

3CORE, Inc.

Comprehensive Economic Development Strategy
Update Report

2011-2012



Prepared by:

3CORE, Inc.

3120 Cohasset Rd., Suite 5

Chico, CA 95973

(530) 893-8732

TABLE OF CONTENTS

<i>Introduction</i> _____	3
CEDS Annual Report Format _____	3
Organizational Background _____	3
Capacity of Organization _____	4
Management _____	4
Planning Division _____	4
Loan Division _____	4
<i>2010-2011 District Projects</i> _____	5
Implementation of the Priority Projects Identified in 2010-2011 CEDS _____	5
Applications for State and/or Federal Grant Funds _____	5
Planning and Technical Assistance (TA) Projects _____	6
Other District Projects _____	7
Lending Division _____	9
<i>Changes in Composition of the CEDS Committee</i> _____	10
<i>Changes in the Economy</i> _____	12
<i>Regional Vision, Goal Topics & General Strategies</i> _____	19
2010 Goal Topics _____	20
2010 Objectives _____	20
<i>Strengths, Weaknesses, Opportunities and Threats</i> _____	21
Strengths _____	21
Weaknesses _____	22
Opportunities _____	22
Threats _____	23
<i>2011 - 2012 Fiscal Year District-Wide Priority Projects</i> _____	25
Priority A (near-term projects) _____	25
County of Butte _____	25
City of Chico _____	25
City of Gridley _____	26
City of Oroville _____	26
Town of Paradise _____	27
City of Biggs _____	27
County of Glenn _____	27
City of Orland _____	27
City of Willows _____	28
County of Tehama _____	28
City of Corning _____	28
City of Red Bluff _____	28
Priority B (projects within 5 years) _____	29
County of Butte _____	29
City of Chico _____	29
City of Gridley _____	29
City of Oroville _____	29

Town of Paradise	29
City of Biggs	29
County of Glenn	30
City of Orland	30
City of Willows	30
County of Tehama	30
City of Corning	31
City of Red Bluff	31
Priority C (long-term projects)	31
County of Butte	31
City of Chico	31
City of Gridley	31
City of Oroville	31
Town of Paradise	31
City of Biggs	31
County of Glenn	32
City of Orland	32
City of Willows	32
County of Tehama	32
City of Corning	32
City of Red Bluff	32
Exhibits	33
Exhibit 1 – District Map	34
Exhibit 2 – Funded Projects List	35
Exhibit 3 – 3CORE Staff	36
Exhibit 4 – Bi-Monthly Report	37
Exhibit 5 – Board of Directors	38
Exhibit 6 – CEDS Advisory Committee	39
Exhibit 7 – Invited to Participate in CEDS Process	40
Exhibit 8 – Participants in CEDS Process	41
Exhibit 9 – Statistical Data From CED	42
Exhibit 10– CEDS Planning Workshop	43
Exhibit 11– 3CORE Board Resolution	44

INTRODUCTION

CEDS Annual Report Format

The Comprehensive Economic Development Strategy (CEDS) is a five year plan that was adopted in 2010 and covers the time period between 2010 through 2015. The Economic Development Administration (EDA) requires Economic Development Districts to complete a CEDS Annual Report each year which serves to (1) summarize and assess the past year's activities, and (2) present new or modified program strategies. Each of the jurisdictions within the Economic Development District was asked to provide updates on project priorities and other pertinent information to be included in the CEDS Annual Report.

The CEDS Annual Report provides the following information: (1) information on the organizational background and capacity, (2) details on projects worked on or completed in 2010-2011, (3) information on the CEDS Committee, (4) changes in the District economy, (5) vision, goals and general strategies that were adopted as part of the five year planning document, and (6) priority projects for each of the member jurisdictions for the 2011-2012 fiscal year. Priority Projects are developed by fiscal year and are updated annually by the District Members.

Organizational Background

After substantial organizational planning, Butte, Glenn, and Tehama Counties, with the State of California's recognition, agreed on an "Intent to form an Economic Development District" in 1985. The counties then formed the Tri-County Economic Development Corporation to represent the District (which had a name change in October 2009 to 3CORE). Shortly thereafter, in September of 1985, the United States Economic Development Administration (EDA) approved the formation of the Tri-County Economic Development District (now 3CORE Economic Development District) in accordance with Section 301 (b) of the Public Works and Economic Development Act of 1965, under the terms of Public Law 89-126, as amended. 3CORE is currently a designated non-profit corporation under the authority of section 23701 (f) of the Revenue and Taxation Code of California. Hereafter, 3CORE will be referred to as "District".

The District was established to act as the economic development planning and coordinating organization for the counties of Butte, Glenn, and Tehama and the nine member cities located within the three counties. Initial identified goals of the District were to encourage new employment opportunities; foster a stable and diversified local economy; and, alleviate the persistent unemployment in the tri-county area. Since that time, the District has added small business development as a significant component of its overall program.

Cities and counties participating in the District are listed below:

Butte County

City of Chico
City of Oroville
Town of Paradise
City of Gridley
City of Biggs

Glenn County

City of Willows
City of Orland

Tehama County

City of Corning
City of Red Bluff

Capacity of Organization

The District has had exceptional success in assisting their member communities through both their planning and loan programs. Key to the effectiveness of the organization is an experienced management team, and exceptional staff. 3CORE is composed of 4 full-time and 2 part-time staff with expertise in strategic planning, project management, budget development, financing, marketing, loan portfolio management, computer technology, and human resource management.

Between 2006 – 2011 fiscal years, the District has completed 108 projects totaling \$12,455,365 in assistance, and leveraging over \$26,574,058 in additional funds resulting in the creation and or retention of over 505 jobs. Looking at the average job creation over the last five years it is anticipated that through the District's participation in the activities outlined in the Work Program the District will participate in the creation of 20 to 25 additional jobs over the next year. Many of the projects highlighted below will contribute to the long-term creation of higher-skilled and higher-wage jobs. Please see Exhibit 2 for a full list of staff members and their respective positions.

Management

Executive Director, Marc Nemanic has been employed at 3CORE since 1991. He possesses a firm background in economic development planning and financing. Further, Planning Deputy Director, Sheri Nix, has been employed at 3CORE since 1998. In addition, Patty Hess, Loan Deputy Director has also been with the organization since 1998. The capacity, experience, and stability of 3CORE's management team is unparalleled among rural economic development organizations in California. All management staff and key personnel possess excellent relationships with member communities and funding agencies.

Planning Division

The planning division utilizes the CEDS process as an effective method for identifying and prioritizing public works and other economic development projects in the District. Moreover, the process has served as an effective vehicle for equitably allocating staff time to assist communities with preparing funding applications to state and federal agencies.

By aggressively pursuing technical assistance and public works projects identified through the CEDS process, and then assisting the District members in accessing funds, the District has been able to develop a reputation as an effective customer-oriented, service providing organization to its members. The district has become the regional "hub" for accessing economic development resources from State and Federal agencies.

Loan Division

In order to provide capacity for regional business development, the loan division manages 12 separate federal, state, private, and locally capitalized loan funds with a total capital base of \$4.0 million. During this period a total of five (5) businesses were funded totaling \$450,000 in RLF funding and leveraging approximately \$964,000 in private investment. These loans are projected to create and or retain forty-two (42) jobs.

By administering such a large number of funds, the loan division is able to help package the appropriate loan with the appropriate need. Since the inception of the loan program, 3CORE has been able to secure relationships with various local banks insuring a strong referral relationship.

2010-2011 DISTRICT PROJECTS

During the 2010-2011 fiscal year the District completed a large volume of projects benefiting the tri-county region. The following outlines the major projects either started or completed during the past year. 3CORE will continue to work closely with our local partners to complete similar projects in 2011-2012 that meet the defined goals and objectives of the 2010-2015 CEDS.

