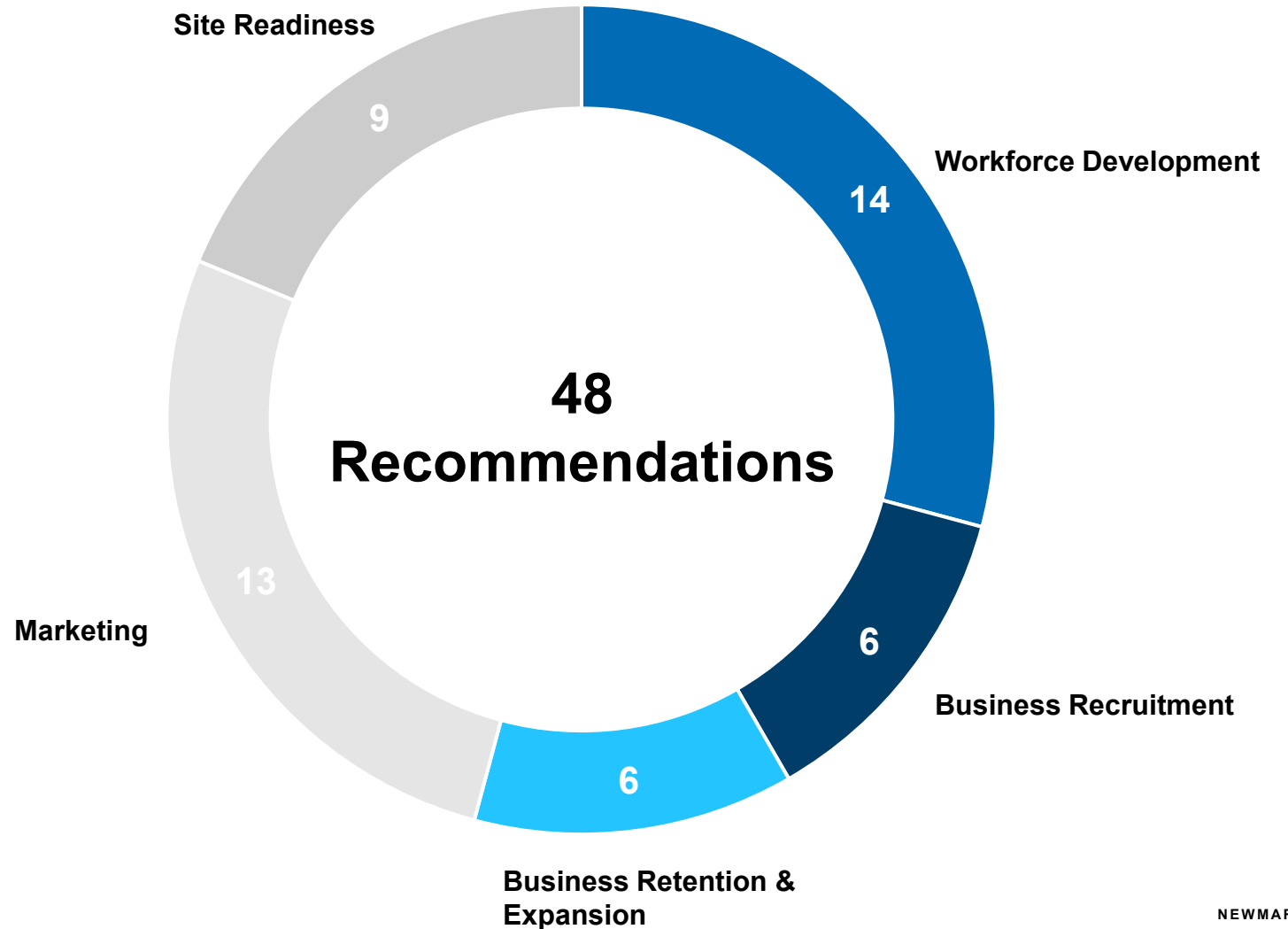
Recommendations

Implementation Plan and Success

The Newmark team developed 48 recommendations that center on five key themes, including workforce development, marketing, site readiness, business recruitment, and business retention & expansion.

After formulating recommendations, the Newmark team categorized each recommendation based on priority, cost, and implementation timeline. The team also identified stakeholders to lead and support each recommendation.