Implementation of the Priority Projects Identified in 2010-2011 CEDS

- Numerous priority “A” projects are currently in progress. Several are specifically discussed in various sections of this report.
- The District continued to hold regularly scheduled meetings with district members to discuss current and potential projects as well as general economic development issues. The District has focused its efforts on helping its member cities and counties access resources for, or provide technical assistance to, priority projects as identified in the 2010-2015 CEDS.

Applications for State and/or Federal Grant Funds

- **City of Chico – EDA Public Works Final Grant Preparation;**
The District provided assistance in the preparation of a \$2.5M EDA Public Works grant for a \$5.0 infrastructure project in North Chico. The project, which was approved in early 2010 will benefit the businesses located in the Airport Industrial Park.
- **City of Chico – EDA Economic Adjustment Assistance Grant Preparation;**
The District has been working on behalf of the City in the preparation of a \$62,250 Technical Assistance grant, with a \$20,750 match to assist with the development of a Chico Municipal Airport Recovery Strategy. In June 2010 a large employer notified the City that they would be relocating out of the area, resulting in a loss of 240 jobs and approximately \$240,000 in annual lease revenue.
- **Butte County Region – EDA Technical Assistance Grant;**
The District prepared an application for \$140,000, with a \$60,000 match which would provide funding to expand the Business Incubation Program throughout the Butte County region. The District was notified that the project was approved for the 2010-2011 funding year which begins October 1, 2010. Funding is still pending.
- **County of Butte – CDBG Enterprise Grant Preparation and Implementation;**
On behalf of the County of Butte, the District submitted a grant application for \$300,000 through the State Community Development Block Grant Program which was approved and is now assisting with implementation of the scope of work. The grant is being used to further develop the micro-enterprise incubation program that began in April 2003 and has so far provided over 6,500 hours of in-depth mentoring services to local small businesses.
- **County of Butte – CDBG Enterprise Grant Preparation;**
On behalf of the County of Butte, the District prepared and application through the State Community Development Block Grant Program Enterprise Allocation in the amount of \$300,000 for the continuation of the micro-enterprise incubation program. The County was notified in late Spring that the application was approved. The sixth phase of this project is anticipated to begin in the Fall of 2011.

- **County of Tehama – CDBG Enterprise Grant Implementation;**

On behalf of the County of Tehama, the District prepared an application through the State Community Development Block Grant Program for an Enterprise Grant in the amount of \$150,000. The grant was approved and is being used to develop a micro-enterprise incubation program for the Tehama County Region. The District is assisting with the implementation of the program.

Planning and Technical Assistance (TA) Projects

The District developed and prepared the following Planning and Technical Assistance grants and or assisted with their implementation during the past year:

- **County of Butte – CDBG Project Implementation;**

On behalf of the County of Butte, the District prepared an application, through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. The grant is to be used to complete a Entrepreneurial Knowledge-based Enterprise Action Plan. 3CORE is assisting with the implementation of this project through a subrecipient agreement.

- **County of Butte – CDBG Planning and Technical Assistance Grant Preparation;**

On behalf of the County of Butte, the District prepared an application, through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. If approved, the grant will be used to complete a Countywide Tourism Strategy.

- **County of Butte – CDBG Planning and Technical Assistance Grant Preparation;**

On behalf of the County of Butte, the District prepared an application, through the State Community Development Block Grant Program General Allocation in the amount of \$70,000. If approved, the grant will be used to complete Phase 1 Development of Master Plan for Urban Street Improvements in South Oroville.

- **City of Biggs – CDBG Project Implementation;**

On behalf of the City of Biggs, the District assisted with the implementation of Phase II of the City's Downtown Visual Master Plan. Final reports were submitted to the State in November 2010.

- **City of Biggs – CDBG Planning and Technical Assistance Grant Preparation;**

On behalf of the City of Biggs, the District prepared an application, through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. If approved, the grant will be used to complete an Alternative Energy Park Feasibility Study and Preliminary Development Plan.

- **County of Glenn – CDBG Project Implementation;**

On behalf of the County of Glenn, the District is in the process of implementing a State Community Development Block Grant Program Economic Development Allocation for a Green Technology/Agricultural Industries Feasibility Study.

- **County of Glenn – CDBG Planning and Technical Assistance Grant Preparation;**

On behalf of the County of Glenn, the District prepared an application, through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. If approved, the grant will be used to complete a Countywide Economic Development Plan.

- **County of Glenn – CDBG Planning and Technical Assistance Grant Preparation;**

On behalf of the County of Glenn, the District prepared an application, through the State Community Development Block Grant Program General Allocation in the amount of \$35,000. If approved, the grant will be used to complete a Countywide Senior Housing Needs Assessment Study.

- **County of Glenn – CDBG Planning and Technical Assistance Grant Preparation;**
On behalf of the County of Glenn, the District prepared an application, through the State Community Development Block Grant Program General Allocation in the amount of \$13,700. If approved, the grant will be used to complete the Hamilton City Wastewater Pumping Station Preliminary Engineering and Design Estimates.
- **City of Willows – CDBG Planning and Technical Assistance Grant Preparation;**
On behalf of the City of Willows, the District prepared an application, through the State Community Development Block Grant Program Economic Development Allocation in the amount of \$35,000. If approved, the grant will be used to complete the Tower Theater Commercial Renovation/Reuse and Revitalization Strategy.
- **City of Willows – CDBG Planning and Technical Assistance Grant Preparation;**
On behalf of the City of Willows, the District prepared an application, through the State Community Development Block Grant Program General Allocation in the amount of \$35,000. If approved, the grant will be used to complete a Senior Housing Needs Assessment Study.
- **City of Orland – CDBG Planning and Technical Assistance Grant Preparation;**
On behalf of the City of Orland, the District prepared an application for \$35,000 through the State Community Development Block Grant Program Economic Development Allocation. If approved, the grant will be used to complete a Business Attraction and Retention Program Strategy and Resource Development Plan.

Other District Projects

Funding for such programs come from the local communities, the State, and the Federal Government. To date, for the 2010-2011 fiscal year, the District has assisted with the following projects benefiting our District members:

- **City of Biggs – Action Plan;**
The District worked with the City to develop an action plan for the downtown revitalization strategy, and management of donations generated by the Biggs Community Action Volunteers for specific projects.
- **Town of Paradise - CHIP Paradise Community Village**
The District provided assistance to the Town of Paradise for a potential mixed-use planned development project.
- **Buy Fresh Buy Local Program;**
Working in conjunction with Northern California Regional Trust (NCRLT) on a program designed to help farmers, retailers, and restaurants capitalize on the growing market for locally produced food.
- **County of Glenn – Project Implementation;**
The District continued assisting with development of the second phase of the Airport Management Plan.
- **City of Orland – Business Façade Improvement Program Project Implementation;**
The District is assisting the City of Orland with the development and implementation of a Business Façade Improvement Program.
- **City of Willows – Downtown Revitalization Strategy Development;**
The District is providing assistance to the City in the development of a Downtown Revitalization Strategy provided with funds from WalMart.
- **US Bank Foundation –Funding Proposal;**

The District prepared and submitted a \$25,000 proposal to provide additional funding to augment our Microenterprise Business Incubation Program to provide T.A. services to businesses not eligible under the current CDBG program. Funding was exhausted for the 2010 calendar year, but the District was encouraged to submit another application in September 2011.

- **Wells Fargo Foundation –Funding Proposal;**

The District submitted a \$10,000 proposal to provide additional funding for our Microenterprise Business Incubation Program to provide T.A. services to businesses not eligible under the current CDBG program. Funding was approved.

- **Wells Fargo Foundation –Funding Proposal;**

The District began preparation of a \$25,000 proposal to provide for additional loan loss reserves for the District's loan program.

- **Pacific Gas and Electric – Funding Proposal**

The District was approved for \$1,000 in general support funding from PG&E.

- **Community Development Financial Institutions (CDFI) – Application preparation**

The District prepared and submitted an application to the U.S. Treasury to become a federally-recognized CDFI in an effort to broaden access to capital for underserved populations in the region. Expectations are that CDFI's will help finance small businesses not able to access financing through traditional sources.

Lending Division

- **EDA RLF Re-Capitalization**

The lending division continues to be active during this report period with regard to EDA lending activity. EDA accounts receivable are currently at \$870,000; not including two lines of credit with approx. \$210,000 available to draw. During this period four (4) loan totaling \$425,000 were funded, bringing the EDA un-committed funds available to lend to \$110,000.

- **Loan Portfolio**

In order to provide capacity for small business development, the District manages eleven (11) separate federal (including EDA), state, private and locally capitalized RLF's on behalf of District member cities and counties with a total capital base of \$4.0 million. During this period a total of five (5) businesses have been funded totaling \$450,000 in RLF funding, leveraging approximately \$964,000 in private sector capital. These loans are projected to create/retain forty-two (42) jobs. The District continued to place a significant amount of effort into enhancing opportunities for small businesses to obtain "gap" financing for job creation and/or retention projects.

- **Pipeline loans**

3CORE currently has approximately \$600,000 in pipeline loans.

In addition to the EDA-Capitalized RLF, the District manages eleven (11) other loan funds on behalf of its member cities and counties, including the following:

- ◆ County of Butte Enterprise Fund - \$224,039
- ◆ County of Glenn CDBG Re-Use RLF (4 separate funds)- \$287,315
- ◆ County of Tehama - \$97,012
- ◆ Glenn & Tehama County USDA Forest Service Old Growth Diversification RLF- \$716,988
- ◆ USDA IRP RLF - \$458,634
- ◆ 3CORE General RLF #1 - \$500,000
- ◆ 3CORE General RLF #2 - \$500,000

CHANGES IN COMPOSITION OF THE CEDS COMMITTEE

The ongoing review and implementation of the CEDS is affected through the CEDS committee.

The 3CORE District's CEDS Advisory Committee consists of up to twenty-five members (five from each participating county, three "at large" slots earmarked for minority representation, one slot earmarked for a chamber representative, one slot earmarked for a post-secondary education representative and one slot earmarked for a employment/labor representative), and eighteen Alternate Advisory Committee Members. 3CORE has modified the CEDS committee to comply with the EDA IFR 304.

The following changes in the composition of the CEDS Committee occurred with the changes to our organizational structure during the 2010/2011 fiscal year:

- ◆ 12/01/10
Kim Yamaguchi, Butte County Board of Supervisors, Public Sector, was appointed to serve on 3CORE's CEDS Advisory Board.
- ◆ 12/01/10
Bill Connelly, Butte County Board of Supervisors, Public Sector, resigned from 3CORE's CEDS Advisory Board.
- ◆ 12/01/10
Mary Flynn, City of Chico, City Council, Public Sector, was appointed to serve on 3CORE's CEDS Advisory Board
- ◆ 12/01/10
Scott Lotter, Paradise Town Council, Public Sector, resigned from 3CORE's CEDS Advisory Board.
- ◆ 12/01/10
Tim Titus, Paradise Town Council, Public Sector, was appointed to serve on 3CORE's CEDS Advisory Committee.
- ◆ 12/01/10
Roger Frith, City of Biggs, City Council, Public Sector, was appointed to serve on 3CORE's CEDS Advisory Board.
- ◆ 12/01/10
Heather Baker, City of Willows, City Council, Public Sector, resigned from 3CORE's CEDS Advisory Board.
- ◆ 12/01/10
Sandra Hobbs, City of Willows, City Council, Public Sector, was appointed to serve on 3CORE's CEDS Advisory Board.
- ◆ 12/01/10
James Pachall, City of Orland, City Council, Public Sector, resigned from 3CORE's CEDS Advisory Board.
- ◆ 12/01/10
Bruce Roundy, City of Orland, City Council, Public Sector, was appointed to serve on 3CORE's CEDS Advisory Board.

◆ 2/22/11

Bill Finley, Private Industry Council, Public Sector, due to closure of PIC, resigned leaving a vacancy for the Workforce Development position on 3CORE's CEDS Advisory Board. The District is working to fill this position.

Please see Exhibit 5 for an updated Board of Directors list.

The CEDS Advisory Board has twenty-seven Board spots, with nineteen (19) spots currently filled and eight (8) vacancies. We are currently in the process of identifying representatives of both the Public and Private Sector to fill the vacancies.

Although not "official", CEDS Advisory Board members, local government, staff members, local economic development organizations, and other interested individuals from the community are invited to participate in all CEDS related meetings. See Exhibit 6 for list of CEDS Advisory List.

CHANGES IN THE ECONOMY

Income

The following summarizes the statistics for per capita income as described by the U.S. Bureau of Economic Analysis for the period 1999-2009.

In 2009, Butte County had a per capita personal income (PCPI) of \$32,593. This PCPI ranked 39th in the State out of 58 counties, was 77 percent of the State average, \$42,395, and 82 percent of the national average, \$39,635. In 1999, the PCPI of Butte was \$21,757 and ranked 44th in the State. The average annual growth rate of PCPI over the past 10 years was 4.1 percent, or 0.8 percentage points more than the State average and 0.7 percentage points more than the national average. The average annual growth rate for the State was 3.3 percent and for the nation was 3.4 percent.

In 2009, Glenn County had a PCPI of \$32,258. This PCPI ranked 40th in the State, was 76 percent of the State average, and 81 percent of the national average. In 1999, the PCPI of Glenn was \$19,523 and ranked 50th in the State. The average annual growth rate of PCPI over the past 10 years was 5.1 percent or 1.9 percentage points more than the State average and 1.7 points more than the national average.

In 2009, Tehama County had a PCPI of \$26,446. This ranked 56th in the State and was 62 percent of the State average, and 67 percent of the national average. In 1999, the PCPI of Tehama was \$18,405 and ranked 54th in the State. The average annual growth rate of PCPI over the past 10 years was 3.7 percent, or 0.4 percentage points higher than the State average and 0.3 points higher than the national average.

Per Capita Personal Income, 1999-2009

	1999	2009	% Change
Butte	\$21,757	\$ 32,593	33.2 %
Glenn	\$19,523	\$ 32,258	39.5 %
Tehama	\$18,405	\$ 26,446	30.4 %
Tri County	\$20,892	\$ 31,350	33.4 %
California	\$30,679	\$ 42,395	27.6 %
United States	\$28,333	\$ 39,635	28.5 %

Source: Bureau Of Economic Analysis

Household Size

The number of households has steadily increased during the period 2001 – 2011 in the tri-county region, averaging an annual growth rate of 0.9 percent for the region. The majority of the growth has occurred in the Butte and Tehama county areas.

The number of persons per household decreased from the period 2001– 2011. Based on information from the California Department of Finance, the average household size for the region in 2011 was 2.58.

Number of Households, 2001-2011

	Number of Households			Persons per Household		
	2001	2011	% Change	2001	2011	% Change
Butte	80,293	87,880	9.4 %	2.56	2.52	-1.4 %
Glenn	9,200	9,885	7.4 %	2.90	2.86	-1.5 %
Tehama	21,147	23,827	12.7 %	2.66	2.68	0.9 %
Tri County	110,640	121,592	9.9 %	2.60	2.58	-1.0 %
California	11,593,058	12,609,150	8.8 %	2.97	2.97	0.2 %

Source: California Department of Finance, Demographic Research Unit

Earnings by Industry

The following summarizes earnings by industry for 2007 as was prepared by the U.S. Bureau of Economic Analysis.