These best practices are based on our analysis of the region and Newmark’s database of best practices developed through scores of engagements with communities across the country.



Playbook Recommendations Format

Format

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Parties	Supporting Entities	Success Metrics
e.g. Business Recruitment		●●● High	6 – 12 Months	\$	★ Easy			
		●● Medium	1 – 3 Years	\$\$	★★ Moderate			
		● Low	3 – 5 years	\$\$\$	★★★ Challenging			

Playbook Recommendations

Top 10

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Parties	Supporting Entities	Success Metrics
Business Recruitment	Continue to arrange and conduct familiarization tours that bring CEOs and top site selectors for Target Industry manufacturing companies to the Greater Sacramento. Company focus should be dual-thread: (1) California-based firms in Northern and Southern California; and (2) International firms in key Target Industry countries.	●● Medium	3 - 5 Years	\$\$	★★★ Challenging	GSEC	EDOs, Community Colleges, Private Sector Employers	Tours, Attendees, Contacts, Marketing Materials, Meetings, Prospects, Projects, Capital Investment, Job Creation
Business Recruitment	Increased GO-Biz collaboration, including regularly scheduled business development pipeline reviews.	●●● High	6 - 12 Months	\$	★★ Moderate	GSEC	GO-Biz, EDOs	Increased collaboration and visibility, Prospects, Projects, Job Creation
Business Recruitment	Implement an aggressive Bay Area recruitment strategy to identify high priority companies for targeting. Make monthly trips to the area for company meetings and host networking/learning sessions to educate Target Industry business leaders about Greater Sacramento expansion opportunities.	●● Medium	1 - 2 Years	\$\$	★★★ Challenging	GSEC	EDOs, Private Sector Employers, Higher Education, Utilities	New Prospects, Projects, Capital Investment, Collaboration Opportunities

Playbook Recommendations

Top 10

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Parties	Supporting Entities	Success Metrics
Business Recruitment	Conduct a full regional incentive review to determine the viability of new or revamped programs to further encourage investment in Greater Sacramento.	●● Medium	1 - 2 Years	\$\$\$	★★★ Challenging	GSEC, EDOs	Utilities, Higher Education	New Prospects, Projects, Capital Investment
Marketing	Identify and engage private sector target industry cluster "champions" who can promote the region and it's Target Industry assets to their peers inside and outside of the Greater Sacramento.	●●● High	6 - 12 Months	\$	★★ Moderate	EDOs, Local Chambers, Private Sector Employers	GO-Biz	Champions Identified, Stories Collected.
Marketing	For each key development site, develop a driving tour and scripts that highlight nearby amenities.	● Low	0 - 6 Months	\$	★ Easy	EDOs	Site Owners, Developers, Brokers	Sites Identified, Routes/Scripts Developed.
Site Readiness	Deeper, ongoing engagement with legacy industrial sites (Aerojet, HP, Intel) to determine capabilities, capacities, interest, and timing to support new inventory development.	●●● High	6 - 12 Months	\$	★★ Moderate	EDOs	Local Developers, Utilities	New Industrial Sites, Increased Responsiveness Capability
Site Readiness	Submit high opportunity sites in the region to REDI Sites [by the Site Selectors Guild] for a standardized in-depth assessment and score, and ongoing marketing.	●●● High	6 - 12 Months	\$	★★ Moderate	Property Owners	GSEC, EDOs, Utilities, Local Government	REDI Sites scoring framework.

Playbook Recommendations

Top 10

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Parties	Supporting Entities	Success Metrics
Site Readiness	Commission an electric utility regional master plan to document planned generation, transmission, distribution, and site level capacities for key site opportunities.	●●● High	1 - 2 Years	\$\$\$	★★★ Challenging	Electric Utility Providers	EDOs	Meetings Held, Expectations Established, Engineering & Financial Analyses
Site Readiness	Ensure municipal planning and building departments, and local utilities, are aware of Target Industry needs and future development aspirations.	●●● High	1 - 2 Years	\$	★★ Moderate	EDOs	Planning & Zoning Boards, Utility Providers, City/Town leadership, Local Government	Meetings Held, Development Pathways and Gaps Identified

NEWMARK

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