Earnings of persons employed in Butte County increased from \$3,146,133¹ in 2003 to \$3,979,580 in 2007, an average annual growth rate of 6.1 percent. The largest industries in 2007 were government and government enterprise, 21.9 percent of earnings; information, education, health and social services, 18.8 percent; and retail trade, 9.4 percent. In 2003, the largest industries were government and government enterprises, 21.8 percent of earnings; education, health and social services, 16.5 percent; and retail trade, 10.7 percent. Of the industries that accounted for at least 5 percent of earnings in 2007, the slowest growing industries from 2003 – 2007 was retail trade (9.4 percent of earnings in 2007), which increased at an average annual rate of 2.1 percent; the fastest was finance and insurance (5.6 percent of earnings in 2007), which increased at an average annual rate of 8.3 percent.

¹ All income earning estimates are stated in thousands of dollars.

Earnings By Industry 2009 (part 1 of 2)

	Butte		Glenn		Tehama	
	Value (1,000s)	% of Earnings	Value (1,000s)	% of Earnings	Value (1,000s)	% of Earnings
Total Earnings	\$ 4,194,134	100.0 %	\$ 586,999	100.0 %	\$ 850,452	100.0 %
Farm earnings	\$ 206,753	4.9 %	\$ 203,345	34.6 %	\$ 27,510	3.2 %
Forestry, fishing, and related activities	\$ 49,314	1.2 %	(D)	n/a	(D)	n/a
Mining	\$ 2,529	0.1 %	(D)	n/a	(D)	n/a
Utilities	(D)	n/a	\$ 8,199	1.4 %	(D)	n/a
Construction	\$ 268,238	6.4 %	\$ 21,064	3.6 %	\$ 38,975	4.6 %
Manufacturing	\$ 189,702	4.5 %	\$ 31,986	5.4 %	\$ 91,997	10.8 %
Wholesale trade	\$ 114,228	2.7 %	\$ 22,576	3.8 %	(D)	n/a
Retail trade	\$ 360,275	8.6 %	\$ 24,196	4.1 %	\$ 75,676	8.9 %
Transportation and warehousing	(D)	n/a	\$ 27,763	4.7 %	\$ 65,692	7.7 %
Information	\$ 58,424	1.4 %	(D)	n/a	\$ 4,710	0.6 %
Finance and insurance	\$ 261,491	6.2 %	\$ 8,449	1.4 %	\$ 15,402	1.8 %
Real estate and rental and leasing	\$ 72,292	1.7 %	\$ 5,014	0.9 %	\$ 9,825	1.2 %
Professional and technical services	\$ 231,572	5.5 %	\$ 10,736	1.8 %	\$ 21,654	2.5 %
Management of companies and enterprises	\$ 23,965	0.6 %	\$ 0	0.0 %	\$ 25,879	3.0 %
Administrative and waste services	\$ 100,028	2.4 %	\$ 3,170	0.5 %	\$ 19,510	2.3 %
Educational services	\$ 19,566	0.5 %	(D)	n/a	\$ 2,803	0.3 %
Health services	\$ 778,928	18.6 %	(D)	n/a	\$ 100,148	11.8 %
Arts, entertainment, and recreation	\$ 26,796	0.6 %	\$ 1,985	0.3 %	\$ 3,726	0.4 %
Accommodation and food services	\$ 124,887	3.0 %	\$ 12,275	2.1 %	\$ 23,164	2.7 %
Other services, except public administration	\$ 246,387	5.9 %	\$ 21,777	3.7 %	\$ 42,299	5.0 %
Government and government enterprises	\$ 891,282	21.3 %	\$ 130,758	22.3 %	\$ 224,574	26.4 %
Value of withheld "(D)" earnings	\$ 167,477	4.0 %	\$ 53,706	9.1 %	\$ 56,908	6.7 %

Source: Bureau of Economic Analysis

Earnings By Industry 2009 (part 2 of 2)

	Tri Counties		California		United States	
	Value (1,000s)	% of Earnings	Value (1,000s)	% of Earnings	Value (1,000s)	% of Earnings
Total Earnings	\$ 5,631,585	100.0 %	\$ 1,145,167,947	100.0 %	\$ 8,811,175,000	100.0 %
Farm earnings	\$ 437,608	7.8 %	\$ 12,827,177	1.1 %	\$ 68,504,000	0.8 %
Forestry, fishing, and related activities	\$ 49,314	0.9 %	\$ 6,222,653	0.5 %	\$ 24,390,000	0.3 %
Mining	\$ 2,529	0.0 %	\$ 4,883,405	0.4 %	\$ 124,768,000	1.4 %
Utilities	\$ 8,199	0.1 %	\$ 10,127,744	0.9 %	\$ 77,546,000	0.9 %
Construction	\$ 328,277	5.8 %	\$ 61,709,607	5.4 %	\$ 477,797,000	5.4 %
Manufacturing	\$ 313,685	5.6 %	\$ 119,102,844	10.4 %	\$ 900,278,000	10.2 %
Wholesale trade	\$ 136,804	2.4 %	\$ 55,009,818	4.8 %	\$ 448,492,000	5.1 %
Retail trade	\$ 460,147	8.2 %	\$ 67,083,870	5.9 %	\$ 525,110,000	6.0 %
Transportation and warehousing	\$ 93,455	1.7 %	\$ 32,144,853	2.8 %	\$ 290,157,000	3.3 %
Information	\$ 63,134	1.1 %	\$ 55,894,011	4.9 %	\$ 299,885,000	3.4 %
Finance and insurance	\$ 285,342	5.1 %	\$ 67,427,127	5.9 %	\$ 608,246,000	6.9 %
Real estate and rental and leasing	\$ 87,131	1.5 %	\$ 24,959,583	2.2 %	\$ 151,989,000	1.7 %
Professional and technical services	\$ 263,962	4.7 %	\$ 139,511,949	12.2 %	\$ 886,691,000	10.1 %
Management of companies and enterprises	\$ 49,844	0.9 %	\$ 21,688,549	1.9 %	\$ 205,912,000	2.3 %
Administrative and waste services	\$ 122,708	2.2 %	\$ 42,443,690	3.7 %	\$ 323,156,000	3.7 %
Educational services	\$ 22,369	0.4 %	\$ 16,461,956	1.4 %	\$ 141,356,000	1.6 %
Health services	\$ 879,076	15.6 %	\$ 107,975,725	9.4 %	\$ 971,286,000	11.0 %
Arts, entertainment, and recreation	\$ 32,507	0.6 %	\$ 19,003,708	1.7 %	\$ 98,329,000	1.1 %
Accommodation and food services	\$ 160,326	2.8 %	\$ 34,371,190	3.0 %	\$ 260,671,000	3.0 %
Other services, except public administration	\$ 310,463	5.5 %	\$ 41,540,411	3.6 %	\$ 320,041,000	3.6 %
Government and government enterprises	\$ 1,246,614	22.1 %	\$ 204,778,077	17.9 %	\$ 1,606,571,000	18.2 %
Value of withheld "(D)" earnings	\$ 278,091	4.9 %	\$ 0	0.0 %	\$ 0	0.0 %

Source: Bureau of Economic Analysis

Population

As is explained in the following section, the Tri-County Region has been experiencing a steady population growth over the last ten years. The Tri County population has grown consistently with California's population around 9 percent. Tehama has experienced the most growth at 13.7 percent followed by Butte and Glenn counties at 7.9 percent and 5.8 percent respectively.

The following table outlines the past ten years in population growth for the three counties within the region. The information was obtained from the California Department of Finance, Demographic Research Unit.

Historical Population Data, 1999-2009

	Butte		Glenn		Tehama		Tri County		California	
	Number	% Change	Number	% Change	Number	% Change	Number	% Change	Number	% Change
2000	203,171	1.08 %	26,453	0.58 %	56,039	0.97 %	285,663	1.01 %	33,873,086	2.21%
2001	205,119	0.96 %	26,720	1.01 %	56,231	0.34 %	288,070	0.84 %	34,430,970	1.65%
2002	207,735	1.28 %	26,978	0.97 %	56,930	1.24 %	291,643	1.24 %	35,063,959	1.84%
2003	210,343	1.26 %	27,380	1.49 %	57,864	1.64 %	295,587	1.35 %	35,652,700	1.68%
2004	212,512	1.03 %	27,728	1.27 %	58,834	1.68 %	299,074	1.18 %	36,199,342	1.53%
2005	214,422	0.90 %	28,068	1.23 %	59,876	1.77 %	302,366	1.10 %	36,676,931	1.32%
2006	216,391	0.92 %	28,450	1.36 %	60,959	1.81 %	305,800	1.14 %	37,086,191	1.12%
2007	218,023	0.75 %	28,784	1.17 %	61,626	1.09 %	308,433	0.86 %	37,472,074	1.04%
2008	219,427	0.64 %	29,070	0.99 %	62,179	0.90 %	310,676	0.73 %	37,883,992	1.10%
2009	220,748	0.60%	29,239	0.58%	62,836	1.06%	312,823	0.69%	38,292,687	1.08%
2010										
10-Year Annual Avg. Change		0.94%		1.06 %		1.25 %		1.01 %		1.46 %

Source: California Department of Finance

Labor Market

The following chart outlines the current unemployment rate for each of the counties within the district, as well as employment by industry. Due to the Economic recession all counties in the Tri County area have seen considerable growth in unemployment. In 2010 the Tri Counties area had a 14.5 percent unemployment rate, slightly higher than California's 2010 unemployment rate of 12.4 percent. Of the three counties Glenn had the highest rate at 16.3 percent followed by Tehama and Butte at 15.8 percent and 14.0 percent, respectively.

Historical Unemployment Rate

	Butte	Glenn	Tehama	Tri Counties	California	United States
2000	6.2 %	8.4 %	6.5 %	6.5 %	4.9 %	4 %
2001	6.6 %	8.8 %	6.5 %	6.8 %	5.4 %	4.7 %
2002	7.4 %	9.6 %	7.2 %	7.5 %	6.7 %	5.8 %
2003	7.6 %	10.3 %	7.7 %	7.8 %	6.8 %	6 %
2004	7.4 %	9.4 %	7.4 %	7.5 %	6.2 %	5.5 %
2005	6.8 %	8.5 %	6.9 %	7.0 %	5.4 %	5.1 %
2006	6.2 %	8.0 %	6.5 %	6.4 %	4.9 %	4.6 %
2007	6.6 %	8.8 %	7.2 %	6.9 %	5.3 %	4.6 %
2008	8.4 %	10.4 %	9.1 %	8.7 %	7.2 %	5.8 %
2009	12.5 %	14.4 %	13.9 %	13.0 %	11.3 %	9.3 %
2010	14.0 %	16.3 %	15.8 %	14.5 %	12.4 %	9.6 %

Source: California Employment Development Department

Employment/ Unemployment Data, 2010

	Butte	Glenn	Tehama	Tri	California
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Counties					
Civilian Labor Force	104,500	12,720	25,110	142,330	18,176,200
Civilian Employment	90,000	10,650	21,130	121,780	15,916,300
Civilian Unemployment	14,600	2,070	3,970	20,640	2,259,900
Civilian Unemployment Rate	14.0 %	16.3 %	15.8 %	15.37 %	12.4 %

Source: California Employment Development Department

Jobs by Industry, 2010

	Butte		Glenn		Tehama		Tri County		California	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total, All Industries	72,800	100.0%	7,660	100.0%	15,190	100.0%	95,650	100 %	14,278,100	100 %
Total Farm	2,700	3.7%	1,740	22.7%	1,340	8.8%	5,780	6 %	381,600	3 %
Natural Resources & Mining	2,400	-	260	3.4%	120	0.8%	380	0 %	26,800	0 %
Construction	n/a	3.3%	n/a	0.0%	410	2.7%	2,810	3 %	559,800	4 %
Manufacturing	3,500	4.8%	570	7.4%	1,600	10.5%	5,670	6 %	1,242,400	9 %
Wholesale Trade	1,700	2.3%	260	3.4%	270	1.8%	2,230	2 %	643,200	5 %
Retail Trade	9,400	12.9%	580	7.6%	1,800	11.8%	11,780	12 %	1,508,800	11 %
Transportation, Warehousing & Utilities	1,600	2.2%	450	5.9%	1,100	7.2%	3,150	3 %	464,900	3 %
Information	1,000	1.4%	n/a	0.0%	70	0.5%	1,070	1 %	429,000	3 %
Financial Activities	4,600	6.3%	170	2.2%	360	2.4%	5,130	5 %	759,800	5 %
Professional & Business Services	4,900	6.7%	170	2.2%	890	5.8%	5,960	6 %	2,069,400	14 %
Educational & Health Services	13,700	18.8%	480	6.3%	1,800	11.8%	15,980	17 %	1,786,900	13 %
Leisure & Hospitality	7,100	9.8%	680	8.9%	1,110	7.3%	8,890	9 %	1,493,700	10 %
Other Services	3,400	4.7%	90	1.2%	360	2.4%	3,850	4 %	484,700	3 %
Government	16,800	23.1%	2,210	28.9%	3,990	26.2%	23,000	24 %	2,427,100	17 %

Source: California Employment Development Department

Industry Clusters

The following table shows the regional industry clusters for the Northern Sacramento Valley as determined by the California Economic Strategy Panel. Butte, Glenn, and Tehama counties comprise a major portion of this region.

Northern Sacramento Valley Region Industry Clusters

<i>Industry Clusters of Opportunity (2001-2010)</i>	Percentage of Total Employment (2007)	Rank by Size	Rank by Concentration	Rank by Growth Rate
All Government*	22.2%	1	4	6
Health Care & Social Assistance	13.3%	2	3	9
Retail Trade	12.9%	3	6	8
Accommodations and Food Services	8.6%	4	8	7
Manufacturing	5.9%	5	13	15
Other Services**	5.2%	6	7	5
Ag, Forestry, Fishing & Hunting	5.2%	7	1	12
Construction	5.1%	8	9	2
Transportation	3.5%	9	5	16
Professional, Scientific & Technical Services	3.5%	10	17	1
Administrative & Waste Services	3.3%	11	16	18
Finance & Insurance	3.0%	12	11	3
Wholesale Trade	2.8%	13	14	4
Real Estate, Rental & Leasing	1.3%	14	12	14
Information	1.3%	15	19	13
Arts, Entertainment & Recreation	1.2%	16	10	11
Educational Services	0.7%	17	18	10
Utilities	0.6%	18	2	19
Management of Companies & Enterprises	0.5%	19	20	17
Mining	0.1%	20	15	20

* All Government includes federal, state and local employment – from defense, police and firefighters to educators and other public services. The growth in this cluster is found primarily in local government, with significant increases in local education.

** Other Services includes automotive repair & maintenance, religious organizations, grant making & giving services, social advocacy organizations, personal care services, professional & similar organizations, death care services, civic & social organizations.

Note: The Northern Sacramento Valley Region includes; Butte, Colusa, Glenn, Shasta and Tehama counties.

Source: California Economic Strategy Panel; California Regional Economies Project

REGIONAL VISION, GOAL TOPICS & GENERAL STRATEGIES

The CEDS Committee adopted a vision, goals, and general strategies during the planning for the 2010-2015 CEDS.

Vision

The Comprehensive Economic Development Strategy Committee completed a visioning process during a workshop held in 2010. The Committee was asked to develop a vision for the tri-county region that would provide guidance for the region into the year 2015. After brainstorming and building consensus, the group developed the following vision statement:

In the year 2015, the tri-county partnership will have implemented a collaborative and regional job creation strategy committed to the prosperity and livability of its communities.

A follow-up communication with CEDS participants were given an opportunity to comment on the vision statement, as well as the Goal Statements and General Strategies.

Obstacles to Realizing the Vision

All organizations are destined to hit certain obstacles when trying to obtain a long-term vision. Listed below are potential obstacles have been identified that could possibly provide challenges for communities in meeting the vision.

Summary of Obstacles:

- Lack of awareness and coordinated training efforts and needs.
- Lack of job diversification.
- Lack of advanced entrepreneurial programs.
- Existence of limited financial resources for economic development services.
- Lack of reliable air service for passengers and freight.
- Lack of available improved land.
- No identity for the region.

GOAL TOPICS AND GENERAL STRATEGIES

The CEDS Committee participated in a brainstorming session and through this process identified five goal topics. In support of these Goal Topics they identified ten objectives. We asked each of the District member communities to determine their specific community Project Priorities that through implementation would support of these Goal Topics and Objectives.

2010 Goal Topics

- ◆ *Goal Topic 1: Expand business development and support*
- ◆ *Goal Topic 2: Expand non-bank capital investment*
- ◆ *Goal Topic 3: Establish regional collaborative relationships*
- ◆ *Goal Topic 4: Focus on environmentally sustainable development and knowledge-based enterprises*
- ◆ *Goal Topic 5: Identification of and investment in high-value infrastructure <\$1 million*

2010 Objectives

- ◆ *Objective 1: Align workforce development and regional economic development priorities*
- ◆ *Objective 2: Map clusters and emerging enterprises*
- ◆ *Objective 3: Determine needs, identify funding sources*
- ◆ *Objective 4: Establish federally-recognized regional CDFI*
- ◆ *Objective 5: Expand CEDLI relationship and products*
- ◆ *Objective 6: Encourage and support AB 811-type energy financing programs within region*
- ◆ *Objective 7: Strengthen, collaborate with existing regional institutions*
- ◆ *Objective 8: Inventory infrastructure projects <\$1million*
- ◆ *Objective 9: Sift by public benefit, readiness, and leverage*
- ◆ *Objective 10: Pursue those projects that have been identified as high value*

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

During the Visioning workshop the CEDS committee was separated into groups by jurisdiction and led through a SWOT brainstorming session. The following is a summary of the results of this brainstorming session.

Strengths

Butte County

- Educational Facilities
 - CSU, Chico
 - Butte College
 - Customized Education
- Variety of labor force (weakness – lack of specific skilled labor)
- Biggs & Gridley – Own Utilities
 - Attractive to businesses looking at the region as whole.
- Quality of life
 - Ag, rural setting
 - Both Urban & Rural environments
- Affordable Housing & available land
- Abundance of Ag Products
 - Organic & Specialty funding
 - Ag Tourism

Glenn County

- Geographic and transportation (I-5) Advantages
- Permitting Process
- Available Industrial Land

Tehama County

- I-5 – South Ave. in Corning
 - Shipping Support
- Recreation
 - Outdoor Vistas
- Land Availability
 - 1400 acres designated industrial
 - Walmart Distribution
- Available Labor
- Regional Co-operation
- Casino
 - Increased employment
 - Increased activities
- General Plan
 - Pro growth County
- Economic Development Road map
 - Board Adopted
- Centralized Ag Area
- Lot of ground water

Weaknesses

Butte County

- Rural – off the beaten track
 - Perception that Butte County can only handle specific industries.
- Being in California
- Fiscalization of land
- Proximity to metropolitan areas
- Transportation
- Lack of Shovel ready land
- Regulations
- P.G. & E.
- Lack of consistency for permitting processes
- Financing – competing with large urban areas
- Lack of infrastructure for larger industries
- Funding for education
- Labor issues
- Lack of regional planning

Glenn County

- Lack of single point of contact for Economic Development/Business
- Existing Workforce is small & transitional/unskilled
- Lack of unified Economic Development Strategy

Tehama County

- Skill level & education of labor force
 - Train labor through JTC & vocational schools to solve problem
- Lack of labor resources
 - If County could attract people to area using land availability it could help solve problem
- Lack of Infrastructure
 - Lack of broadband services to outer rim of County
 - There is no railroad service to the industrial area
 - As growth occurs, natural infrastructure development can take place to help solve the problem
- Distance to major markets
- Sales Leakage
- Lack of financial resources
- There is a lack of buy in for a regional approach to economic development
- Lack of use of technology by business & general population
- If new energy resources were available via solar or wind, there is a lack of infrastructure to transport the new energy resources to the community

Opportunities

Butte County

- Develop regional approach to economic development
 - Meet on more regular basis (Who would coordinate?)

- Bring in Governing Boards (BOS & Councils)
 - Work together to build trust (key)
 - Create Regional Goals
 - Would require tax sharing agreements
- Expansion of enterprise zones
- University
 - Increase business use of research opportunities
- Support vertical integration in Ag industries

Glenn County

- Thunderhill Raceway
- Support Industry
 - Possibilities for Ag Industries
- Green Technology/Green Industries

Tehama County

- Tehama Business Incubation Program
- Conversion of forest-based bio mass
- Use of Ag Materials
 - Rice Straw
- Use of solar & wind
- Quality of life – working at home
- Tourism & recreation
 - Ag related
- Bend Recreation Area
 - National Recreation Area
- Route to Lassen

Threats

Butte County

- Federal, State, & Local Budget Problems
- State unfriendly to businesses
- Statewide Brain Drain
- Over development of rural lands

Glenn County

- Water issues
- Economic Downturn
- “Repressive” State & Federal Regulations

Tehama County

- Lack of local resources to implement Economic Development
- State & Federal Regulations
- Lawsuits – Not In My Back Yard (Nimbi)
- Vocal Minority leverage
- Environmental Issues
- Financial Resources Diminishing
- Lack of employment opportunities for youth
- Lack of educational institutions
 - Disconnect by CSU, Chico & Tehama County
- Job Loss due to timber
- State water policy

2011 - 2012 FISCAL YEAR DISTRICT-WIDE PRIORITY PROJECTS

Taking into consideration the vision, goals, and general strategies of the region, the local communities were asked to develop priority project lists that outline specific projects to be completed in each of their jurisdictions. The 3CORE Board, representing the CEDS Committee reviewed the proposed priority project lists and approved the CEDS document. Please see Exhibit 11 for a copy of the Board resolution of approval for the 2011-2012 CEDS Update Report.

The 3CORE Planning Division utilizes the CEDS project priority lists as an effective method for identifying and prioritizing public works and other economic development projects within the District. Moreover, the process has served as an effective vehicle for equitably allocating staff time to assist communities with preparing funding applications to state and federal agencies.

In addition, the Economic Development Administration Reform Act of 1998 identifies a CEDS as a requirement to apply for assistance under the Economic Development Administration's public works and economic adjustment programs. The communities were asked to take into consideration the EDA Investment Criteria when developing their priority projects.

The project priority lists are split into three distinct levels. The first are "Priority A" projects, or projects that the community would like to move forward with in the near term. The second level projects are "Priority B" projects, or projects that the community would like to go forward within the next 5 years. The final category of projects, are "Priority C" projects, or projects that the community would like to move forward with sometime in the future.

This year we asked the jurisdictions to pare down their lists of priority projects where possible, focusing on "doable" projects rather than providing an extensive list of projects that may or may not be fundable. We also asked our District members to provide us with estimates of the potential investment and projected jobs creation and/or retention. Not all members were able to provide us with this information. This information has been included with the priority projects below for those members who did provide the additional detail.

Priority A (near-term projects)

County of Butte

1. Development of a public park, gathering facility, and linkage to other recreation venues at the Veterans Memorial Park, Oroville.
2. Support for the development and expansion of high growth potential businesses and innovation-based entrepreneurs through the provision of business incubation, mentoring, and consulting services.
3. Development of a database of industrial and commercial properties within the unincorporated area of the county noting certified, "shovel-ready" sites. This database should have the ability to interface with land inventory databases used by the State and other jurisdictions within Butte County.
4. Enhance regional tourism through the development and implementation of a regional tourism strategy.

City of Chico

1. Infrastructure improvements -(technical assistance – public works construction on roads and bridges, storm drainage, frontage roads, offsite improvements, communication enhancements, green technology, etc.) that increase access, connectivity, capacity and utilization of major employment centers of Chico where jobs are created/retained for the North State region.

Primary focus areas include:

- a. South Chico corridor from Skyway/SR99 west to South Chico and east to Paradise;
- b. Chico Municipal Airport improvements not covered by the FAA such as terminal expansion for increase commercial air service, hangars, infrastructure to undeveloped land, solar, etc.
- c. East 20th Street Corridor SR99 to Office/Commercial Region.

- d. Commercial/industrial opportunity site development (including Brownfield redevelopment) as identified in the General Plan Update.

Estimated investment: Technical Assistance \$50K-\$150K; construction \$500K – 2 million

Projected Jobs: 50 - 1,000

2. Reuse redeployment of vacant industrial and commercial buildings (technical assistance – construction including façade improvements, infrastructure upgrades, etc.).

Primary focus areas include:

- a. North Chico – Chico Municipal Airport Region
- b. South Chico – Hegan Lane Industrial Region

Estimated investment: Technical Assistance \$50K-\$150K; construction \$100K – 2 million

Projected Jobs: 50 - 1,000

3. Innovation Cluster Building – partnership projects that drive technology commercialization and entrepreneurship in the North State region. One example includes the new regional partnership with the Workforce Investment Board, University, private developers, private entrepreneurial businesses and City know around the Clean/Green Tech Innovation Center in South Chico. Other clusters of potential focus include technology and laser.

Estimated investment: up to \$1 million

Projected Jobs: 50 - 1,000

City of Gridley

1. Hazel Street Improvement Project.
Estimated investment: \$1 million
Projected Jobs: 6
2. Spruce Street Improvement Project.
Estimated investment: \$1.3 million
Projected Jobs: 4
3. Traffic signal at Highway 99 and W. Liberty Rd.
Estimated investment: \$900K
Projected Jobs: 50
4. .75 Megawatt solar farm at WWTP
Estimated investment: \$3 million
Projected Jobs: 1
5. Arsenic removal equipment for 5 wells in city.
Estimated investment: \$1.5 million
Projected Jobs: 1

City of Oroville

1. High Tech Business Park Infrastructure for Municipal.
2. Pursue Alternative Energy-Seed money for market analysis.
3. Pursue market study for waste water treatment/reuse.
4. Sewer Infrastructure improvements/replacement.
5. Repair and improve City surface streets.
6. Southside Streetscape infrastructure-utilities undergrounding, façade improvements.
7. Hewitt Park Phase III Improvements
8. Hwy 70 landscaping improvements.
9. Brownsfield's cleanup/properties.
10. Locate an additional fire station at the Municipal Airport.
11. Feather River-Centennial Plaza Phase II, III, etc.

12. Secure additional Community Development Block Grant (CDBG) Enterprise Grant Funds and utilize existing Enterprise Grant Funds and Revolving Loan Funds to the fullest extent to assist in filling the financial gap related to proposed business expansion and retention projects.

Town of Paradise

1. Wastewater District – Planning & Development.
Estimated investment: \$1,000,000
2. Wastewater Collection & Treatment Facility.
Estimated investment: \$20,000,000
3. Business Incubator.
Estimated investment: \$800,000
4. Skyway Corridor Master Plan – Pedestrian Safety
Estimated investment: \$4,000,000

City of Biggs

1. Downtown façade improvement program.
Estimated investment: \$200K
Projected Jobs: 2
2. Invest in developer project for alternative energy park in Biggs.
Estimated investment: \$4 million
Projected Jobs: 32
3. Upgrade municipal wastewater treatment plant.
Estimated investment: \$9 million
Projected Jobs: 4

County of Glenn

1. Implement Priority Programs and Actions as outlined in the 2011 BAE “Glenn County Green Technology and Agricultural Industries Feasibility Study” including, but not limited to:
 - 1) Ensure that Glenn County is an attractive Place to do business.
 - 2) Attract and leverage Private investment in Glenn County.**Estimated investment:** Unknown
Projected Jobs: Unknown
2. Pursue funding to expand and improve infrastructure for added-value agricultural processing, energy production and other commercial; or industrial activities including, the Willows and Orland airports.
Estimated investment: \$500K total investment; \$200K County
Projected Jobs: 25
3. Develop strategies and capacity to partner with Willows and Orland in developing high priority economic areas within the respective spheres of influence and along the I-5 corridor.
Estimated investment: \$2 million total investment; \$800K County
Projected Jobs: 15
4. Develop an Economic Development “Strike Team” including a project “Navigator” to assist businesses in Glenn County in the identification and implementation of all resources that are available to assist business development.
Estimated investment: Unknown
Projected Jobs: Unknown

City of Orland

1. Public Safety Facility.
Estimated investment: \$5.2 million
Projected Jobs: 15
2. Develop Economic Strategic Plan.
Estimated investment: \$35K

- Projected Jobs:** 2
- 3. Develop Stony Creek Trail project and grant.
Estimated investment: \$950K
Projected Jobs: 10
- 4. Extension of Pabst Ave to the north, including undergrounding of Lateral 40.
Estimated investment: \$1.5 million
Projected Jobs: 15
- 5. Eradication of Arundo donax and Tamariz spp. in Lower Stony Creek north of the City of Orland.
Estimated investment: Unknown
Projected Jobs: 5

City of Willows

- 1. Plan and begin implementation of interchange improvements at the I-5 intersections with Highway 57 and State Rte 162; including Landscaping and Signage enhancements.
Estimated investment: \$500K
Projected Jobs: 10
- 2. Implementation of infrastructure needs identified through the planning process to increase economic vitality in the downtown. (ie. trailblazing signage, street lightning replacement, Branding & Marketing assistance, etc.)
Estimated investment: \$800K
Projected Jobs: 20

County of Tehama

- 1. Base understanding of our Strategic Initiatives (per Tehama County Action Roadmap for Economic Growth prepared by Chabin).
 - a. Tehama County Brand.
 - b. Integrated and unified Visitor Attraction effort.
 - c. Strong countywide economic development arm with Business Development and Business Attraction Teams.
 - d. Leverage current programs and resources to create unique opportunities.
- 2. Develop a Zone of Benefit to generate capital to improve infrastructure and transportation access to the Diamond Avenue property with a through roadway back to Main St/99W; allows further development of a valuable commercial/business/industrial site with Sacramento River frontage.
- 3. Enhance the Tehama College curriculum to train a ready workforce; technical, clean energy, and paraprofessional skill.

City of Corning

- 1. Extend city water and sewer to the west side of I-5 at South Avenue.
- 2. Extend city water and sewer to the west side of I-5 at South Street and interchange improvements at Solano St./Hwy 99W/Edith Ave. intersection including widening of Solano St. to I-5.
- 3. Hwy 99W road improvements north of South Ave. , including turn lanes, curb and gutter, undergrounding utilities for commercial and light industrial development.
- 4. Complete implementation of a "Brand" for the City of Corning and install billboards and wayfinding signs to attract travelers along Interstate 5 into the City.

City of Red Bluff

- 1. South Main Interchange/Vista Way Overcrossing and Diamond Overcrossing extension.
- 2. Infrastructure rehabilitation and expansion.
- 3. Industrial development/job creation/retention.
- 4. Implementation of required ADA access improvements.
- 5. Downtown revitalization/retention/development.
- 6. Airport industrial park expansion.
- 7. Re-use/redevelopment of former mill site(s).

8. Urban trails/bikeway development.
9. Sacramento River and tributary bank stabilization.
10. Impact of the closure of Lake Red Bluff to the City of Red Bluff.
11. Burn Dump rehabilitation.

Priority B (projects within 5 years)

County of Butte

1. Improvements to County infrastructure that support business incubation, manufacturing, office and commercial development, and promote airport, highway, and rail development.
2. Preparation of a Countywide Alternative Energy Promotion Study taking into consideration research and production of alternative energy at various locations throughout the County.
3. Implementation of the Butte County General Plan near-term Action Items.

City of Chico

1. Public Private partnership projects designed to spur private investment in underutilized opportunity areas identified in the General Plan Update and /or Economic Development Strategy.
Estimated investment: Technical Assistance \$50K-\$150K; construction \$100K – 2 million
Projected Jobs: 50 - 1,000

City of Gridley

1. Highway 99 utilities underground project.
Estimated investment: \$1 million
Projected Jobs: 4
2. Replace streetlights with City Standard.
Estimated investment: \$125K
Projected Jobs: 2
3. Install curbs and sidewalks on Hwy 99 to Standish.
Estimated investment: \$750K
Projected Jobs: 2
4. Upgrade electrical substation.
Estimated investment: \$2.3 million
Projected Jobs: 2
5. Continue developing industrial park.
Estimated investment: \$5 million
Projected Jobs: 3

City of Oroville

1. Downtown traffic conversion from one-way to two-way.
2. Streetscaping infrastructure on Huntoon and Lincoln Blvd.
3. Oro Dam Blvd. streetscaping improvements.

Town of Paradise

1. Downtown Community Center/Plaza.
Estimated investment: \$5,000,000

City of Biggs

1. Coordination and funding assistance with downtown economic development anchor project.
Estimated investment: \$2 million
Projected Jobs: 27
2. Remodel old veteran's hall into new city services center.

Estimated investment: \$700K

Projected Jobs: 17

3. Install curb, gutter, sidewalks and complete road repairs.

Estimated investment: \$4.7 million

Projected Jobs: 47

County of Glenn

1. Develop and implement an Economic Development Element to the County General Plan.

Estimated investment: \$1.25 million total investment; \$500K County

Projected Jobs: 5

2. Identify and develop high impact recreational activities along the Sacramento River, Black Butte Lake, and Stony Gorge Reservoir.

Estimated investment: \$750K total investment; \$300K County

Projected Jobs: 6

3. Pursue Alternative Energy Development on unused or marginal land.

Estimated investment: Unknown

Projected Jobs: Unknown

4. Promote vacant industrial sites.

Estimated investment: Unknown

Projected Jobs: Unknown

City of Orland

1. Partner with Emerging Technology Fund and other entities to expand fiber optics and broadband access within the City.

Estimated investment: Unknown

Projected Jobs: Unknown

2. Improvements and expansion of City swimming pool.

Estimated investment: Unknown

Projected Jobs: Unknown

3. Develop Stony Creek Trail, pedestrian and bike path.

Estimated investment: Unknown

Projected Jobs: Unknown

City of Willows

1. Infrastructure improvements to increase access, connectivity, and capacity to the industrial and residential areas in South Willows.

2. Expansion/addition of Parks & Recreation facility in North Willows.

3. Infrastructure/Facilities enhancements within existing Parks System.

4. Evaluate/Develop new Public Safety Facility.

County of Tehama

1. Construct infrastructure and transportation access to the Diamond Avenue property with a through roadway back to Main St/99W; makes the area competitive for commercial/business/industrial site development with Sacramento River frontage.

2. Secure funding for the construction of the Flores Avenue truck and goods movement access route from I-5 to 99W to serve the distribution center, manufacturing, warehouse, and agricultural activities along 99W, Tyler Road, and Reading Road, allowing for expanded business/commercial/industrial site development and local job opportunities.

3. Support/encourage clean energy facilities and job creation for wind, solar, and water power, and new technologies such as low impact underwater in river turbines

4. Improve broadband hubs availability within the county and develop distribution hubs to serve business/industrial/government facilities.

City of Corning

1. Rehabilitate and reopen Rodgers Theater.
2. Extend city water and sewer to airport property for commercial/industrial park creation.
3. Improvements to Marguerite Ave. north of Blackburn to serve potential commercial development at airport.

City of Red Bluff

1. Increase in needed Public Facilities (Police & Fire Depts) and related services.
2. City Hall improvements.
3. Circulation and traffic management.
4. Recreational Opportunities.

Priority C (long-term projects)

County of Butte

1. Implementation of the Butte County General Plan long-term Action Items.

City of Chico

1. Increase access from interchanges on Highway 99 including frontage road and east-west connectors (e.g. Southgate, Eaton, Cohasset, etc.)
Estimated investment: Technical Assistance \$50K-\$150K; construction \$1 – \$2 million
Projected Jobs: 50 - 1,000
2. Increase access between Interstate 5 and Airport along Eaton Road Corridor including extension.
Estimated investment: Technical Assistance \$50K-\$150K; construction \$1– \$2 million
Projected Jobs: 50 - 1,000
3. Other infrastructure development for General Plan long term build out.
Estimated investment: Technical Assistance \$50K-\$150K; construction \$1 – \$2 million
Projected Jobs: 50 - 1,000

City of Gridley

1. New Fire Station and equipment.
Estimated investment: \$2 million
Projected Jobs: 7
2. Repair City Streets
Estimated investment: \$5 million
Projected Jobs: 2

City of Oroville

1. Centennial Plaza-Riverfront Phases II, III, IV, etc.
2. Sewer replacement in downtown.
3. Alternative Energy generation-local power supply-off grid.

Town of Paradise

1. No projects identified as “C” Priority.

City of Biggs

1. Landscape and provide bike paths along Hamilton Slough; when annexed, extend same from city to SR99.
Estimated investment: \$2.9 million
Projected Jobs: 21

County of Glenn

1. Develop and expand opportunities for Agricultural Tourism.
2. Promote Groundwater conservation and sustainability.

City of Orland

1. Community Center.
Estimated investment: \$2.5 million
Projected Jobs: 10
2. Library building expansion.
Estimated investment: Unknown
Projected Jobs: Unknown
3. Fine Arts Center.
Estimated investment: Unknown
Projected Jobs: Unknown

City of Willows

1. Storm drainage rehabilitation in North Willows.
2. Comprehensive update of City's General Plan.
3. Streetscape project along Highway 162 East of Humboldt Ave. & West of Tehama Street.

County of Tehama

1. Construct the Antelope Area Sanitary Sewer infrastructure for expanded sewer service to an area with great business and commercial potential, and the opportunity to provide additional service to support the growth of the Tehama District Fairgrounds and the events and commerce it brings into the community.
2. Develop improved goods movement routes within the county to enhance farm to market/processing facilities, and the improvement of alternative Interstate 5 business routes to encourage and promote local and natural enterprises.

City of Corning

1. Identify opportunities for reuse and infill development for vacant buildings in downtown area.
2. Improvement and expansion of municipal water system.
3. Seek funding for the extension of Fig Lane from Toomes Ave. to Houghton Ave.

City of Red Bluff

1. New City facilities for Fire, Police and Administration.
2. Antelope Sewer Project.